



# Highlands 2011-2012 Balanced Scorecard



# Highlands School District Balanced Score Card Action Plan Goal Report

## Mid-Year Report

**District Goal #1:** Establish a safe, disciplined, and well-maintained learning environment that challenges students at all levels, involves parents in their child's education, and encourages the development of a strong work ethic.

**Action Plan Key Initiative:**

- A. Creating a Positive School Culture
  - 1. Greater compliance with rules of conduct (Discipline)
  - 2. Increasingly positive morale among staff and students (Morale)
  - 3. School-wide Positive Behavior Support with Sanctuary (PBS)
- B. Increase employee safety measures
  - 1. Establish a Building and Grounds safety program
  - 2. Implement E-Alerts
  - 3. Educating students on after school safety
  - 4. Secure the security system for the Administrative Center

# Goal #1 Highlights

- PBS teams are analyzing student discipline data to provide reinforcement of desired behaviors as well as finding trends in misbehavior that require intervention by staff or administration.
- Creation of District-Wide office referrals/discipline reporting aligned with State codes
- On-going consultation and support from the AIU to create action plans for each PBS goal
- Second Step Program in the Elementary Schools
- Transition Meetings for students
- Mentoring Periods at the Secondary Level
- ACT 80 Professional Development days to address staff morale
- Creation of TCC at all levels to hear concerns and problem solve potential solutions



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**District Goal #2:** Promote collaboration and foster a professional learning community with the primary focus on student achievement through long-term, intensive staff development and data analysis to inform high quality instruction that will enhance student learning.

**Action Plan Key Initiative:**

- A. Develop a professional learning community (Professional Development)
  - 1. Develop professional development plan for all staff each year.
  - 2. Develop teacher leaders.
- B. Improve definition of roles among administrators and supervisors (Role Definition)
  - 1. Establish job descriptions that accurately reflect the scope and responsibilities of each administrative position (Job descriptions)
  - 2. Promote the expertise and strengths of administrative and supervisory staff through appropriate evaluative techniques (Promoting strengths)
- C. Assure that supervision is suited to all staff needs (Differentiated supervision)
- D. Increase collaboration and communication with all district stakeholders (Collaboration)
- E. Use a technological tool to analyze student data (Data Analysis)

# Goal #2 Highlights

- Completed professional development calendar prior to the start of school.
- Staff surveys following each professional development
- Building specific BSC goals to address primary, upper elementary, middle school, or high school needs.
- Functioning data teams at each building in the District to identify and address student achievement needs.
- Differentiated Supervision Committee is creating a supervision manual suited for the Highlands Staff.
- Promoting Collaboration
  - Central Cabinet
  - Board Updates
  - BSC meetings and submissions
  - TCC, PTO, PAC, SIG
  - BSC public reports
  - Principals and Supervisors attending Planning and Voting meetings
  - Community Conversations with Dr. Latess



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**District Goal #3:** Align the written, taught, and tested curriculum through the development of challenging standards for all disciplines with a focus on reading, writing, speaking, mathematics, science, and technology emphasizing mastery of the basics and development of higher level thinking, and problem solving skills through fiscally sound management procedures.

Action Plan Key Initiatives:

- A. Develop a plan for the fiscally responsible use of district facilities, staff and finances.
  - 1. Consider consolidation options including further District reorganization
  - 2. Maintaining targeted class sizes
  - 3. Prioritizing need and maximizing staff utilization
  - 4. Head Start
  - 5. Support District Reorganization through the Maintenance Department
  - 6. Incorporate high-efficiency lighting
  - 7. Increase funding through Highlands Community Educational Foundation (HCEF)
  - 8. Reorganization of the Custodial Department
- B. Differentiate instruction to meet student needs
  - 1. Specially Designed Instruction
  - 2. Co-Teaching
  - 3. Differentiated Instruction
- C. Develop a plan for educational programs
  - 1. Align all written taught and tested curriculum with state standards
  - 2. Develop and implement a PreK-12 career education program
  - 3. Recommend a PreK-12 writing program
  - 4. Adhere to and implement the vision written for the School Improvement Grant at High School.

# Goal #3 Highlights

- Lease agreement with Head Start
- Pursue the sale of the Administrative Center and the closing of Heights Elementary School.
- District reorganization and maintaining optimal class sizes
- Plan approved by Board of Directors to relocate the Administrative Offices to the High School
- Custodial department reorganization to reflect that of the District
- Focus on Golf Outing and District Marketing Campaign
- Co-Teaching or “Co-Teaching Like” classrooms in all buildings
- SIG

After school tutoring

Math skills class

Writing lab based on the University of Pittsburgh model

Grant Manager/Transition Coordinator

Technology assistant



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**District Goal #4:** Provide a support system that allows all students to access additional help, and then address those students at more frequent intervals to determine the effectiveness of remediation strategies.

**Action Plan Key Initiatives:**

- A. Maintain an instructional support system
  - 1. Implement RAC word building strategies
  - 2. Expand RTII interventions in academic and behavioral areas
  - 3. Provide HS tutoring service
  - 4. Increase achievement of students with IEPs and GIEPs
  - 5. Provide transition coordination and elementary guidance services
- B. Create a more cost-effective and educationally sound Alternative Education program (Alternative Education)
- C. Consider a true 9<sup>th</sup> Grade Academy



# Goal #4 Highlights

- RAC trained staff in primary centers
- Phases of RtII operational in all buildings
- Analysis of student achievement of our Special Education Students using AIMSWeb or 4Sight assessments
- Grade level and department goals to address gaps in student learning
- Flex periods in place at the primary centers, upper elementary and Middle school



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**District Goal #5:** Support and enhance the comprehensive arts curriculum (visual, dance, theater, music, and physical education), emphasize components of the district wellness program, and incorporate the functions necessary to develop technologically proficient and career-ready students.

**Action Plan Key Initiatives:**

- A. Utilize 21<sup>st</sup> Century Technologies
  - 1. Extend classroom with various sources to gain world perspective
  - 2. Provide cyber-learning experiences
  - 3. Video Conferencing
  - 4. Technology Integration
- B. Support technologically integrated classroom
  - 1. Technology Coach
  - 2. Maintain equipment and oversee the relocations of existing equipment
  - 3. Maximize usage of all tech resources
  - 4. Internet II
- C. Participate in RWAN as part of Allegheny Connect
- D. Provide professional development opportunities for all staff
- E. Update wireless connectivity
- F. Expansion of Wellness Centers
- G. Increase participation in fine arts programs
- H. Develop a heightened student interest and participation in extracurricular activities, the arts, athletics, and non-traditional programs.

# Goal #5 Highlights

- Cyber-learning opportunities available through HVA
- Promethean Boards installed in Upper Elementary Classrooms
- Keyboarding class offered at Middle School
- Technological professional development offered to the District Staff
- Expansion of wellness centers