

**APPENDIX LLL-5-13
November 9, 2009**

October 28, 2009

MEMORANDUM

To: Members of the Board of Education

From: Daniel A. Nerad, Superintendent

Subject: **Strategic Objectives – Performance Measures**

Attached is a list of the possible performance measures cross referenced by the Strategic Plan's strategic objectives.

The document is not yet completed, but for some areas provides the current data for the performance measure. This will be discussed at the committee meeting on November 2. Final recommendations will be provided at a future date.

MMSD Strategic Plan
Performance Measures
Recommended

Performance Measure #	Performance Measure Subnumber	Performance Measure	Student		Curriculum				Staff	Resources/Capacity		Systems/Organization				Year																		
			Achievement for All Students	Relationships	Transitions	Accelerated Learning	Assessment	Civic Engagement	Cultural Relevance	Flexible Instruction	Professional Development	Recruiting and Retaining Staff	Prioritize and Allocate Resources	Rigorous Evaluation	Pursue Necessary Resources	Climate	Communication	Cooperation/Collaboration	Decision-Making	Partnerships	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15					
1		Graduation Rate			x	x																												
	A	DPI Graduation Rate			x	x																84.7%	84.3%	NA	85.0%	87.4%	90.6%	93.7%	96.9%	100%				
	B	MMSD Four Year Cohort Graduation Rate			x	x																92.0%	92.8%	89.8%	91.5%	93.2%	94.9%	96.6%	98.3%	100%				
2		Number and percent of students scoring at each proficiency or higher performance levels on WKCE assessments	x																															
	A	WKCE Reading Proficiency Percentage Grade 3	x																			76.0%	73.7%	71.7%	74.0%	80.5%	87.0%	93.5%	100%	100%				
	B	WKCE Reading Proficiency Percentage Grade 4	x																			77.3%	74.9%	75.9%	74.0%	80.5%	87.0%	93.5%	100%	100%				
	C	WKCE Reading Proficiency Percentage Grade 5	x																			79.8%	73.8%	73.0%	74.0%	80.5%	87.0%	93.5%	100%	100%				
	D	WKCE Reading Proficiency Percentage Grade 6	x																			82.2%	81.0%	77.8%	74.0%	80.5%	87.0%	93.5%	100%	100%				
	E	WKCE Reading Proficiency Percentage Grade 7	x																			79.4%	81.0%	81.3%	74.0%	80.5%	87.0%	93.5%	100%	100%				
	F	WKCE Reading Proficiency Percentage Grade 8	x																			82.5%	81.5%	81.0%	74.0%	80.5%	87.0%	93.5%	100%	100%				
	G	WKCE Reading Proficiency Percentage Grade 10	x																			66.3%	67.9%	70.4%	74.0%	80.5%	87.0%	93.5%	100%	100%				
	H	WKCE Math Proficiency Percentage Grade 3	x																			71.7%	71.5%	71.6%	58.0%	68.5%	79.0%	89.5%	100%	100%				
	I	WKCE Math Proficiency Percentage Grade 4	x																			74.4%	72.7%	76.2%	58.0%	68.5%	79.0%	89.5%	100%	100%				
	J	WKCE Math Proficiency Percentage Grade 5	x																			71.5%	72.9%	72.5%	58.0%	68.5%	79.0%	89.5%	100%	100%				
	K	WKCE Math Proficiency Percentage Grade 6	x																			74.1%	73.4%	70.8%	58.0%	68.5%	79.0%	89.5%	100%	100%				
	L	WKCE Math Proficiency Percentage Grade 7	x																			75.6%	74.9%	75.0%	58.0%	68.5%	79.0%	89.5%	100%	100%				
	M	WKCE Math Proficiency Percentage Grade 8	x																			75.5%	71.8%	73.8%	58.0%	68.5%	79.0%	89.5%	100%	100%				
	N	WKCE Math Proficiency Percentage Grade 10	x																			68.2%	65.4%	65.0%	58.0%	68.5%	79.0%	89.5%	100%	100%				
	O	WKCE Language Arts Proficiency Percentage Grade 4	x																			72.4%	70.1%	67.9%	70.0%	77.5%	85.0%	92.5%	100%	100%				
	P	WKCE Language Arts Proficiency Percentage Grade 8	x																			61.7%	62.0%	62.5%	70.0%	77.5%	85.0%	92.5%	100%	100%				
	Q	WKCE Language Arts Proficiency Percentage Grade 10	x																			65.4%	63.0%	64.4%	70.0%	77.5%	85.0%	92.5%	100%	100%				
	R	WKCE Science Proficiency Percentage Grade 4	x																			71.7%	70.1%	68.4%	75.0%	81.3%	87.5%	93.8%	100%	100%				
	S	WKCE Science Proficiency Percentage Grade 8	x																			72.7%	71.1%	73.1%	75.0%	81.3%	87.5%	93.8%	100%	100%				
	T	WKCE Science Proficiency Percentage Grade 10	x																			64.5%	64.0%	65.3%	75.0%	81.3%	87.5%	93.8%	100%	100%				
	U	WKCE Social Studies Proficiency Percentage Grade 4	x																			87.9%	86.2%	86.0%	90.0%	92.5%	95.0%	97.5%	100%	100%				
	V	WKCE Social Studies Proficiency Percentage Grade 8	x																			80.8%	77.3%	79.1%	90.0%	92.5%	95.0%	97.5%	100%	100%				
	W	WKCE Social Studies Proficiency Percentage Grade 10	x																			71.2%	66.9%	70.3%	90.0%	92.5%	95.0%	97.5%	100%	100%				
3		Number and percent of students scoring at each proficiency level on standards-based grades	x																															
	A	Elementary - Reading Standard 1	x																															
	B	Elementary - Reading Standard 2	x																															
	C	Elementary - Reading Standard 3	x																															
	D	Elementary - Math Standard 1	x																															
	E	Elementary - Math Standard 2	x																															
	F	Elementary - Math Standard 3	x																															

MMSD Strategic Plan
 Performance Measures
 Recommended

October 20, 2009

CFT

Performance Measure #	Performance Measure Subnumber	Performance Measure	Student		Curriculum					Staff		Resources/ Capacity		Systems/Organization					Year																			
			Achievement for All Students	Relationships	Transitions	Accelerated Learning	Assessment	Civic Engagement	Cultural Relevance	Flexible Instruction	Professional Development	Recruiting and Retaining Staff	Prioritize and Allocate Resources	Rigorous Evaluation	Pursue Necessary Resources	Climate	Communication	Cooperation/Collaboration	Decision-Making	Partnerships	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15									
G		Elementary - Science Standard	x							x																												
H		Elementary - Art Standard	x							x																												
4		Percentage of students participating in advanced courses - Grades 9 through 12	x			x				x											14.4%	15.1%	9.3%															
A		Percentage of students participating in advanced courses - Grade 9	x			x				x											0.3%	0.4%	0.2%															
B		Percentage of students participating in advanced courses - Grade 10	x			x				x											5.5%	7.3%	1.9%															
C		Percentage of students participating in advanced courses - Grade 11	x			x				x											18.1%	18.0%	10.6%															
D		Percentage of students participating in advanced courses - Grade 12	x			x				x											34.4%	34.5%	24.3%															
5		Percentage of students successfully completing all courses ("Successful" is a grade of "C" or higher) - Grades 6 through 12	x								x																											
A		Percentage successfully completing all courses - Grade 6	x								x										63.4%	60.9%	64.2%	70.2%	76.1%	82.1%	88.1%	94.0%	100%									
B		Percentage successfully completing all courses - Grade 7	x								x										53.0%	51.8%	57.6%	64.7%	71.7%	78.8%	85.9%	92.9%	100%									
C		Percentage successfully completing all courses - Grade 8	x								x										50.9%	48.3%	51.8%	59.8%	67.8%	75.9%	83.9%	92.0%	100%									
D		Percentage successfully completing all courses - Grade 9	x								x										46.5%	45.7%	46.2%	55.2%	64.1%	73.1%	82.1%	91.0%	100%									
E		Percentage successfully completing all courses - Grade 10	x								x										45.3%	45.4%	45.6%	54.7%	63.7%	72.8%	81.9%	90.9%	100%									
F		Percentage successfully completing all courses - Grade 11	x								x										50.6%	49.7%	48.3%	56.9%	65.5%	74.2%	82.8%	91.4%	100%									
G		Percentage successfully completing all courses - Grade 12	x								x										60.6%	58.5%	56.5%	63.7%	71.0%	78.2%	85.5%	92.7%	100%									
6		Percentage of students on track for credit attainment required for graduation in four years by year completed in high school (i.e., credits earned after 1 year of high school, after 2 years of high school, etc.)	x																																			
A		Percentage of students on track for credit attainment required for graduation in four years - Grade 9/Year 1	x																		NA	68%	78%	81.9%	85.5%	89.1%	92.8%	96.4%	100%									
B		Percentage of students on track for credit attainment required for graduation in four years - Grade 10/Year 2	x																		NA	67%	75%	79.6%	83.6%	87.7%	91.8%	95.9%	100%									
C		Percentage of students on track for credit attainment required for graduation in four years - Grade 11/Year 3	x																		NA	70%	78%	81.7%	85.4%	89.0%	92.7%	96.3%	100%									

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ACT

Performance Measure #	Performance Measure Subnumber	Performance Measure	Student		Curriculum				Staff		Resources/Capacity		Systems/Organization					Year								
			Achievement for All Students	Relationships Transitions	Accelerated Learning	Assessment	Civic Engagement	Cultural Relevance	Flexible Instruction	Professional Development	Recruiting and Retaining Staff	Prioritize and Allocate Resources	Rigorous Evaluation	Pursue Necessary Resources	Climate	Communication	Cooperation/Collaboration	Decision-Making	Partnerships	2005-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
D		Percentage of students on track for credit attainment required for graduation in four years - Grade 12/Year 4	x															NA	74%	86%	88.1%	90.4%	92.8%	95.2%	97.6%	100%
7		Percentage of students on track for credit attainment required for graduation in four years by subject area by year enrolled in high school (i.e., credits earned after year 1 of high school, after years 2 of high school, etc.)	x																							
8		Percentage of students on track for credit attainment that meets ACT core college preparation definition (i.e., Grade 9, Grade 10, Grade 11)	x																							
9		Percentage of students scoring at the proficient/ready to learn level on the Kindergarten Screener		x														61%	60%	59%	61%	63%	65%	66%	68%	70%
10		Percentage of responses scoring favorably on the School Climate Survey, selected items to be determined		x																						
11		Percentage of responses scoring favorably on the Dane County Youth Assessment, selected items to be determined		x																						
12		Parent satisfaction with after school programs - percentage of Strongly Agree/Agree		x														93%	91%	98%	100%	100%	100%	100%	100%	100%
13		Percentage of Kindergarten, Grade 6, and Grade 9 students without suspension events		x																						
A		Percentage of Kindergarten students without suspension events		x														98.8%	98.6%	99.0%	100%	100%	100%	100%	100%	100%
B		Percentage of Grade 6 students without suspension events		x														90.6%	88.5%	87.5%	89.6%	91.7%	93.8%	95.8%	97.9%	100%
C		Percentage of Grade 9 students without suspension events		x														84.0%	85.0%	85.6%	88.0%	90.4%	92.8%	95.2%	97.6%	100%
14		Percentage of students above 90 percent attendance rate for Kindergarten, Grade 6, and Grade 9		x																						
A		Percentage of Kindergarten above 90 percent attendance rate		x														86.3%	83.2%	84.6%	87.1%	89.7%	92.3%	94.9%	97.4%	100%
B		Percentage of Grade 6 above 90 percent attendance rate		x														90.4%	88.5%	88.1%	90.1%	92.1%	94.1%	96.0%	98.0%	100%
C		Percentage of Grade 9 above 90 percent attendance rate		x														76.3%	73.1%	75.2%	79.4%	83.5%	87.6%	91.7%	95.9%	100%
15		Percentage of Grade 6 and Grade 9 students without grades lower than "C"		x																						
A		Percentage of students without grades lower than "C" - Grade 6		x														63.4%	60.9%	64.2%	70.2%	76.1%	82.1%	88.1%	94.0%	100%
B		Percentage of students without grades lower than "C" - Grade 9		x														46.5%	45.7%	46.2%	55.2%	64.1%	73.1%	82.1%	91.0%	100%

Performance Measure #	Performance Measure Subnumber	Performance Measure	Student		Curriculum					Staff		Resources/ Capacity		Systems/Organization					Year												
			Achievement for All Students	Relationships Transitions	Accelerated Learning	Assessment	Civic Engagement	Cultural Relevance	Flexible Instruction	Professional Development	Recruiting and Retaining Staff	Prioritize and Allocate Resources	Rigorous Evaluation	Pursue Necessary Resources	Climate	Communication	Cooperation/Collaboration	Decision-Making	Partnerships	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15			
16		Percentage of Kindergarten students without lowest grades on standards-based grading system (i.e., a "1")		X																											
17		Percent of students successfully completing advanced courses ("Successful" is a grade of "C" or higher) - Grades 9 through 12			X																										
	A	Percent of students successfully completing advanced courses - Grade 9			X																										
	B	Percent of students successfully completing advanced courses - Grade 10			X																										
	C	Percent of students successfully completing advanced courses - Grade 11			X																										
	D	Percent of students successfully completing advanced courses - Grade 12			X																										
18		Percentage of students with disabilities enrolled in general education (i.e., credit generating) courses (all courses are regular ed courses)																													
19		Percentage of English Language Learners enrolled in general education (i.e., credit generating) courses (all courses are regular ed courses)																													
20		ACT participation rates			X																										
21		ACT average scores			X																										
	A	ACT average composite scores			X																										
	B	ACT average Reading score			X																										
	C	ACT average English score			X																										
	D	ACT average Mathematics score			X																										
	E	ACT average Science score			X																										
22		Percentage of students meeting ACT college readiness standards			X																										
23		Special education services placement rate, calculated as percentage of students placed in special education services - change to initial placement rate																													
	A	Special education placement - Native American																													
	B	Special education placement - African American																													
	C	Special education placement - Hispanic																													
	D	Special education placement - Asian																													
	E	Special education placement - White																													
24		District assessment plan by grade level, subject area, purpose				X																									
25		Percentage of students participating in school-sponsored community activities																													
26		Percentage of students successfully completing social studies graduation requirements																													

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			Achievement for All Students	Relationships	Transitions	Accelerated Learning	Assessment	Civic Engagement	Cultural Relevance	Flexible Instruction	Professional Development	Recruiting and Retaining Staff	Prioritize and Allocate Resources	Rigorous Evaluation	Pursue Necessary Resources	Climate	Communication	Cooperation/Collaboration	Decision-Making	Partnerships	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
27		<i>District curriculum map (NEEDS: Agreement must be reached on what standard course offerings are to be provided to students at all schools. In social studies we must map the curriculum in Eclipse. Any applicable course should embed service learning components. If service learning is embedded in a course it should be a required course.)</i>						x											Narrative									
28		<i>Percentage of students provided academic interventions (including TAG)</i>				x																						
29		<i>Participation rates in core professional development sessions for instructional employees</i>								x																		
30		<i>Participation rates in professional development sessions for non-instructional employees (NEEDS: Must develop professional development tracking system for non-instructional employees)</i>								x																		
31		<i>Value added program evaluation projects focused on measuring the effect of professional development efforts</i>								x										As reported by specific projects								
32		<i>Percentage of staff by race-ethnic minority (all employee groups)</i>								x										12.8%	10.8%	11.8%						
	A	Administrators - Percentage Minority								x										15.8%	14.4%	13.5%						
	B	Professional (certified teachers & support staff) - Percentage Minority								x										9.6%	9.8%	9.5%						
	C	Clerical/Technical/Security/BRS - Percentage Minority								x										24.4%	22.2%	24.1%						
	D	Food Service - Percentage Minority								x										24.6%	24.4%	24.0%						
	E	Custodial/Maint/Trades - Percentage Minority								x										16.6%	15.8%	16.8%						
	F	Educational Assistants - Percentage Minority								x										89.5%	13.4%	15.5%						
	G	Sub-Professionals - Percentage Minority								x										9.0%	5.4%	4.2%						
33		<i>Staff annual retention rate by race-ethnic minority (all employee groups)</i>								x										92.2%	79.1%	92.5%						
	A	Administrators - Percentage Minority								x																		
	B	Professional (certified teachers & support staff) - Percentage Minority								x																		
	C	Clerical/Technical/Security/BRS - Percentage Minority								x																		
	D	Food Service - Percentage Minority								x																		
	E	Custodial/Maint/Trades - Percentage Minority								x																		
	F	Educational Assistants - Percentage Minority								x																		
	G	Sub-Professionals - Percentage Minority								x																		
34		<i>New hire rates by race-ethnic minority (all employee groups)</i>								x										15.2%	9.3%	4.5%						
	A	Administrators - Percentage Minority								x																		

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			Achievement for All Students	Relationships Transitions	Accelerated Learning	Assessment	Civic Engagement	Cultural Relevance	Flexible Instruction	Professional Development	Recruiting and Retaining Staff	Prioritize and Allocate Resources	Rigorous Evaluation	Pursue Necessary Resources	Climate	Communication	Cooperation/Collaboration	Decision-Making	Partnerships	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
M		Percentage of students not suspended (in and out of school) - Grade 12											x					94.7%	94.7%	94.3%	95.3%	96.2%	97.2%	98.1%	99.1%	100%	
40		<i>Percentage of students participating in extra- and co-curricular activities</i>											x														
A		Percentage of students participating in extra- and co-curricular activities - Academic											x					77.6%	12.1%	22.5%							
B		Percentage of students participating in extra- and co-curricular community activities - Athletic											x					45.0%	22.2%	23.4%							
C		Percentage of students participating in extra- and co-curricular community activities - Music											x					12.8%	6.9%	1.5%							
41		<i>School climate survey, selected items to be determined</i>											x														
42		<i>Student attendance rate (all grades)</i>											x					93.7%	93.5%	93.9%							
A		Student attendance rate - Kindergarten											x					94.1%	93.7%	93.9%							
B		Student attendance rate - Grade 1											x					94.9%	94.4%	94.8%							
C		Student attendance rate - Grade 2											x					95.3%	94.9%	95.2%							
D		Student attendance rate - Grade 3											x					95.3%	95.3%	95.5%							
E		Student attendance rate - Grade 4											x					95.4%	95.0%	95.6%							
F		Student attendance rate - Grade 5											x					95.6%	95.2%	95.4%							
G		Student attendance rate - Grade 6											x					95.4%	95.1%	95.0%							
H		Student attendance rate - Grade 7											x					94.7%	94.6%	94.7%							
I		Student attendance rate - Grade 8											x					94.5%	93.7%	94.5%							
J		Student attendance rate - Grade 9											x					90.4%	91.5%	92.7%							
K		Student attendance rate - Grade 10											x					90.6%	90.7%	91.5%							
L		Student attendance rate - Grade 11											x					91.1%	90.5%	90.5%							
M		Student attendance rate - Grade 12											x					91.8%	91.3%	91.8%							
43		<i>Number of Open Enrollment, private/parochial, and home-based "leavers" due to dissatisfaction</i>												x				NA	NA								
44		<i>Number of teachers using home-school communication tools (e.g., Infinite Campus portal, Moodle)</i>												x													
45		<i>Positive response rate to specific items from parents on the school climate survey, selected items to be determined</i>												x													
46		<i>Employee satisfaction (perhaps using School Climate Survey items)</i>												x													
47		<i>Number of opportunities for community input--engagement sessions, especially advisory groups</i>																									
48		<i>Number of different community members participating in engagement sessions, especially advisory groups</i>																									
49		<i>Number of advisory groups representing a cross-section of the community and including students</i>																									

