

**Prepared by the Accountability Committee  
of the  
Board of Education for the City of Savannah and the  
County of Chatham**

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# BOARD OF EDUCATION – District Accountability System

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# **BOARD OF EDUCATION – District Accountability System**

## **INTRODUCTION**

The District Accountability System provides the framework for the school system's strategic planning process. It incorporates the Mission and Vision statements, Guiding Principles, and Strategic Goals as approved by the Board of Education for the City of Savannah and the County of Chatham.

Supporting each of the Board's Strategic Goals are one or more Objectives with specific measures and performance targets. These Objectives specify what the Superintendent and District staff will be doing to accomplish each of the Board's Strategic Goals. Specific Board actions to support each of the Strategic Goals are also detailed.

This District Accountability System has been designed to help focus and guide the work of the School Board and Superintendent. It also serves as a tool for the school Board's assessment of its own performance and that of the Superintendent each year. While the planning horizon included in this document spans multiple years, modifications from time to time are expected. Because the Board and Superintendent intend for this to be an evolving document that will be used to plan and evaluate throughout the year, the components of the Accountability System may be periodically modified by a resolution of the School Board upon the recommendation of the Superintendent.

# **BOARD OF EDUCATION – District Accountability System**

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## **Board Policy Goals and Objectives**

**Descriptor Code: BA**

The Board of Education will ensure that the Savannah-Chatham County Public School District develops a strategic plan and Board accountability system to provide the governance necessary to successfully meet established objectives for each goal area.

**Mission Statement:** To ignite a passion for learning and teaching at high levels.

**Vision Statement:** From school to the world: All students prepared for productive futures.

### **Strategic Goals**

The Savannah-Chatham County Board of Education is committed to establishing strategic goals which support the Boards Vision and Mission Statement. These goals will be periodically reviewed and updated. The current strategic goals are as follows:

**GOAL 1:** To improve academic achievement.

**GOAL 2:** To ensure fiscal responsibility and effective resource stewardship.

**GOAL 3:** To provide a safe and secure environment for students and employees.

**GOAL 4:** To engage parents and other community stakeholders.

### **Guiding Principles**

Guiding Principles are the shared values and management style of the organization. They articulate the ethical standards by which the organization makes decisions and conducts activities.

**GUIDING PRINCIPLE 1:** The school board provides guidance and support to schools by establishing clear goals, aligned policies, high standards, and effective systems of evaluation which produce accountability and results.

**GUIDING PRINCIPLE 2:** The academic achievement of students will be at a level that will enable them, upon graduation from high school, to enter college or the work force fully prepared to be successful—without need of remediation.

**GUIDING PRINCIPLE 3:** Education is a shared responsibility between home, school and community.

**GUIDING PRINCIPLE 4:** A safe, secure and orderly environment is essential for teaching and learning.

**GUIDING PRINCIPLE 5:** All children can learn and achieve at high levels but may learn at different rates or learning styles.

**GUIDING PRINCIPLE 6:** Fiscal responsibility and accountability must be maintained at all times.

**GUIDING PRINCIPLE 7:** Positive relationships are built through honesty and respect which enhance cooperation, safety and well-being of students, families and staff.

**STRATEGIC GOAL 1: *TO IMPROVE ACADEMIC ACHIEVEMENT***

**BOARD ACTIONS TO SUPPORT THIS GOAL:**

**School Year 2008-2009:**

1. Discuss and agree to a list of highlights regarding the Board and the Superintendent's efforts to improve academic achievement that each Board member will use as part of their discussions and presentations with the community.
2. Meet at least once with the presidents of nearby colleges and universities to gain feedback on the academic preparation of our graduates for post-secondary work.

**Recurring:**

1. Work with the Superintendent to focus capital, financial and personnel resources to support the specified objectives for this strategic goal.
2. Review and update all policies at least biannually to ensure alignment with the specified objectives for this strategic goal. Remain attentive to the need for additional revisions to policy that may occur from time to time as recommended by the Superintendent to support the specified objectives for this strategic goal.
3. Require an annual state of the schools report from the Superintendent which addresses the District's performance on each of the specified objectives for this strategic goal, and review and discuss that report during an open Board meeting.
4. Receive timely reports on objectives as established and provide appropriate direction as necessary.

**OBJECTIVES / MEASURES TO SUPPORT THIS GOAL:**

**A. Reading on Grade Level**

**Objective:** To increase the percentage of students who are reading on grade level by the end of grade 2 as measured by the District reading assessment.

**Baseline:** TBD in the Spring of 2009\*

**Target:** By 2012, (TBD) percent of students will be on grade level by the conclusion of their second grade academic year [the target will be calculated based on a 15 percent reduction per year in the number of students not meeting the standard].

**Report:** The Administration shall provide the Board of Education with a report that provides the percentage of second grade students reading on grade level at the conclusion of the academic year for each elementary school, disaggregated by subgroup and summarized for the District as a whole.

**Timing:** Report will be provided to the Board in writing during August of each year, with a presentation to the Board in September.

**Ownership:** Senior Director of Curriculum & Instruction, Division of Academic Affairs

*\*The District is implementing a new reading assessment program for SY 2008-09 (replacing Rigby READS).*

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### **B. Georgia Criterion Referenced Competencies Test (CRCT)**

**Objective:** To increase the percentage of students meeting or exceeding standard in the core content areas as measured by the Georgia CRCT examination administered in Grades 3, 5, and 8 (first time test takers only – retest scores are not included).

**Baseline:** SY 2007-2008 for Reading, English / Language Arts, Mathematics, Science and Grade 8 Social Studies; SY 2008-2009 for Grades 3 and 5 Social Studies.

| <b><u>Content</u></b> | <b><u>Grade 3</u></b> | <b><u>Grade 5</u></b> | <b><u>Grade 8</u></b> |
|-----------------------|-----------------------|-----------------------|-----------------------|
| Reading               | 81                    | 83                    | 88                    |
| English/Language Arts | 82                    | 86                    | 85                    |
| Mathematics           | 59                    | 60                    | 47                    |
| Social Studies*       | N/A                   | N/A                   | 46                    |
| Science               | 66                    | 64                    | 42                    |

*\*Due to conversion from QCC to GPS standards, baseline will be established after initial GPS results are received.*

**Target:** By 2012, the following targets will be met by grade level and content area:

| <b><u>Content</u></b> | <b><u>Grade 3</u></b> | <b><u>Grade 5</u></b> | <b><u>Grade 8</u></b> |
|-----------------------|-----------------------|-----------------------|-----------------------|
| Reading               | 87                    | 89                    | 92                    |
| English/Language Arts | 88                    | 91                    | 90                    |
| Mathematics           | 73                    | 74                    | 65                    |
| Social Studies*       | N/A                   | N/A                   | 65                    |
| Science               | 77                    | 76                    | 62                    |

*\*Due to conversion from QCC to GPS standards, targets will be established after initial GPS results are received.*

**Report:** The Administration shall provide the Board of Education with a report which lists the scores by content area and grade level for each elementary and middle school, disaggregated by subgroup and summarized for the District as a whole.

**Timing:** Report will be provided to the Board each September, with a presentation to the Board in October.

**Ownership:** Senior Director of Curriculum & Instruction, Division of Academic Affairs

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### C. Iowa Test of Basic Skills (ITBS)

**Objective:** To increase the District average score in the core content areas as measured by the Iowa Test of Basic Skills, a norm-referenced examination administered in Grades 3, 5, and 8.

**Baseline:** SY 2007-2008

| <u>Content</u>        | <u>Grade 3</u> | <u>Grade 5</u> | <u>Grade 8</u> |
|-----------------------|----------------|----------------|----------------|
| Reading               | 51             | 52             | 38             |
| English/Language Arts | 56             | 57             | 48             |
| Mathematics           | 54             | 49             | 42             |
| Social Studies        | 60             | 53             | 38             |
| Science               | 55             | 55             | 42             |

**Target:** By 2012, the District average in grades 8 will be at or above the 50<sup>th</sup> percentile in each content area assessed. The District average in grades 3 and 5 will be maintained at or above the 50<sup>th</sup> percentile in each content area assessed.

**Report:** The Administration shall provide the Board of Education with a report which lists the percentile rank by content area and grade level for each elementary and middle school, disaggregated by subgroup and summarized for the District as a whole.

**Timing:** Report will be provided in writing to the Board in January each year, with a presentation to the Board each February.

**Ownership:** Senior Director of Curriculum & Instruction, Division of Academic Affairs

### D. Graduation Rate

**Objective:** To improve the District graduation rate as measured using the Georgia AYP calculation method.

**Baseline:** SY 2006-2007: 62 percent

**Target:** By 2012, the District graduation rate will be 78 percent.

**Report:** The Administration shall provide the Board of Education with a report which lists the graduation rate for each high school, disaggregated by subgroup and summarized for the District as a whole.

**Timing:** Report will be provided to the Board in writing annually in October, with a presentation to the Board in November.

**Ownership:** Executive Director of High Schools, Division of Academic Affairs

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### **E. Georgia High School Graduation Test**

**Objective:** To improve first time test takers success rate on the GHSGT as measured by the Georgia Department of Education.

**Baseline:** SY 2007-2008 - 68 percent of 11<sup>th</sup> graders passed all GHSGT content areas on the first attempt.

**Target:** By 2012, the first time test takers success rate of 11<sup>th</sup> graders will be 75 percent passing all content areas on the first attempt.

**Report:** The Administration shall provide the Board of Education with a report which lists the first time pass rate for each high school, disaggregated by subgroup and summarized for the District as a whole.

**Timing:** Report will be provided to the Board in writing annually in June, with a presentation to the Board in July.

**Ownership:** Executive Director of High Schools, Division of Academic Affairs

### **F. Advanced Placement Tests**

**Objective:** To increase the percentage of students participating and achieving a score of 3 or higher on Advanced Placement Exams as determined by the College Board.

**Baseline:** SY 2006-2007

Graduating seniors participation: 14 percent

Percent of exams 3 or higher: 44 percent

**Target:** By 2012, at least 20 percent of graduating seniors will have participated in one or more Advanced Placement exams. At least 55 percent of students enrolled in AP coursework will achieve a 3 or higher on the Advanced Placement exam.

**Report:** The Administration shall provide the Board of Education with a report which summarizes the Advanced Placement results by high school and by course.

**Timing:** Report will be provided to the Board in writing each October, and presented to the Board in November.

**Ownership:** Executive Director of Student Support Services, Division of Academic Affairs



**G. International Baccalaureate (IB) Diplomas**

**Objective:** To increase the percentage of students enrolled in the International Baccalaureate program being awarded the International Baccalaureate Diploma.

**Baseline:** SY 2007-2008 - 26 percent of IB diploma candidates were awarded the IB diploma.

**Target:** By 2012, at least 50 percent of IB diploma candidates will be awarded the IB diploma.

**Report:** The Administration shall provide the Board of Education with a report which summarizes the success rate of high school seniors enrolled in the IB program. Success rates on the IB exam for each content area will be provided as well as the number of IB diplomas awarded annually.

**Timing:** Report will be provided to the Board in writing each December, and then presented to the Board in January.

**Ownership:** Executive Director of Student Support Services, Division of Academic Affairs

**H. Scholastic Aptitude Reasoning Test (SAT)**

**Objective:** To increase the District average on the Verbal and Mathematics portions of the SAT Reasoning Test, a nationally norm-referenced college entrance examination.

**Baseline:** SY 2007-2008

Verbal + Mathematics Average Combined Score: 914

**Target:** By 2012, the District average combined verbal and mathematics scores on the SAT Reasoning Test will improve to 950 as measured by the College Board.

**Report:** The Administration shall provide the Board of Education with a report which details the results by high school and by subgroup on the verbal and the mathematics subtests. Comparisons to the State and National averages will be included. The change from the previous year will also be reported.

**Timing:** Report will be provided to the Board in writing each September, with a presentation to the Board in October.

**Ownership:** Executive Director of Student Support Services, Division of Academic Affairs

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### **I. ACT**

**Objective:** To increase the District average composite score on the ACT Test, a nationally norm-referenced college entrance examination.

**Baseline:** SY 2007-2008

District Average Composite Score 18.5

**Target:** By 2012, the District's average composite score on the ACT Test will improve to 19.2 or higher as measured by ACT Inc.

**Report:** The Administration shall provide the Board of Education with a report which details the results by high school and by subgroup on the English, Reading, Mathematics, and Science subtests as well as by composite score. Comparisons to the State and National averages will be included. The change from the previous year will also be reported.

**Timing:** Report will be provided to the Board in writing each September, with a presentation to the Board in October.

**Ownership:** Executive Director of Student Support Services, Division of Academic Affairs

**STRATEGIC GOAL 2: TO ENSURE FISCAL RESPONSIBILITY AND EFFECTIVE RESOURCE STEWARDSHIP**

**BOARD ACTIONS TO SUPPORT THIS GOAL:**

**School Year 2008-2009:**

1. Discuss and agree to a list of highlights regarding the Board and the Superintendent's efforts to improve fiscal responsibility that each Board member will use as part of their discussions and presentations with the community.
2. Meet with members of the Chatham County delegation of the Georgia General Assembly to openly discuss budget priorities and other legislation impacting the support and maintenance of public education.

**Recurring:**

1. Work with the Superintendent to focus capital, financial and personnel resources to support the specified objectives for this strategic goal.
2. Review and update all policies at least biannually to ensure alignment with the specified objectives for this strategic goal. Remain attentive to the need for additional revisions to policy that may occur from time to time as recommended by the Superintendent to support the specified objectives for this strategic goal.
3. Require an annual state of the schools report from the Superintendent which addresses the District's performance on each of the specified objectives for this strategic goal, and review and discuss that report during an open Board meeting.
4. Receive timely reports on objectives as established and provide appropriate direction as necessary.

**OBJECTIVES / MEASURES TO SUPPORT THIS GOAL:**

**A. ESPLOST Program**

**Objective:** ESPLOST projects are completed on-time and within budget and change orders are effectively controlled.

**Baseline:** Data not previously collected – baseline will be established upon the completion of first project

**Target:** Data will be provided to the Board and the public to demonstrate progress on ESPLOST projects.

**Report:**

- a. Monthly Budget Report will be provided to the Board summarizing the construction and spending status of each ESPLOST project, including original estimated total costs, current estimated total costs, difference between the original estimated cost and current estimated cost, actual costs to date, cost per square foot (where applicable), and current targeted completion date. This report will be available by the 20<sup>th</sup> of the following month.
- b. Annual ESPLOST Performance Audit will be completed by an independent auditing firm and presented to the Board for review and approval.
- c. Interim internal audit reports will be completed by the Internal Audit Department and provided to the Board on a quarterly basis.

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**Timing:** Reports will be posted to District website as soon as available and will be included in monthly Board ESPLOST Update.

**Ownership:** Chief Operations Officer (lead), Division of Operations, and Chief Financial Officer (support), Division of Finance

### **B. Financial Reporting**

**Objective:** To provide complete, accurate, and timely financial reporting for the Board and the public.

**Baseline:**

- a. Interim financial statements for FY 2007-2008 were provided to the Board for three of the four quarters (1<sup>st</sup> Quarter – not provided; 2<sup>nd</sup> Quarter – February 2008; 3<sup>rd</sup> Quarter – May 2008; 4<sup>th</sup> Quarter – August 2008).
- b. The 2007-2008 Budget was adopted by the Board on June 27<sup>th</sup>, 2007 and later received the Distinguished Budget Presentation Award from GFOA.
- c. The 2006-2007 Comprehensive Annual Financial Report was presented to the Board in January 2008 and was later recognized by both ASBO and GFOA for excellence in financial reporting.
- d. Monthly ESPLOST financial reports were provided to the Board for 11 of 12 months (May 2008 was not provided).

**Target:**

- a. Interim financial statements are used by management and the Board to monitor the financial status of the District throughout the year.
- b. The Adopted Budget meets established GFOA (Government Finance Officers Association) criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.
- c. Comprehensive Annual Financial Report is completed and published in accordance with industry standards and in the spirit of transparency and full disclosure.
- d. ESPLOST reports contain detailed information on the financial status of the program and are available to all interested parties.

**Report:**

- a. Interim financial statements will be presented to the Board at the second regular meeting after the end of the quarter, with the presentation highlighting significant trends and/or variances.
- b. The District will receive the GFOA (Government Finance Officers Association) Distinguished Budget Presentation Award each year. Recommended Budget will be submitted not later than the May Board meeting for the next fiscal year for adoption by the Board prior to June 30th.
- c. The District will receive the GFOA Certificate of Achievement for Excellence in Financial Reporting and the Association of School Business Officials (ASBO) Certificate of Excellence in Financial Reporting each year. The CAFR will be presented to the Board for approval not later than the January Board meeting for the prior fiscal year.

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- d. ESPLOST financial reports are presented to the Board each month, with the presentation highlighting significant trends and/or variances

**Timing:** See detail by report above. All financial reports are posted to the District's website as soon as possible.

**Ownership:** Chief Financial Officer, Division of Finance

### **C. Use of Audits**

**Objective:** To use various internal and external audits and program reviews as tools for continuous improvement.

**Baseline:** Data not previously collected – baseline will be established with completion of June 30, 2008 external audit (projected to be completed in December 2008).

**Target:**

- a. Management response, including planned corrective action, will be included as a part of the audit report whenever possible.
- b. Management will monitor progress of planned corrective action.
- c. Individual audit conditions will be corrected by the next audit.
- d. By 2012, no Material Weaknesses will be reported in the annual Single Audit Report.

**Report:** All audits will be reported to the Board at the next available meeting. Internal Audit will prepare a summary report of all audit recommendations, corrective actions, and progress toward completion as of June 30 each year.

**Timing:** Summary report will be provided to the Board at the August meeting.

**Ownership:** Senior Director of Internal Audit (lead), Department of Internal Audit, and Superintendent's Leadership Team (support)

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### **D. Stewardship of Human Resources**

**Objective:** To provide information on the effectiveness of the District's management of its Human Resources.

**Baseline:** See targets below.

**Target:**

a. Certified Staff:

- 1) Teacher turnover rate for the District will be reduced to 15 percent by the end of 2012, and no school will be more than 10 percent above the District average.

Baselines for this objective (SY 2007-2008):

National average: 16.8 percent

District Average: 14.6 percent

Range of schools: 0 - 33.3 percent

- 2) 99 percent of all classrooms will be staffed with highly qualified teachers when school opens for school year 2011-2012 as measured by the October Certified/Classified Personnel Information (CPI) data collection.

Baseline for this objective (SY 2007-2008): 97 percent.

b. Non-Certified Staff:

- 1) All position (job) descriptions will be aligned with actual staff duties by the end of fiscal year 2010 as measured by the number of position (job) descriptions approved in the 2006 "signature" format divided by the number of active position titles in the District's AHRS personnel data system.

Baseline for this objective (SY 2007-2008): 65 percent

- 2) By the end of school year 2010- 2011, all school level administrative staff members will complete District training on the duties associated with their position within two months of assignment to that position. Administrative staff members are defined as Principals, Administrative Secretaries, and Information Specialists.

Baseline for this objective: Current data not available. Recordkeeping will begin during school year 2008-2009 to establish baseline.

**Report:** Annual Human Resources Stewardship Reports showing progress against these goals will be provided to Board members.

**Timing:** Information will be presented to the Board by the January Board meeting each year beginning in January 2009.

**Ownership:** Executive Director of Human Resources, Human Resources Department

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### **E. Stewardship of Facilities**

**Objective:** To improve the utilization of the District’s facilities as measured by the percentage of capacity used and utilities cost per student.

**Baseline:** See targets below.

**Target:**

- a. Percentage of capacity used for all schools will be between 90-110 percent by the end of school year 2012. Percentage of capacity will be calculated by dividing the 10<sup>th</sup> day student enrollment count by the student capacity of permanent facilities.

Baseline for this objective: FY 2008

|                    |                |
|--------------------|----------------|
| Elementary Schools | 47-186 percent |
| Middle Schools     | 52-121 percent |
| High Schools       | 76-137 percent |

- b. Utilities cost and consumption per student at each school facility will be identified and analyzed each year, with a goal of keeping increases in per student consumption for the District below the applicable rate of inflation by the end of school year 2012. Utilities cost per student will be calculated as the sum of annual electricity and natural gas costs divided by the 10<sup>th</sup> day student enrollment count.

Baseline for this objective: To be determined upon the completion of the annual audited financial statements for FY 2008 in the following three categories: Elementary, Middle, and High Schools.

**Report:** Information on capacity usage is included with the CAFR each year. Information on per student utilities cost and consumption will be calculated after the CAFR is completed.

**Timing:** Information will be presented to the Board by the January Board meeting each year.

**Ownership:** Chief Operations Officer, Division of Operations

**STRATEGIC GOAL 3: TO PROVIDE A SAFE AND SECURE ENVIRONMENT FOR STUDENTS AND EMPLOYEES**

**BOARD ACTIONS TO SUPPORT THIS GOAL:**

**School Year 2008-2009:**

1. Discuss and agree to a list of highlights regarding the Board and the Superintendent's efforts improve safety and security that each Board member will use as part of their discussions and presentations with the community.
2. Meet with all police chiefs within Chatham County and the Chatham County Sherriff to discuss safe and secure schools.
3. Meet with various constituent groups (such as parent organizations, student and faculty senates, and school councils) to openly discuss the safety and security of our schools.

**Recurring:**

1. Work with the Superintendent to focus capital, financial and personnel resources to support the specified objectives for this strategic goal.
2. Review and update all policies at least biannually to ensure alignment with the specified objectives for this strategic goal. Remain attentive to the need for additional revisions to policy that may occur from time to time as recommended by the Superintendent to support the specified objectives for this strategic goal.
3. Require an annual state of the schools report from the Superintendent which addresses the District's performance on each of the specified objectives for this strategic goal, and review and discuss that report during an open Board meeting.
4. Receive timely reports on objectives as established and provide appropriate direction as necessary.

**OBJECTIVES / MEASURES TO SUPPORT THIS GOAL:**

**A. Truancy**

**Objective:** To improve student attendance at all grade levels by reducing the Truancy Rate.

**Baseline:** SY 2007-2008: 14.0 percent of compulsory attendance age students.

**Target:** By 2012, the truancy rate will be less than 10.2 percent of compulsory attendance age students.

**Report:** The Administration shall provide the Board of Education with a report that provides the percentage of truant students by school, disaggregated by subgroup and summarized for the District as a whole.

**Timing:** Report will be provided to the Board in writing after the 1<sup>st</sup> and 2<sup>nd</sup> semester, with presentations in February and August.

**Ownership:** Senior Director of Pupil Personnel, Division of Academic Affairs



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### **B. School Discipline**

**Objective:** To reduce the number of infractions that give rise to referrals for suspension and expulsion while ensuring that appropriate and consistent discipline is being administered in all of the District's educational settings.

**Baseline:** SY 2007-2008: 18,656 suspension and expulsion infractions.

**Target:** By SY 2011-2012, suspension and expulsion infractions will be reduced to below 13,000.

**Report:** The Administration shall provide the Board of Education with a report that provides the numbers and percentage of students referred for suspension and expulsion by school, disaggregated by infraction/subgroup and summarized for the District as a whole

**Timing:** Report will be provided to the Board in writing after the 1<sup>st</sup> and 2<sup>nd</sup> semester, with presentations in March and August.

**Ownership:** Senior Director of Pupil Personnel, Divisions of Academic Affairs

### **C. Emergency Preparedness**

**Objective:** To ensure the preparedness of schools in the event of an emergency/crisis situation by conducting live and simulated exercises at all sites.

**Baseline:** SY 2007-2008: Three school-level live crisis exercises, 0 school-level table-top exercises, and 1 centralized crisis mitigation exercise were conducted.

**Target:**

- a. By Fiscal Year 2010, 100 percent of schools will conduct a minimum of 1 live crisis mitigation exercise per year and a minimum of 1 simulated table-top exercise per year.
- b. By Fiscal Year 2010, the school District will conduct a minimum of 1 centralized crisis mitigation exercise per year and a minimum of 1 simulated table-top exercise per year.

**Report:** The Administration shall provide the Board of Education with a report that provides the numbers of exercises conducted by site, the types of exercises conducted and a summary of the results of the exercises.

**Timing:** Report will be provided to the Board in writing after the 1<sup>st</sup> and 2<sup>nd</sup> semester, with presentations in March and August.

**Ownership:** Chief Operations Officer, Divisions of Operations

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### **D. Weapons and Drugs**

**Objective:** To reduce the numbers of weapons and drugs on school campuses as measured by official police reports.

**Baseline:** SY 2007-2008: Weapons = 61; Drugs = 91

**Target:** By Fiscal Year 2010, the number of weapons offenses will be reduced by 10 percent to 55 the number of drug offenses will be reduced by 10 percent to 82.

**Report:** The Administration shall provide the Board of Education with a quarterly report that provides the numbers of weapons and drugs seized on school campuses by site.

**Timing:** Quarterly reports will be provided to the Board in writing in October, January, April, and July.

**Ownership:** Chief of Campus Police, Division of Operations

### **E. Dropout Rate**

**Objective:** To decrease the number of dropouts from the Savannah-Chatham County Public School System as measured by the Department of Education during the Fall FTE data collection.

**Baseline:** SY 2006-2007

Dropout rate for Grades 9-12: 4.6 percent

**Target:** By 2012, the Dropout rate for Grades 9-12 will be 3.3 percent or less

**Report:** The Administration shall provide the Board of Education with a report that provides the numbers of Dropouts by School and disaggregated by subgroups. This report will include the reasons for dropouts.

**Timing:** Report will be provided to the board on an annual basis in writing for the previous school year not later than the January Board meeting.

**Ownership:** Chief Academic Officer, Division of Academic Affairs.

**STRATEGIC GOAL 4: TO ENGAGE PARENTS AND OTHER COMMUNITY STAKEHOLDERS**

**BOARD ACTIONS TO SUPPORT THIS GOAL:**

**School Year 2008-2009:**

1. Discuss and agree to a list of highlights regarding the Board and the Superintendent's efforts improve community engagement that each Board member will use as part of their discussions and presentations with the community.
2. The Board will conduct at least one District-wide Town –Hall meeting each school year to receive feedback from constituent groups.
3. Each Board member will hold at least one School Board / Community / Neighborhood meeting for their District and will summarize the results at the next regularly scheduled Board meeting.

**Recurring:**

1. Work with the Superintendent to focus capital, financial and personnel resources to support the specified objectives for this strategic goal.
2. Review and update all policies at least biannually to ensure alignment with the specified objectives for this strategic goal. Remain attentive to the need for additional revisions to policy that may occur from time to time as recommended by the Superintendent to support the specified objectives for this strategic goal.
3. Require an annual state of the schools report from the Superintendent which addresses the District's performance on each of the specified objectives for this strategic goal, and review and discuss that report during an open Board meeting.
4. Receive timely reports on objectives as established and provide appropriate direction as necessary.

**OBJECTIVES / MEASURES TO SUPPORT THIS GOAL:**

**A. Engaging our Students' Parents**

**Objective:** To increase the level of parental involvement in the educational process as measured by the attainment of model Parent Teacher Association (PTA) status as determined by the Georgia PTA (NOTE: While PTA's operate independently of the School District, an active PTA which achieves model PTA status is considered as indicative of a high level of parental involvement).

**Baseline:** SY 2007-2008: 3 schools attained model PTA status.

**Target:** For School Year 2012, at least 30 schools will achieve model PTA status.

**Report:** The Administration shall provide the Board of Education with an annual report of the number of schools achieving model PTA status.

**Ownership:** Community Engagement Liaison, Office of Communications and Community Engagement

**Timing:** Report will be provided to the Board in August of each year.

## **BOARD OF EDUCATION – District Accountability System**

### **B. Engaging the Business Community**

**Objective:** To increase the number of business partnerships.

**Baseline:** SY 2007-2008 - The District has 319 business partnerships as of June 2008.

Twenty-one schools have less than 5 partnerships.

**Target:** All schools will have 5 or more business partnerships by the conclusion of school year 2011-2012.

**Report:** The Administration shall provide the Board with a written report on the number of business partnerships by school.

**Ownership:** Community Engagement Liaison, Office of Communications and Community Engagement

**Timing:** Report will be provided to the Board in May of each year.

### **C. Engaging our Neighborhoods & Communities**

**Objective:** To develop direct contacts between school principals and the communities / neighborhoods they serve. This also includes our military community.

**Baseline:** To be determined after survey of school principals at the start of SY 2008-2009.

**Target:**

- a. Every principal will present information on their school and the District at least one civic organization geographically related to the school by the end of each school year.
- b. By June 30, 2009, District staff will develop an action plan, in conjunction with the Hunter Army Airfield Garrison Commander, to support the educational needs of all of our military connected students (including National Guard and Reserves). This plan will be reviewed and updated every 2 years.

**Report:** The Administration shall provide the Board with an annual written report detailing the presentations made to civic organizations by school principals. A copy of the action plan to support our military connected students will also be provided to the Board once complete.

**Ownership:** Community Engagement Liaison, Office of Communications and Community Engagement and Senior Director of Pupil Personnel, Division of Academic Affairs

**Timing:** Report on presentations made will be provided to the Board in July of each year. A copy of the action plan to support our military connected students will be provided to the Board in July of 2009 and every 2 years thereafter.

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### D. Engagement Through Mentoring & Tutoring

**Objective:** To increase the number of mentors and tutors available to our students.

**Baseline:** To be determined not later than October 2008 through contact with all current mentors and tutors and their respective organizations (L.O.V.E., 100 Black Men, Big Brother-Big Sister, Fraternities, Sororities, Retired Educators Associations, Community Associations and Organizations, etc).

**Target:** To increase the number of active mentors/tutors within the District by 10 percent annually.

**Report:** An annual report will be provided to the Board which shows the number of active mentors/tutors and where they volunteer their services within the District.

**Ownership:** Community Engagement Liaison, Office of Communications and Community Engagement

**Timing:** Report shall be provided to the Board in writing each April.

### E. Perceptions of the District

**Objective:** To improve the overall perception of the District by its many constituencies, to include students, parents, visitors, volunteers, mentors, and business partners as measured by an annual climate survey.

**Baseline:**

SY 2007-2008:

| Stake Holders | Communication – Relationships | School Safety | Instructional Effectiveness |
|---------------|-------------------------------|---------------|-----------------------------|
| Teachers      | 78                            | 74            | 80                          |
| Parents       | 80                            | 76            | 80                          |
| Students      | 82                            | 74            | 86                          |

**Target:**

By the end of SY 2012:

| Stake Holders | Communication – Relationships | School Safety | Instructional Effectiveness |
|---------------|-------------------------------|---------------|-----------------------------|
| Teachers      | 82                            | 79            | 84                          |
| Parents       | 84                            | 80            | 84                          |
| Students      | 85                            | 79            | 89                          |

**Report:** The Administration shall provide the Board with an annual report will include the results of the climate survey.

**Ownership:** Executive Directors of School Governance, Division of Academic Affairs.

**Timing:** Report shall be provided in writing to the Board in August of each year, with a presentation to the Board in September.

# **BOARD OF EDUCATION – District Accountability System**

## **GLOSSARY OF TERMS**

This glossary contains definitions of selected terms used in this document for common understanding of the terminology used in the Board of Education’s Accountability System. The glossary is arranged alphabetically with cross-referencing where appropriate.

### **ACCRUE**

To record revenues when earned or when levies are made, and to record expenditures as soon as they result in liabilities, regardless of when the revenue is actually received or the payment is actually made. Sometimes the term is used in a restricted sense to denote the recording of revenues earned but not yet due, such as accrued interest on investments and the recording of expenditures which result in liabilities that are payable in another accounting period, such as accrued interest bonds.

### **ACT®**

A nationally norm referenced college entrance examination that measures achievement. The ACT® test assesses high school students' general educational development and their ability to complete college-level work. The multiple-choice tests cover four skill areas: English, mathematics, reading, and science. The Writing Test, which is optional, measures skill in planning and writing a short essay. Composite scores and each test score (English, Mathematics, Reading, Science) can range from 1 (low) to 36 (high). The Composite Score is the average of the four test scores, rounded to the nearest whole number.

### **ADEQUATE YEARLY PROGRESS (AYP)**

An individual state's measure of progress toward the goal of 100 percent of students achieving to state academic standards in at least reading/language arts and math. It sets the minimum level of proficiency that the state, its school districts, and schools must achieve each year on annual tests and related academic indicators.

## **BOARD OF EDUCATION – District Accountability System**

**ADVANCED PLACEMENT (AP)** A program administered by the College Board which consists of college-level coursework completed in a high school setting. Students may be awarded college credit based on their scores on a standardized Advanced Placement test.

**ASSOCIATION OF SCHOOL BUSINESS OFFICIALS (ASBO)** ASBO International is a professional association of school business management professionals whose mission is to provide programs and services to promote the highest standards of school business management practices, professional growth, and the effective use of educational resources.

**BOARD OF EDUCATION (BOE)** The Georgia Constitution places each school system under the management and control of an elected board of education. In Chatham County, the BOE refers to the nine members elected by the public that have policy setting authority, the ability to significantly influence operations, and primary responsibility for fiscal matters.

**BUDGET** A plan of financial operations embodying an estimate of proposed expenditures for a given period or purpose and the proposed means of financing. The budget contains supporting schedules detailing the proposed expenditures and means of financing with comparisons to prior years' actual revenues and expenditures.

**CAFR** Comprehensive Annual Financial Report. The CAFR contains the annual financial statements that are audited by the external auditors.

**CAPACITY** A measure of the number of children who can be adequately served for educational purposes in a permanent school facility. It does not include portable classroom space.

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### **CHANGE ORDER**

Alteration, addition, or deduction from the original scope of work as defined by the contract documents to address changes or unforeseen conditions necessary for project completion.

### **DROPOUT**

A student who leaves school with a state designated dropout reason code of marriage, expulsion, financial hardship / job, incarceration, low grades / school failure, military, adult / postsecondary education, pregnant / parent, removed for lack of attendance, serious illness, or unknown.

### **DROPOUT RATE**

The number of students in grades 9-12 who leave school with a state-designated dropout code (see dropout) at any time during the course of the academic year, divided by the total number of students enrolled in grades 9-12 during the course of the academic year.

### **ELEMENTARY SCHOOL**

A school classified by state and local statutes or practices comprised of kindergarten through fifth grade.

### **ESPLOST**

Education Special Purpose Local Option Sales Tax, a funding source approved by local voter referendum and used by school systems to retire debt, purchase equipment, or to construct school facilities

### **FISCAL YEAR (FY)**

A twelve-month period beginning July 1 and ending June 30 to which the annual budget applies and at the end of which the District determines its financial position and the results of its operations.



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### **GEORGIA CRCT**

Georgia Criterion-Referenced Competency Test. A criterion referenced test uses an objective standard or achievement level. In Georgia, all students in grades 1 - 8 take the CRCT in reading, English/language arts, and mathematics. Students in grades 3-8 are also assessed in science and social studies. Students in grades 3, 5, and 8 must pass the reading portion of the test and students in grades 5 and 8 must pass the mathematics portion of the test in order to be considered for promotion.

### **GEORGIA HIGH SCHOOL GRADUATION TEST (GHSGT)**

GHSGT is a curriculum-based assessment administered in grade 11 for graduation purposes as required by Georgia law. The GHSGT assesses only a sample of the knowledge and skills that comprise a complete high school education. Students take the GHSGT for the first time in the spring of the 11th grade. Schools use the results to identify students who need additional instruction in the academic content as necessary for a high school diploma. Students who do not succeed on their first attempt have four additional opportunities to meet the standards prior to completing 12th grade.

### **GEORGIA PERFORMANCE STANDARDS (GPS)**

Georgia Performance Standards are a set of standards developed by GADOE to improve upon the QCCs by defining the level of work that demonstrates achievement in each area of the curriculum.

### **GOAL**

A statement of broad direction, purpose or intent based on the needs of the community.

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### **GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)**

A professional organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.

### **GRADUATION RATE**

In Georgia, the graduation rate is a calculation of the number of students who leave high school with a Regular diploma in four years. It does not include Certificates of Attendance or Special Education diplomas. This calculation method is also known as the National Center for Education Statistics (NCES) “Leaver Rate.”

### **HIGH SCHOOL**

A school classified by state and local statutes or practices and comprised of grades nine through twelve.

### **HIGHLY QUALIFIED**

An NCLB definition that means core content teachers who are teaching in the field in which they are properly certified and have demonstrated proficiency in the content area by completion of a state approved content assessment.

### **INTERIM FINANCIAL STATEMENTS**

Financial statements that are prepared each quarter to provide information to management, and that are not audited by the external audit firm.

### **INTERNATIONAL BACCALAUREATE (IB)**

A rigorous program that allows students to earn an internationally recognized high school diploma.

### **IOWA TEST OF BASIC SKILLS (ITBS)**

A nationally norm- referenced educational assessment for grades kindergarten – eight produced by the University of Iowa. A norm referenced test compares an individual to a sample or group of his or her peers.

## **BOARD OF EDUCATION – District Accountability System**

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|--------------------------|--|
| <b>L.O.V.E.</b>          | Landings Outreach Volunteers in Education, a local volunteer mentoring group.  |
| <b>MATERIAL WEAKNESS</b> | A deficiency in the design or operation of internal controls such that the controls are not likely to prevent or detect a material misstatement of the financial statements.   |
| <b>MIDDLE SCHOOL</b>     | A school classified by state and local statute or practices comprised of grades six through eight.   |
| <b>NCLB</b>              | No Child Left Behind Act of 2001, Federal legislation that reauthorized the Elementary and Secondary Education Act (ESEA). NCLB significantly raised expectations for states, local school districts, and schools by requiring all students to meet or exceed state standards in reading and mathematics within twelve years and requiring all States to establish state academic standards and a state testing system that meet federal requirements. |
| <b>NEEDS IMPROVEMENT</b> | Classification which occurs due to failure to make AYP for two consecutive years. The classification applies both to school districts and individual schools.  |
| <b>NIMS</b>              | The National Incident Management System (NIMS) was created in 2004 by the Department of Homeland Security as required by Homeland Security Presidential Directive.   |
| <b>OBJECTIVE</b>         | Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.  |

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| <b>PARENT UNIVERSITY</b>                        | An initiative that encourages parental involvement and participation in the education of our community's children.  |
| <b>PTA</b>                                      | Parent Teacher Association. The PTA at the local level is linked to the state PTA and National PTA, forming a nationwide network of members working on behalf of children and youth. Although a school's principal works closely with the PTA, the PTA is an independent entity that is not linked directly to the school District.                                   |
| <b>QUALITY CORE CURRICULUM (QCC)</b>            | A set of standards developed by Georgia Department of Education that state in general terms what a student is expected to accomplish in each area of the curriculum.  |
| <b>RANDOM ADMINISTRATIVE SEARCH</b>             | Searches conducted by District administrative personnel based on a random number system assigned by the Central Office.   |
| <b>RIGBY READS</b>                              | A proprietary tool used to assess a student's reading level.  |
| <b>SAFE SCHOOLS SEARCH</b>                      | Searches conducted by law enforcement personnel of school grounds for weapons, contraband, and illegal drugs.   |
| <b>SCHOLASTIC APTITUDE REASONING TEST (SAT)</b> | The Scholastic Aptitude Reasoning Test is a nationally norm-referenced college entrance examination to measure ability produced by the College Board. Possible scores on the SAT range from 600 to 2400 by combining test results from three 800-point sections (math, critical reading, and writing). The SAT is typically taken by high school juniors and seniors. |

## **BOARD OF EDUCATION – District Accountability System**

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**TEACHER TURNOVER RATE** The number of teachers who left their school due to resignation, transfer, retirement, termination, death or nonrenewal at a point in time, divided by the total number of teachers at that school at that same point in time.

**TRUANCY** A measure of student attendance. Truancy occurs when a student of compulsory attendance age is absent from the same school for five days without an excused absence.

# BOARD OF EDUCATION – District Accountability System

## REPORTS AND PRESENTATION SUMMARY

| Strategic Goals | <b>Goal 1: To Improve Academic Achievement</b> |           |           |                      |                            |                              |                  |          |          | <b>Goal 2: To Ensure Fiscal Responsibility and Effective Resource Stewardship</b> |                          |                    |                        |                                | <b>Goal 3: To Provide a Safe and Secure Environment for Students and Employees</b> |                             |                             |                             |                   | <b>Goal 4: To Engage Parents and Other Community Stakeholders</b> |                                      |  |  |                                 |   |
|-----------------|--|-----------|-----------|----------------------|----------------------------|------------------------------|------------------|----------|----------|---|--------------------------|--------------------|------------------------|--------------------------------|--|-----------------------------|-----------------------------|-----------------------------|-------------------|---|--------------------------------------|--|--|---------------------------------|---|
| Objectives      | 1.A. Reading on Grade Level                    | 1.B. CRCT | 1.C. ITBS | 1.D. Graduation Rate | 1.E. GA HS Graduation Test | 1.F. Advanced Placement Test | 1.G. IB Diplomas | 1.H. SAT | 1.I. ACT | 2.A. ESPLOST Program  | 2.B. Financial Reporting | 2.C. Use of Audits | 2.D. Stewardship of HR | 2.E. Stewardship of Facilities | 3.A. Truancy Rate  | 3.B. School Discipline Rate | 3.C. Emergency Preparedness | 3.D. Weapons and Drugs Rate | 3.E. Dropout Rate | 4.A. Engaging our Students' Parents                               | 4.B. Engaging the Business Community | 4.C. Engaging Neighborhood & Communities | 4.D. Engaging Through Mentoring & Tutoring | 4.E. Perception of the District |   |
| July            |  |           |           |                      | P                          |                              |                  |          |          | RP  | P                        | P                  |                        |                                | R  | R                           | R                           | R                           |                   |   |                                      |  | R  |                                 |   |
| August          | R  |           |           |                      |                            |                              |                  |          |          | RP  | P                        | P                  |                        |                                | P  | P                           | P                           |                             |                   | R   |                                      |  |  |                                 | R |
| September       | P  | R         |           |                      |                            |                              |                  | R        | R        | RP  |                          | P                  |                        |                                |  |                             |                             |                             |                   |   |                                      |  |  |                                 | P |
| October         |  | P         |           | R                    |                            | R                            |                  | P        | P        | RP  |                          | P                  |                        |                                |  |                             |                             | R                           |                   |   |                                      |  |  |                                 |   |
| November        |  |           |           | P                    |                            | P                            |                  |          |          | RP  | P                        | P                  |                        |                                |  |                             |                             |                             |                   |   |                                      |  |  |                                 |   |
| December        |  |           |           |                      |                            |                              | R                |          |          | RP  | R                        | P                  |                        |                                |  |                             |                             |                             |                   |   |                                      |  |  |                                 |   |
| January         |  |           | R         |                      |                            |                              | P                |          |          | RP  | P                        | P                  | P                      | P                              | R  |                             |                             | R                           | R                 |   |                                      |  |  |                                 |   |
| February        |  |           | P         |                      |                            |                              |                  |          |          | RP  | P                        | P                  |                        |                                | P  | R                           | R                           |                             |                   |   |                                      |  |  |                                 |   |
| March           |  |           |           |                      |                            |                              |                  |          |          | RP  |                          | P                  |                        |                                |  | P                           | P                           |                             |                   |   |                                      |  |  |                                 |   |
| April           |  |           |           |                      |                            |                              |                  |          |          | RP  |                          | P                  |                        |                                |  |                             |                             | R                           |                   |   |                                      |  |  | R                               |   |
| May             |  |           |           |                      |                            |                              |                  |          |          | RP  | P                        | P                  |                        |                                |  |                             |                             |                             |                   | R   |                                      |  |  |                                 |   |
| June            |  |           |           |                      | R                          |                              |                  |          |          | RP  |                          | P                  |                        |                                |  |                             |                             |                             |                   |   |                                      |  |  |                                 |   |

**LEGEND:**

**R** = Report to the Board of Education

**P** = Presentation to the Board of Education