

Greenwich Public Schools Success System

Adopted by the Board of Education

March 29, 2007

Greenwich Public Schools Success System

Purpose of the Success System

Board of Education Ends Policy E-010 (Strategic Roadmap and Annual Goals) stipulates:

The Success System shall be comprised of measures of the District's performance in key arenas including student achievement, whole student development, resource management, learning and working environment, governance and leadership and community engagement. Annually or more often, the District shall report to the Board on the planning, goals, accomplishments and challenges encountered by the District, individual schools, program areas in achieving the aims of the Strategic Roadmap as measured by the Success System. The District will provide summary information in an easily understood, "dashboard" format that will effectively communicate the District's results to the community.

Performance data needs to be collected and analyzed to ensure continuous progress toward fulfilling the District mission. In recent years, the amount of information collected and tracked by the Greenwich Public Schools has increased exponentially. This plethora of data poses a series of questions for policy-makers: What information will tell us if the District is fulfilling its mission? Are we making progress? What is the relationship between our actions and the outcomes we seek for students? The Success System identifies specific indicators that can be used to monitor progress and identify future challenges. The indicators are divided into arenas that include both outcome and process measures.

Proposed Arenas

Proposed arenas include student achievement, whole student development, improving teaching and learning, aligning adults and resource management. The first two arenas contain outcome measures such as standardized mathematics scores or physical fitness test results. The last three arenas contain process measures such as staff retention, parent satisfaction or change in net current expenditure per pupil. Summary pages listing the major objectives for each of the five arenas and the specific indicators or measures for each arena are attached.

Selection of Measures

Measures were selected for each of these arenas from a broad range of data according the following criteria:

- The information is reliable, valid and externally verified.
- Group size is sufficient to reduce variations from year to year that is due to small numbers of students.
- Benchmark comparisons can be made to groups of students outside of the Greenwich Public Schools.

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- The measures represent “leverage points” indicative of broader district performance.
- Data for each measure is readily available, preferably over the last five years.

Setting Targets

Performance on each measure is characterized according to the following rubric:

- *Intervention* - significantly below expectation and benchmark groups.
- *Concern* - somewhat below recent results and benchmark groups.
- *Baseline* – similar to recent results and benchmark groups.
- *Progress* – significantly higher relative to recent results and benchmark groups.
- *Vision* – goal over the next three to five years. In line with the District vision statement to “set the standard for public education,” goals are set at the level of the highest performing benchmark group.

While the rubric categories are somewhat arbitrary, performance targets serve a useful function by making judgments about changes in data and defining progress toward the District mission. Targets were set by considering two factors: 1) the performance of Greenwich Public Schools students relative to benchmark groups and 2) the five year performance trend. Policy makers should focus on the performance range described by the intervention and vision categories. Targets are intended to remain constant over a three to five year period of time and could be reset in conjunction with an adjustment of the District mission, vision and strategic plan.

Reading the Rubrics

Attachments describe a performance rubric for each measure in the Whole Student Development and Aligning Adults arenas. Column headings from left to right include:

- Measure name and number.
- The weight of the measure within the overall student achievement arena. Measure weights add up to 100% and are set according to the relative importance of the measure.
- The 2005-2006 measure score.
- A rubric describing the performance range at the intervention, concern, baseline, progress and vision categories.
- A chart depicting a five year district performance trend of students with a trend line.
- A table comparing the performance of the district to benchmark groups in 2005-2006.

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Harris Survey

In the spring of 2006, the Harris Interactive School Poll was administered to students, parents, staff and town leaders. Survey results are used in the Whole Student Development, Aligning Adults, Improving Teaching and Learning, and the Resource Management arenas to assess satisfaction with district performance, stakeholder inclusion in the decision making process, the quality of teaching, and facilities condition. Response rates ranged from 91% for elementary students to 74% for secondary students to 81% for teachers and staff to 26% for parents and 30% for town leaders. The lower response rates for parents and town leaders were within the tolerances set by Harris for valid interpretation of the results. The survey asks respondents to “grade” system performance on an eleven point scale with A=10, A-=9, B+=8, B=7, B-=6, C+=5, C=4, C-=3, D+=2, D=1 and F=0. For the purposes of the arena rubrics, the numerical means were used to represent responses. Harris benchmark groups include the “Harris 9,” nine districts with similar demographic profiles to Greenwich and “Harris All,” all 150 districts across the United States that use the Harris Interactive Poll on a regular basis.

Student Achievement Arena

This arena assesses student achievement in four broad objectives specified in Board of Education Policy E-003 (Student Achievement): mastery of the curriculum, achievement by student subgroup, preparation for college, and achievement at the highest levels. Measures include:

Connecticut Mastery Test (CMT) - State-mandated program that assesses and reports the achievement of students in grade three through grade eight in three areas: Mathematics, Reading, and Writing. The CMT assesses core academic competencies and serves as a key indicator of a student’s readiness to successfully access the high school curriculum. Student scores are characterized by performance level: 5-Advanced, 4-Goal, 3-Proficient, 2-Basic and 1-Below Basic.

Connecticut Academic Performance Test (CAPT) - State-mandated program that assesses and reports the achievement of tenth grade students in four areas: Mathematics, Science, Reading Across the Disciplines, and Writing Across the Disciplines. Student scores are characterized by performance level: 5-Advanced, 4-Goal, 3-Proficient, 2-Basic and 1-Below Basic.

Scholastic Assessment Test (SAT I) - Measure of developed verbal and mathematical skills important for success in college. Scores are reported on a scale from 200 to 800. SAT1 is a college entrance examination and student participation

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is voluntary. Over the last five years, the percentage of graduating seniors taking SAT1 has been relatively constant in a range from 88% to 93%.

Advanced Placement (AP) - College Board-sponsored program administered and operated by Educational Testing Service. The AP Program gives high school students an opportunity to take college-level courses and exams, and earn credit, advanced placement, or both for college. Greenwich High School offers sixteen advanced placement classes in five different disciplines. Examinations are administered in May and scored by the Educational Testing Service. AP Examination grades are reported on a 5-point scale as follows: 5-Extremely well qualified, 4-Well qualified, 3-Qualified, 2-Possibly qualified, 1-No recommendation.

SOPA - Assesses a student's oral proficiency and listening comprehension in a foreign language. SOPA is administered to all fifth grade students in the spring and is used for middle school foreign language placement. The FLES teacher uses a nine level scale from Junior Novice Low (Level 1) to Junior Advance High (Level 9) to describe language proficiency. Students tested in the spring of 2005 had been in the program for one year whereas the students who were tested in the spring of 2006 had been in the program for two years. This year's fifth graders represent the first cohort to complete all three years of the program.

Visual Arts Assessment - Developed locally and piloted during the 2004-2005 school year. The assessment consists of a rubric scored evaluation of two pieces of student work, one two dimensional and the other three dimensional. The rubric assesses the student's selection of content, ability to evaluate and interpret their own and peer's work, mastery of media and technique, and demonstration of the elements and principles of artistic design. Student performance is characterized by level: advanced, mastery, proficient or below proficient

Social Studies Assessment - Interdisciplinary research project completed during the spring of the student's sophomore year at Greenwich High School. Teachers use a standards-based rubric to assess all aspects of the student project including selection of a research question, identification of resources, development of a thesis statement, and organization and presentation of evidence. The rubric characterizes student performance by level: advanced, mastery, proficient, basic or below basic.

Whole Student Development Arena

The Whole Student Development arena assesses progress towards the ends specified by Board of Education Policy E-003 - Whole Student Development. Measures include:

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Student Satisfaction – Students were asked to rate “overall satisfaction for your school.”

Extra-Curricular Participation – Two areas where we have reasonably good participation data are interscholastic athletics and performing music groups at Greenwich High School. It is important to note that performing music is both part of the core academic program and an activity that extends beyond the school day.

Fitness Scores – Student fitness levels are assessed annually across all school districts in Connecticut. Scores represent the percentage of students meeting state standards in all four areas (flexibility, core strength, upper body strength and cardio-vascular conditioning) assessed.

Student Attendance – Percentages represent the average attendance by student. High school attendance is recorded class by class.

Secondary Suspension Rate – All student disciplinary offenses resulting in suspension or expulsion from school are recorded in the student data management system, Starbase. This measure calculates the percentage of secondary students (unduplicated count) who are suspended during a given school year. In addition to a district summary for all students in grades six through twelve, the rate is disaggregated for Hispanic students and students receiving Special Education services.

Aligning Adults Arena

The Aligning Adults arena assesses the degree to which various stakeholders are working productively together to improve the education of children enrolled in the public school system. Measures include:

Town Leader Satisfaction – Members of the Representative Town Meeting, Board of Estimate and Taxation, town department heads and other community leaders were asked to rate overall satisfaction with the public school system.

Reductions to the Operating Budget – Tracks the reductions made by the Board of Estimate and Taxation to the operating budget proposed by the Board of Education as a measure of satisfaction with the operation of the school system.

Staff Satisfaction – All certified and non-certified employees of the Greenwich Public Schools were asked to rate their overall satisfaction.

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Parent Satisfaction – Surveys were mailed to the parents of students enrolled in the Greenwich Public Schools. In cases where two or more students from one family were enrolled in the school system, the parent was asked to respond to the survey from the perspective of the student whose birthday was earliest in the calendar year. Parents were asked to rate overall satisfaction with their child’s school.

Parent Involvement in Decision Making – Parents were asked to rate the quality of school communications and involvement in decisions regarding the education of their child.

Parent Satisfaction with the Budget Process – Parents were asked to rate their satisfaction with the overall budget and the budget development process.

Staff Involvement in Decision Making – Staff were asked to rate the quality of their level of involvement and ability to influence decision making.

Enrollment in the Greenwich Public Schools – This measure tracks the percentage of resident, school-age children who attend the Greenwich Public Schools. The source of this data is the Connecticut State Department of Education.

Improving Teaching and Learning Measures

The Improving Teaching and Learning arena assesses progress towards the ends specified by Board of Education Policies E-040 (Effective Learning Environment) and E-050 (Management of Human Resources). Measures include the following:

Annual Teacher Retention – The percentage of certified staff who continue their employment with the Greenwich Public Schools from one year to the next. Reasons for turnover include retirement, resignation and non-renewal.

Advanced Placement Enrollment – Measures the percentage of graduating seniors who enrolled in one or more Advanced Placement courses in grades nine through twelve.

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Students Completing Algebra 1 by the End of 8th Grade – The percentage students who successfully complete either Algebra 1 or Geometry by the end of eighth grade. This measure will be used to monitor the implementation of the revised mathematics program.

Time with Non-Disabled Peers – Time spent with non-disabled peers (TWNDP) is an important indicator of the access of students who are receiving Special Education services to the general curriculum. Performance on this measure is also used to demonstrate compliance with the IDEA requirement that students with disabilities are educated with their non-disabled peers to the maximum extent appropriate. TWNDP is calculated as an average for all students with disabilities for whom the district is fiscally responsible.

Satisfaction with the Quality of Teaching – Harris Survey results are used in the Improving Teaching and Learning arena to assess stakeholder satisfaction with the quality of classroom instruction.

Resource Management Measures

The Resource Management arena assesses progress towards the ends specified by Board of Education Policies E-020 and E-051. Measures include the following:

Net Current Expenditures per Pupil (NCEP) – As defined in Connecticut General Statutes, the State Department of Education uses data provided in the annual ED001 Financial Report filed by each school system to determine a district's NCEP. Given the potentially significant impact of capital spending, the Success System tracks the five year average growth on a "rolling" basis from one year to the next. The District benchmarks against itself over time and against SWRPA (Southwest Regional Planning Agency) school districts which face comparable economic situations.

Students per Certified Staff Member – Staff allocation is driven by changes in student enrollment and student need. Since salaries represent approximately 85% of the school system's operating budget, staff allocation is a significant measure of effective resource management.

Capital Project Execution – Performance in this area is measured in terms of on-time completion within budget. On-time is determined by comparing each capital project's projected completion date at the point of appropriation against the actual completion date.

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Facilities Condition – The Facilities Department uses a five point scale to assess the extent to which each building (schools, central office) meets the District standards for the same fifteen divisions used for capital planning (e.g., concrete, thermal and moisture, doors and windows, furnishings, mechanical, electrical). The Success System rating represents the composite average score for fifteen divisions at sixteen locations.

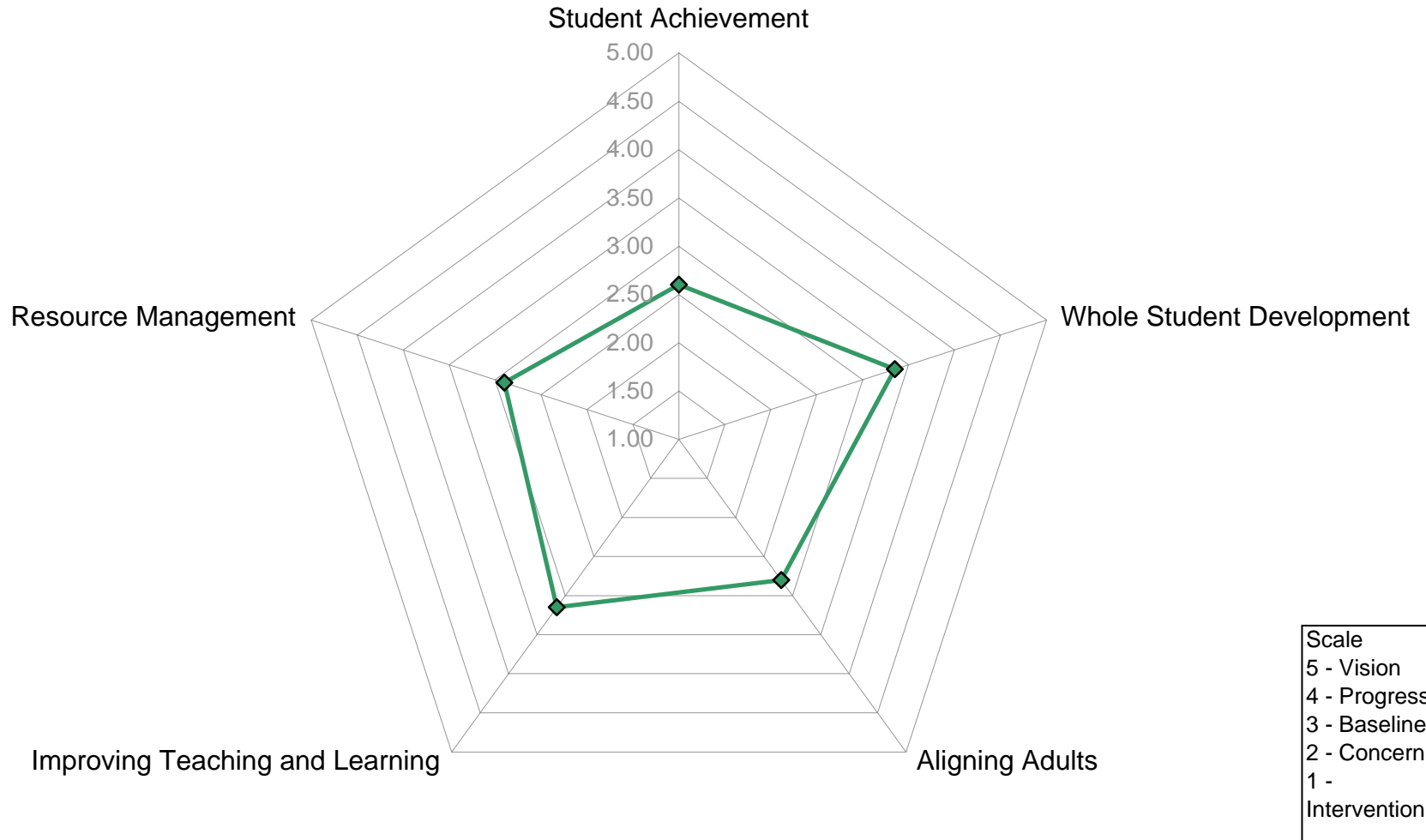
Satisfaction with Equipment and Facilities – Harris Survey results are used in the Resource Management arena to assess overall satisfaction with equipment and facilities. While the Success System uses a single overall satisfaction measure, questions clustered in this part of the survey cover a wide range of topics including food services, parking, cleanliness, temperature, availability of and access to instructional resources, etc

Elementary Facilities Utilization – The extent to which facilities are utilized in an efficient manner is informed by the Board of Education's approved Facility Planning Guidelines. The acceptable utilization range for the network of elementary schools is defined as between 70% and 85%.

Greenwich Public Schools
Revised Success System Arena Objectives and Weights

Arena	Objective / Measure	Weight
Student Achievement	<ul style="list-style-type: none"> • Students master the academic curriculum (CMT at Goal & Local Assessments) • Gaps in student achievement are closing (CMT & CAPT F/R Lunch Scaled Scores) • Students demonstrate preparation for college (SAT 1 Mean Score & CAPT at Goal) • Students achieve at the highest levels (CMT & CAPT at Advanced, AP) 	<p style="text-align: center;">40%</p> <p style="text-align: center;">20%</p> <p style="text-align: center;">20%</p> <p style="text-align: center;">20%</p>
Whole Student Development	<ul style="list-style-type: none"> • Students are satisfied with school experience (Harris Survey) • Students participate in extra-curricular activities • Students demonstrate physical fitness • Student attendance reflects a commitment to school • Students demonstrate respect for themselves and others 	<p style="text-align: center;">30%</p> <p style="text-align: center;">20%</p> <p style="text-align: center;">20%</p> <p style="text-align: center;">10%</p> <p style="text-align: center;">20%</p>
Aligning Adults	<ul style="list-style-type: none"> • Community, Parents & Staff are satisfied with district performance (Harris Survey) • District leadership supports shared decision making (Harris Survey) • Parent school choice demonstrates confidence in the Greenwich Public Schools 	<p style="text-align: center;">50%</p> <p style="text-align: center;">30%</p> <p style="text-align: center;">20%</p>
Improving Teaching and Learning	<ul style="list-style-type: none"> • Professional practice promotes student learning (Staff Retention) • Students have access to educational opportunities (AP, Alg I, SPED) • Students and Parents are satisfied with the quality of teaching (Harris Survey) 	<p style="text-align: center;">25%</p> <p style="text-align: center;">45%</p> <p style="text-align: center;">30%</p>
Resource Management	<ul style="list-style-type: none"> • Budget demonstrates fiscal responsibility (Net Current Expenditures per Pupil) • Staff allocation is driven by changes in student enrollment and student need • Capital projects are completed on time • Facilities are maintained to an acceptable standard • Facilities are utilized in an efficient manner • Parents, students and staff are satisfied with facilities (Harris Survey) 	<p style="text-align: center;">20%</p> <p style="text-align: center;">20%</p> <p style="text-align: center;">15%</p> <p style="text-align: center;">15%</p> <p style="text-align: center;">15%</p> <p style="text-align: center;">15%</p>

Greenwich Public Schools Success System Baseline 2005 - 2006



GPS Success System Student Achievement Arena

Arena	Measure Number	Measure Name	Weight	Unit Type	Benchmark Group(s)	Responsible
Students master the academic curriculum			40.0%			
SA	01	CMT Reading Gr 3	10.0%	% at Goal or above	District Reference Group A/B	Curtin
SA	02	CMT Math Gr 5	5.0%	% at Goal or above	District Reference Group A/B	Curtin
SA	03	CMT Writing Gr 8	5.0%	% at Goal or above	District Reference Group A/B	Curtin
SA	04	CAPT Science Gr 10	5.0%	% at Goal or above	District Reference Group A/B	Curtin
SA	05	FLES Gr 5	5.0%	Mean SOPA score	District mean score	Dauval
SA	06	Art Project Gr 7	5.0%	% at Goal or above	District % at Goal	Spector
SA	07	Social Studies Research Gr 10	5.0%	% at Goal or above	District % at Goal	Batcheller
Gaps in student achievement are closing			20.0%			
SA	08	CMT Reading Gr 3 - 8 (F/R Lunch)	10.0%	Gap in % at Goal	District % at Goal	Curtin
SA	09	CAPT Science Gr 10 (F/R Lunch)	10.0%	Gap in % at Goal	District % at Goal	Curtin
Student demonstrate preparation for college			20.0%			
SA	10	SAT 1 Math and Reading Gr 12	10.0%	Mean Score	District Reference Group A/B	Curtin
SA	11	CAPT Writing Across Disciplines	10.0%	% at Goal or above	District Reference Group A/B	Curtin
Students achieve at the highest levels			20.0%			
SA	12	CMT Writing Gr 8	5.0%	% at Advanced	District Reference Group A/B	Curtin
SA	13	CMT Math Gr 8	5.0%	% at Advanced	District Reference Group A/B	Curtin
SA	14	Advanced Placement	10.0%	% 3 or better	National	Curtin

STUDENT ACHIEVEMENT 100.0%

Possible Future Additions: CMT Growth,
CMT Science & ICT

**Greenwich Public Schools
Success System
Student Achievement Rubric**

Measure	Weight	Score	Intervention 1	Concern 2	Baseline 3	Progress 4	Vision 5	GPS Trend	Benchmark 2005-2006
SA-01 CMT Reading Gr 3 (Goal)	10.0%	3	Below 69%	69% to 72%	73% to 76%	77% to 80%	Higher than 80%	<p>CMT Reading Gr 3 (Goal)</p>	DRG A - 80% DRG B - 74% District - 76%
SA-02 CMT Math Gr 5 (Goal)	5.0%	3	Below 72%	72% to 76%	77% to 81%	82% to 86%	Higher than 86%	<p>CMT Math Gr 5 (Goal)</p>	DRG A - 86% DRG B - 78% District - 77%
SA-03 CMT Writing Gr 8 (Goal)	5.0%	2	Below 76%	76% to 80%	81% to 85%	86% to 90%	Higher than 90%	<p>CMT Writing Gr 8 (Goal)</p>	DRG A - 90% DRG B - 81% District - 80%
SA-04 CAPT Science Gr 10 (Goal)	5.0%	1	Below 62%	62% to 66%	67% to 71%	72% to 76%	Higher than 76%	<p>CAPT Science Gr 10 (Goal)</p>	DRG A - 76% DRG B - 67% District - 59%
SA-05 FLES Gr 5 (Mean fluency and comprehension level)	5.0%	3	Below 2.8	2.8 to 3.2	3.3 to 3.7	3.8 to 4.2	Higher than 4.2	<p>FLES Gr 5 (SOPA Level)</p>	District - 3.4
SA-06 Visual Arts Assessments Gr 5 (% at Goal)	5.0%	3	Below 69%	69% to 72%	73% to 76%	77% to 80%	Higher than 80%	<p>Visual Arts Gr 5 (Goal)</p>	District - 74%

Greenwich Public Schools Success System Student Achievement Rubric

Measure	Weight	Score	Intervention 1	Concern 2	Baseline 3	Progress 4	Vision 5	GPS Trend	Benchmark 2005-2006
SA-07 Social Studies Research Gr 10	5.0%	3	Below 50%	50% to 54%	55% to 59%	59% to 63%	Higher than 63%	<p>Social Studies Research Gr 10 (Goal)</p>	District - 55%
SA-08 CMT Reading Gr 3-8 (F/R Lunch Gap at Goal)	10.0%	1	Higher than 30%	30% to 24%	23% to 17%	16% to 10%	Below 10%	<p>CMT Reading Gr 3-8 (F/R Gap)</p>	District - 81% F/R Lun - 50% Gap - 31%
SA-09 CAPT Science Gr 10 (F/R Lunch Gap at Goal)	10.0%	1	Higher than 30%	30% to 24%	23% to 17%	16% to 10%	Below 10%	<p>CAPT Science Gr 10 (F/R Gap)</p>	District - 59% F/R Lun - 19% Gap - 40%
SA-10 SAT 1 Math and Reading Gr 12 (Mean Score)	10.0%	4	Below 1052	1052 to 1091	1092 to 1132	1133 to 1172	Higher than 1172	<p>SAT 1 Reading & Math Gr 12</p>	DRG A - 1172 DRG B - 1095 District - 1147
SA-11 CAPT Writing Gr 10 (Goal)	10.0%	2	Below 69%	69% to 73%	74% to 78%	79% to 83%	Higher than 83%	<p>CAPT Writing Gr 10 (Goal)</p>	DRG A - 83% DRG B - 72% District - 69%
SA-12 CMT Writing Gr 8 (Advanced)	5.0%	2	Below 36%	36% to 40%	41% to 45%	46% to 50%	Higher than 50%	<p>CMT Writing Gr 8 (Advanced)</p>	DRG A - 50% DRG B - 38% District - 38%

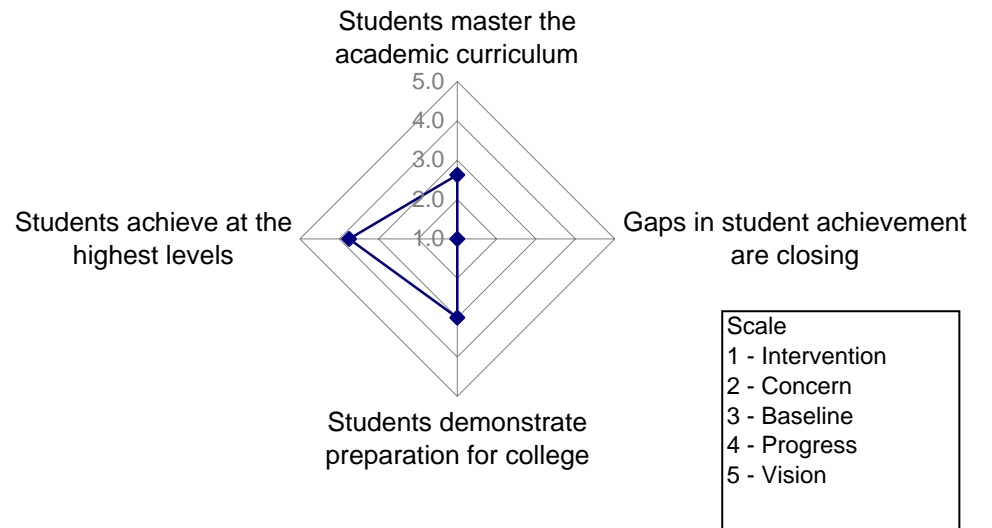
Greenwich Public Schools Success System Student Achievement Rubric

Measure	Weight	Score	Intervention 1	Concern 2	Baseline 3	Progress 4	Vision 5	GPS Trend	Benchmark 2005-2006
SA-13 CMT Math Gr 8 (Advanced)	5.0%	3	Below 39%	39% to 43%	44% to 48%	49% to 53%	Higher than 53%		DRG A - 53% DRG B - 42% District - 47%
SA-14 Advanced Placement (% of students scoring 3 or better)	10.0%	5	Below 76%	76% to 79%	80% to 85%	86% to 90%	Higher than 90%		National- 59% District - 91%

**Student Achievement
Arena Score** **2.6**

Student Achievement Arena by Objective

Objectives	Score
Students master the academic curriculum	2.6
Gaps in student achievement are closing	1.0
Students demonstrate preparation for college	3.0
Students achieve at the highest levels	3.8



GPS Success System Whole Student Development Arena

Arena	Measure Number	Measure Name	Weight	Unit Type	Benchmark Group(s)	Responsible
Students are satisfied with school experience			30.0%			
WSD	01	Elementary Student Satisfaction	10.0%	Satisfaction Rating (Harris Survey)	District / Similar Districts	Eves
WSD	02	Middle School Student Satisfaction	10.0%	Satisfaction Rating (Harris Survey)	District / Similar Districts	Eves
WSD	03	High School Student Satisfaction	10.0%	Satisfaction Rating (Harris Survey)	District / Similar Districts	Eves
Student participate in extra-curricular activities			20.0%			
WSD	04	GHS Interscholastic Athletics	10.0%	% Student Participation	District	Forde
WSD	05	GHS Performing Music	10.0%	% Student Participation	District	Curtin
Students demonstrate physical fitness			20.0%			
WSD	06	Fitness Scores	20.0%	% Students At Standard	District Reference Group A/B	Morey
Student attendance reflects commitment to school			10.0%			
WSD	07	High School Attendance	10.0%	% Student Class Attendance	District	Gunnip
Students demonstrate respect for themselves and others			20.0%			
WSD	08	Suspension Rate (all students gr 6-12)	10.0%	% of Suspended	District	Gunnip
WSD	09	Suspension Rate (SPED Students gr 6-12)	5.0%	% of Suspended		
WSD	10	Suspension Rate (Hispanic Students gr 6-12)	5.0%	% of Suspended	District	Curtin

WHOLE STUDENT DEVELOPMENT 100.0%

Possible Future Additions: Other measures of extracurricular participation, volunteer service, student SEL rubric

**Greenwich Public Schools
Success System
Whole Student Development Rubric**

Measure	Weight	Score	Intervention 1	Concern 2	Baseline 3	Progress 4	Vision 5	GPS Trend	Benchmark 2005-2006
WSD-01 Elementary Student Satisfaction (10 point scale)	10.0%	4	Below 7.7	7.7 to 7.9	8.0 to 8.2	8.3 to 8.5	Higher than 8.5	<p>Harris Elementary Student Satisfaction</p> <p>2001 2002 2003 2004 2005</p>	Harris 9 - 8.1 Harris All - 8.0 District - 8.4
WSD-02 Middle School Student Satisfaction (10 point scale)	10.0%	4	Below 7.1	7.1 to 7.3	7.4 to 7.6	7.7 to 7.9	Higher than 8.0	<p>Harris Middle School Student Satisfaction</p> <p>2001 2002 2003 2004 2005</p>	Harris 9 - 7.1 Harris All - 6.9 District - 7.9
WSD-03 High School Student Satisfaction (10 point scale)	10.0%	4	Below 7.0	7.0 to 7.2	7.3 to 7.5	7.6 to 7.8	Higher than 7.9	<p>Harris High School Student Satisfaction</p> <p>2001 2002 2003 2004 2005</p>	Harris 9 - 7.1 Harris All - 6.9 District - 7.8
WSD-04 GHS Interscholastic Athletics (% participating)	10.0%	4	Less than 32%	32% to 36%	37% to 41%	42% to 46%	Higher than 46%	<p>Participating in GHS Interscholastic Athletics</p> <p>2001 2002 2003 2004 2005</p>	GHS - 42%
WSD-05 GHS Performing Music (% participating)	10.0%	3	Less than 13%	13% to 17%	18% to 22%	23% to 27%	Higher than 27%	<p>Participating in GHS Performing Music</p> <p>2001 2002 2003 2004 2005</p>	GHS - 22%
WSD-06 Fitness Scores (% passing all four tests)	20.0%	3	Below 32%	32% to 41%	42% to 51%	52% to 61%	Higher than 61%	<p>Students Passing All Four Fitness Tests</p> <p>2001 2002 2003 2004 2005</p>	DRG A - 47% DRG B - 44% District - 48%

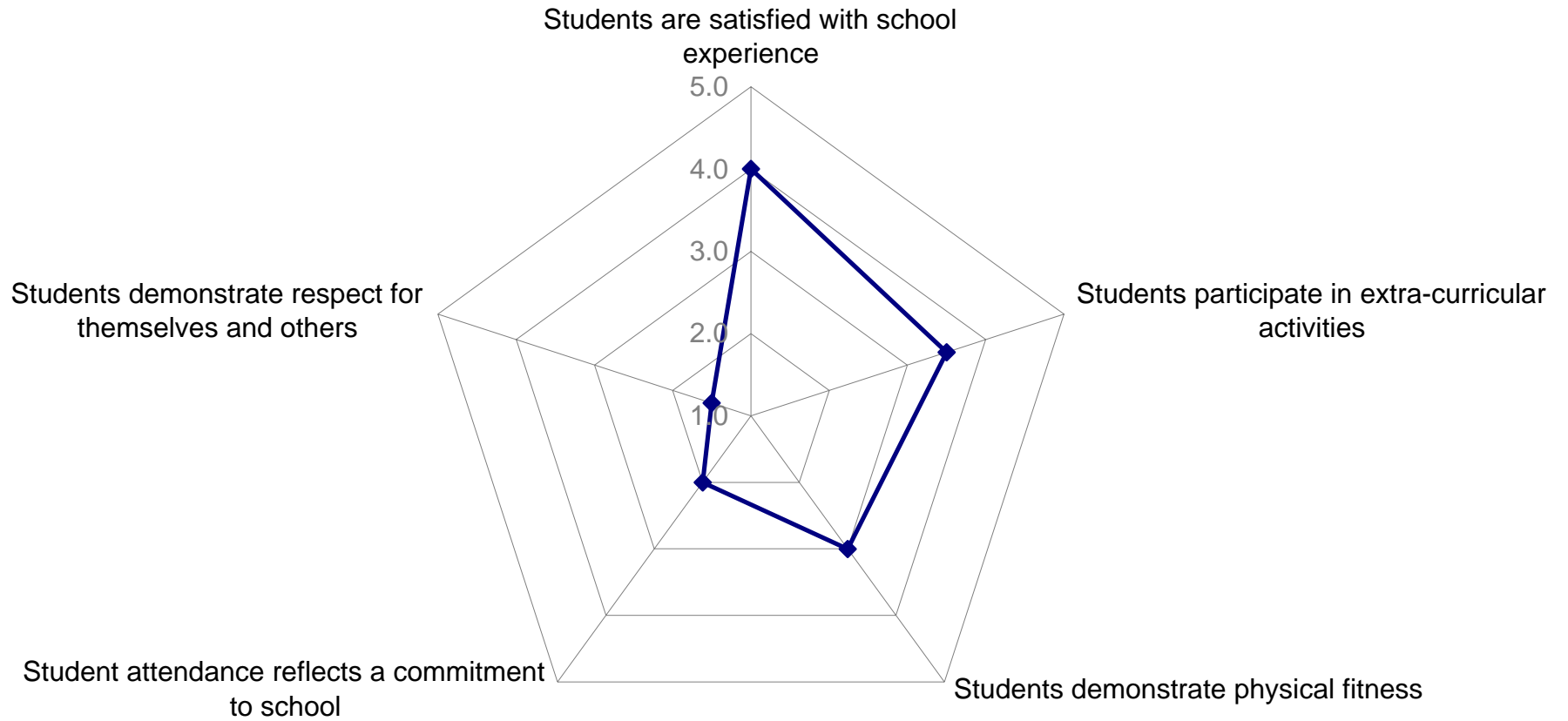
Greenwich Public Schools Success System Whole Student Development Rubric

Measure	Weight	Score	Intervention 1	Concern 2	Baseline 3	Progress 4	Vision 5	GPS Trend	Benchmark 2005-2006								
WSD-07 High School Attendance (mean class %)	10.0%	2	Below 90.0%	90.0% to 90.9%	91.0% to 91.9%	92.0% to 92.9%	Higher than 93.0%	<p>High School Attendance</p> <table border="1"> <tr><th>Year</th><th>Attendance (%)</th></tr> <tr><td>2003</td><td></td></tr> <tr><td>2004</td><td></td></tr> <tr><td>2005</td><td>90.8%</td></tr> </table>	Year	Attendance (%)	2003		2004		2005	90.8%	District-90.8%
Year	Attendance (%)																
2003																	
2004																	
2005	90.8%																
WSD-08 Secondary Suspension Rate (% of students grades 6-12)	10.0%	2	Higher than 9.5%	9.5% to 8.1%	8.0% to 6.6%	6.5% to 5.0%	Below 5.0%	<p>Suspension Rate (all students gr 6-12)</p> <table border="1"> <tr><th>Year</th><th>Suspension Rate (%)</th></tr> <tr><td>2003</td><td>8.6%</td></tr> <tr><td>2004</td><td>9.1%</td></tr> <tr><td>2005</td><td>8.8%</td></tr> </table>	Year	Suspension Rate (%)	2003	8.6%	2004	9.1%	2005	8.8%	District-8.8%
Year	Suspension Rate (%)																
2003	8.6%																
2004	9.1%																
2005	8.8%																
WSD-09 Secondary Suspension Rate (% of Hispanic students grades 6-12)	5.0%	1	Higher than 9.5%	9.5% to 8.1%	8.0% to 6.6%	6.5% to 5.0%	Below 5.0%	<p>Suspension Rate (Hispanic students gr 6-12)</p> <table border="1"> <tr><th>Year</th><th>Suspension Rate (%)</th></tr> <tr><td>2003</td><td>17.9%</td></tr> <tr><td>2004</td><td>19.4%</td></tr> <tr><td>2005</td><td>22.4%</td></tr> </table>	Year	Suspension Rate (%)	2003	17.9%	2004	19.4%	2005	22.4%	District-22.4%
Year	Suspension Rate (%)																
2003	17.9%																
2004	19.4%																
2005	22.4%																
WSD-10 Secondary Suspension Rate (% of SPED students grades 6-12)	5.0%	1	Higher than 9.5%	9.5% to 8.1%	8.0% to 6.6%	6.5% to 5.0%	Below 5.0%	<p>Suspension Rate (SPED students gr 6-12)</p> <table border="1"> <tr><th>Year</th><th>Suspension Rate (%)</th></tr> <tr><td>2003</td><td>22.8%</td></tr> <tr><td>2004</td><td>27.3%</td></tr> <tr><td>2005</td><td>18.0%</td></tr> </table>	Year	Suspension Rate (%)	2003	22.8%	2004	27.3%	2005	18.0%	District-18.0%
Year	Suspension Rate (%)																
2003	22.8%																
2004	27.3%																
2005	18.0%																

Students are satisfied with school experience	4.0
Students participate in extra-curricular activities	3.5
Students demonstrate physical fitness	3.0
Student attendance reflects a commitment to school	2.0
Students demonstrate respect for themselves and others	1.5
Whole Student Development Arena Score	3.35

**Greenwich Public Schools
Success System
Whole Student Development Rubric**

Whole Student Development Arena by Objective



Scale
1 - Intervention
2 - Concern
3 - Baseline
4 - Progress
5 - Vision

GPS Success System Aligning Adults Arena

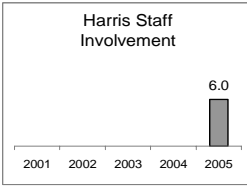
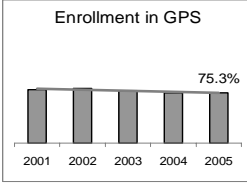
Arena	Measure Number	Measure Name	Weight	Unit Type	Benchmark Group(s)	Responsible
AA	01	Town Leader Satisfaction	5.0%	Satisfaction Rating (Harris Survey)	District	Eves
AA	02	Reductions to Operating Budget	5.0%	% of proposed budget	District	Wallerstein
AA	03	Staff Satisfaction	20.0%	Satisfaction Rating (Harris Survey)	District / Similar Districts	Eves
AA	04	Parent Satisfaction	20.0%	Satisfaction Rating (Harris Survey)	District / Similar Districts	Eves
Stakeholders are satisfied with district performance			50.0%			
AA	05	Parents Involved in Decision Making	10.0%	Satisfaction Rating (Harris Survey)	District / Similar Districts	Eves
AA	06	Parents Satisfaction with Budget Process	5.0%	Satisfaction Rating (Harris Survey)	District / Similar Districts	Eves
AA	07	Staff Involved in Decision Making	15.0%	Satisfaction Rating (Harris Survey)	District / Similar Districts	Eves
District leadership supports shared decision making			30.0%			
AA	08	Enrollment in the GPS	20.0%	% Greenwich Students in GPS	District	Curtin
Parent school choice demonstrates confidence in GPS			20.0%			
ALIGNING ADULTS 100.0%						

Possible Future Additions: Public feedback on BOE meetings

Greenwich Public Schools Success System Aligning Adults Rubric

Measure	Weight	Score	Intervention 1	Concern 2	Baseline 3	Progress 4	Vision 5	GPS Trend	Benchmark 2005-2006												
AA-01 Town Leader Satisfaction (10 point scale)	5.0%	4	Below 7.7	7.7 to 7.9	8.0 to 8.2	8.3 to 8.5	Higher than 8.5	<p>Harris Town Leader Satisfaction</p> <table border="1"> <tr><th>Year</th><th>Score</th></tr> <tr><td>2001</td><td></td></tr> <tr><td>2002</td><td></td></tr> <tr><td>2003</td><td></td></tr> <tr><td>2004</td><td></td></tr> <tr><td>2005</td><td>8.3</td></tr> </table>	Year	Score	2001		2002		2003		2004		2005	8.3	District - 8.3
Year	Score																				
2001																					
2002																					
2003																					
2004																					
2005	8.3																				
AA-02 Reductions to Operating Budget (% of proposed budget)	5.0%	5	More than .6%	.6% to .5%	.4% to .3%	.2% to .1%	0%	<p>BET Reductions to BOE Operating Budget</p> <table border="1"> <tr><th>Year</th><th>Reduction (%)</th></tr> <tr><td>2002</td><td>.23%</td></tr> <tr><td>2003</td><td>.00%</td></tr> <tr><td>2004</td><td>-.13%</td></tr> <tr><td>2005</td><td>.00%</td></tr> <tr><td>2006</td><td>.00%</td></tr> </table>	Year	Reduction (%)	2002	.23%	2003	.00%	2004	-.13%	2005	.00%	2006	.00%	District - .00%
Year	Reduction (%)																				
2002	.23%																				
2003	.00%																				
2004	-.13%																				
2005	.00%																				
2006	.00%																				
AA-03 Staff Satisfaction (10 point scale)	20.0%	3	Below 6.8	6.8 to 7.1	7.2 to 7.5	7.6 to 7.9	Higher than 7.9	<p>Harris Staff Satisfaction</p> <table border="1"> <tr><th>Year</th><th>Score</th></tr> <tr><td>2001</td><td></td></tr> <tr><td>2002</td><td></td></tr> <tr><td>2003</td><td></td></tr> <tr><td>2004</td><td></td></tr> <tr><td>2005</td><td>7.4</td></tr> </table>	Year	Score	2001		2002		2003		2004		2005	7.4	Harris 9 - 7.4 Harris All - 7.3 District - 7.4
Year	Score																				
2001																					
2002																					
2003																					
2004																					
2005	7.4																				
AA-04 Parent Satisfaction (10 point scale)	20.0%	3	Below 7.3	7.3 to 7.6	7.7 to 8.0	8.1 to 8.4	Higher than 8.4	<p>Harris Parent Satisfaction</p> <table border="1"> <tr><th>Year</th><th>Score</th></tr> <tr><td>2001</td><td></td></tr> <tr><td>2002</td><td></td></tr> <tr><td>2003</td><td></td></tr> <tr><td>2004</td><td></td></tr> <tr><td>2005</td><td>7.9</td></tr> </table>	Year	Score	2001		2002		2003		2004		2005	7.9	Harris 9 - 7.7 Harris All - 7.7 District - 7.9
Year	Score																				
2001																					
2002																					
2003																					
2004																					
2005	7.9																				
AA-05 Parent Involvement in Decision Making (10 point scale)	10.0%	3	Below 7.0	7.0 to 7.3	7.4 to 7.7	7.8 to 8.1	Higher than 8.1	<p>Harris Parent Involvement</p> <table border="1"> <tr><th>Year</th><th>Score</th></tr> <tr><td>2001</td><td></td></tr> <tr><td>2002</td><td></td></tr> <tr><td>2003</td><td></td></tr> <tr><td>2004</td><td></td></tr> <tr><td>2005</td><td>7.6</td></tr> </table>	Year	Score	2001		2002		2003		2004		2005	7.6	Harris 9 - 7.5 Harris All - 7.6 District - 7.6
Year	Score																				
2001																					
2002																					
2003																					
2004																					
2005	7.6																				
AA-06 Parent Satisfaction with the Budget Process (10 point scale)	5.0%	3	Below 6.4	6.4 to 6.7	6.8 to 7.1	7.2 to 7.5	Higher than 7.5	<p>Harris Parent Satisfaction with Budget</p> <table border="1"> <tr><th>Year</th><th>Score</th></tr> <tr><td>2001</td><td></td></tr> <tr><td>2002</td><td></td></tr> <tr><td>2003</td><td></td></tr> <tr><td>2004</td><td></td></tr> <tr><td>2005</td><td>6.8</td></tr> </table>	Year	Score	2001		2002		2003		2004		2005	6.8	Harris 9 - 6.5 Harris All - 6.3 District - 6.8
Year	Score																				
2001																					
2002																					
2003																					
2004																					
2005	6.8																				

Greenwich Public Schools Success System Aligning Adults Rubric

Measure	Weight	Score	Intervention 1	Concern 2	Baseline 3	Progress 4	Vision 5	GPS Trend	Benchmark 2005-2006
AA-07 Staff Involvement in Decision Making (10 point scale)	15.0%	2	Below 6.0	6.0 to 6.3	6.3 to 6.6	6.7 to 7.0	Higher than 7.0		Harris 9 - 6.3 Harris All - 6.1 District - 6.0
AA-08 Enrollment in GPS (% resident students)	20.0%	2	Below 74.5%	74.6% to 75.4%	75.5% to 76.3%	76.4% to 77.2%	Higher than 77.2%		District-75.3%

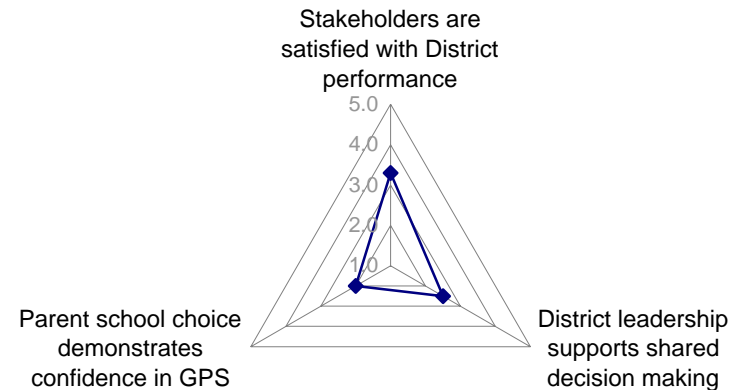
Stakeholders are satisfied with District performance 3.3

District leadership supports shared decision making 2.5

Parent school choice demonstrates confidence in GPS 2.0

Aligning Adults Arena Score 2.8

Aligning Adults Arena by Objective



Scale
1 - Intervention
2 - Concern
3 - Baseline
4 - Progress
5 - Vision

GPS Success System Improving Teaching and Learning Arena

Arena	Measure Number	Measure Name	Weight	Unit Type	Benchmark Group(s)	Responsible
Professional practice promotes student learning			25.0%			
TL	01	Teacher Retention	25.0%	% Teachers Retained	District	Flanagan
Students have access to educational opportunities			45.0%			
TL	02	Advanced Placement Enrollment	15.0%	% of Graduates	District	Curtin
TL	03	Students Completing Algebra 1 (8th)	15.0%	% Students	District Reference Group A/B	Southworth
TL	04	Time with Non-Disabled Peers	15.0%	% of Schedule	District Reference Group A/B	Forde
Stakeholder satisfaction with quality of teaching			30.0%			
TL	05	Elementary Student Satisfaction	7.5%	Satisfaction Rating (Harris Survey)	District / Similar Districts	Eves
TL	06	Secondary Student Satisfaction	7.5%	Satisfaction Rating (Harris Survey)	District / Similar Districts	Eves
TL	07	Parent Satisfaction	15.0%	Satisfaction Rating (Harris Survey)	District / Similar Districts	Eves

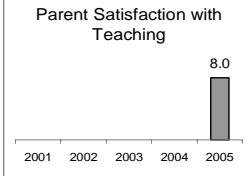
IMPROVING TEACHING AND LEARNING 100.0%

Possible Future Additions: Enrollment in Advanced Classes Gr 6 - 12, Professional Learning, Innovation Configuration, Teacher and Administrator Evaluation Plans, school SEL program offerings

**Greenwich Public Schools
Success System
Improving Teaching and Learning Rubric**

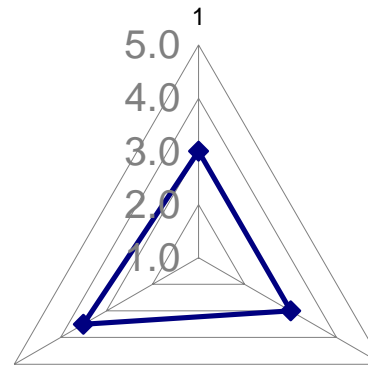
Measure	Weight	Score	Intervention 1	Concern 2	Baseline 3	Progress 4	Vision 5	GPS Trend	Benchmark 2005-2006
TL-01 Teacher Retention (% annual retention)	25.0%	3	Below 87%	87% to 89%	90% to 92%	93% to 95%	Higher than 95%	<p>Teacher Retention</p> <p>2001 2002 2003 2004 2005</p>	District - 91%
TL-02 Advanced Placement Enrollment (% of graduates)	15.0%	4	Below 35%	35% to 40%	41% to 45%	46% to 50%	Higher than 50%	<p>Graduates Taking AP</p> <p>2002 2003 2004 2005 2006</p>	DRG A - 40% DRG B - 40% District - 50%
TL-03 Students Completing Algebra 1 (% by end of 8th grade)	15.0%	2	Below 30%	30% to 39%	40% to 49%	50% to 60%	Higher than 60%	<p>Students Completing Alg 1 by end of 8th Gr</p> <p>2001 2002 2003 2004 2005</p>	District - 36%
TL-04 Time with Non-Disabled Peers (% time for students enrolled in SPED)	15.0%	3	Below 70%	70% to 74%	75% to 79%	80% to 85%	Higher than 85%	<p>Time with Non-Disabled Peers</p> <p>2001 2002 2003 2004 2005</p>	DRG A - 78% DRG B - 78% District - 78%
TL-05 Elementary Student Satisfaction with Teaching (10 point scale)	7.5%	4	Below 7.8	7.8 to 8.1	8.2 to 8.5	8.6 to 8.9	Higher than 9.0	<p>3-5 Student Satisfaction with Teaching</p> <p>2001 2002 2003 2004 2005</p>	Harris 9 - 9.0 Harris - 8.8 District - 8.9
TL-06 Secondary Student Satisfaction with Teaching (10 point scale)	7.5%	4	Below 7.1	7.1 to 7.4	7.5 to 7.8	7.9 to 8.2	Higher than 8.2	<p>6-12 Student Satisfaction with Teaching</p> <p>2001 2002 2003 2004 2005</p>	Harris 9 - 7.4 Harris - 7.4 District - 7.9

Greenwich Public Schools Success System Improving Teaching and Learning Rubric

Measure	Weight	Score	Intervention 1	Concern 2	Baseline 3	Progress 4	Vision 5	GPS Trend	Benchmark 2005-2006
TL-07 Parent Satisfaction with Teaching (10 point scale)	15.0%	3	Below 7.4	7.4 to 7.7	7.8 to 8.1	8.2 to 8.5	Higher than 8.5		Harris 9 - 7.9 Harris - 8.0 District - 8.0

- Professional Practice 3.0
- Student Access 3.0
- Satisfaction with Teaching 3.5
- Arena 3.2

Improving Teaching and Learning by Objective



Scale
1 - Intervention
2 - Concern
3 - Baseline
4 - Progress

GPS Success System Resource Management Arena

Arena	Measure Number	Measure Name	Weight	Unit Type	Benchmark Group(s)	Responsible
RM	01	Net Current Expenditures per Pupil	20.0%	% Annual Growth (5 yr moving average)	District / Similar Districts (SWRPA)	Wallerstein
RM	02	Students per Certified Staff Member	20.0%	Ratio	District Reference Group A/B	Wallerstein, Flanagan
RM	03	Capital Projects	15.0%	% Completed on Time and Budget	District	Wallerstein
RM	04	Facilities Condition	15.0%	Average rating on a five point scale	District	Wallerstein
RM	05	Elementary Facilities Utilization	15.0%	% of Building Utilized	District	Wallerstein
RM	06	Student Satisfaction with Facilities	5.0%	Average rating on a ten point scale	District / Similar Districts	Eves
RM	07	Parent Satisfaction with Facilities	5.0%	Average rating on a ten point scale	District / Similar Districts	Eves
RM	08	Staff Satisfaction with Facilities	5.0%	Average rating on a ten point scale	District / Similar Districts	Eves

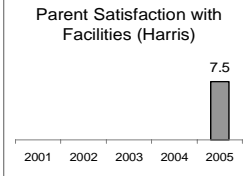
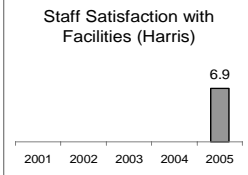
RESOURCE MANAGEMENT 100.0%

Possible Future Additions: Resources Expended to Achieve Goals

Greenwich Public Schools Success System Resource Management Rubric

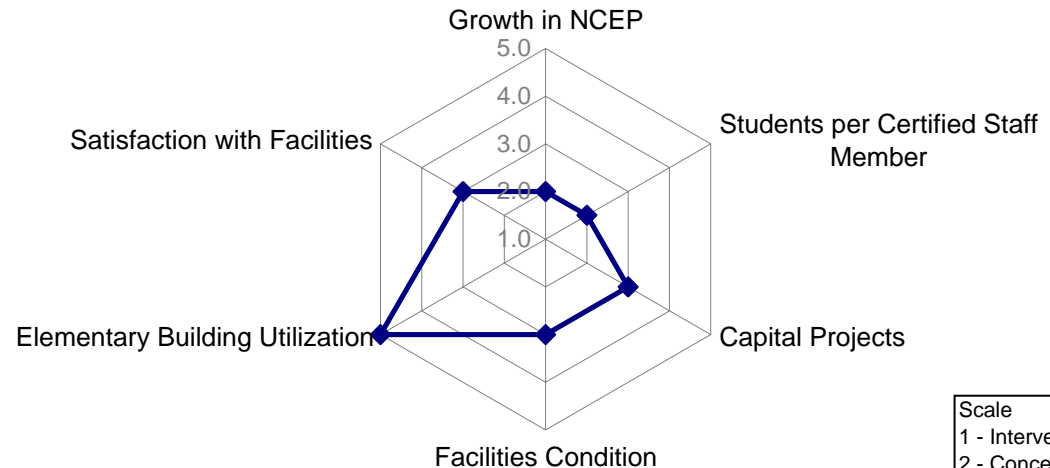
Measure	Weight	Score	Intervention 1	Concern 2	Baseline 3	Progress 4	Vision 5	GPS Trend	Benchmark 2005-2006
RM-01 Net Current Expenditures per Pupil (% annual growth 5 yr moving avg)	20.0%	2	Higher than 7.0%	5.5% to 7.0%	4.5% to 5.4%	3.5% to 4.4%	Below 3.5%		SWRPA-5.4% District - 5.7%
RM-02 Students per Certified Staff Member	20.0%	2	Below 9.7	9.7 to 9.9	10.0 to 10.2	10.3 to 10.5	Higher than 10.5		ERG A - 11.2 ERG B - 11.7 District - 9.8
RM-03 Capital Projects (% completed on time & in budget)	15.0%	3	Below 75%	75% to 80%	81% to 89%	90% to 95%	Higher than 95%		District - 81%
RM-04 Facilities Condition (5 point scale from poor=1 to excellent=5)	15.0%	3	Below 1.00	1.00 to 1.99	2.00 to 2.99	3.00 to 3.99	Higher than 4.00		District - 2.97
RM-05 Elementary Facilities Utilization	15.0%	5	Below 70% or Over 85%	70% to 71% or 83% to 84%	72% to 75%	76% to 79%	80% to 82%		District - 81%
RM-06 Student Satisfaction with Facilities	5.0%	4	Below 6.8	6.8 to 7.1	7.2 to 7.5	7.6 to 7.9	Higher than 7.9		Harris 9 - 7.2 Harris - 7.1 District - 7.8

Greenwich Public Schools Success System Resource Management Rubric

Measure	Weight	Score	Intervention 1	Concern 2	Baseline 3	Progress 4	Vision 5	GPS Trend	Benchmark 2005-2006
RM-07 Parent Satisfaction with Facilities	5.0%	3	Below 7.0	7.0 to 7.3	7.4 to 7.7	7.7 to 8.0	Higher than 8.1		Harris 9 - 7.6 Harris - 7.7 District - 7.5
RM-08 Staff Satisfaction with Facilities	5.0%	2	Below 6.7	6.7 to 7.0	7.1 to 7.4	7.5 to 7.8	Higher than 7.8		Harris 9 - 7.1 Harris - 7.2 District - 6.9

Growth in NCEP	2.0	20.0%
Students per Certified Staff Member	2.0	20.0%
Capital Projects	3.0	15.0%
Facilities Condition	3.0	15.0%
Elementary Building Utilization	5.0	15.0%
Satisfaction with Facilities	3.0	15.0%
Arena Score	2.9	

Resource Management by Measure



Scale

1 - Intervention

2 - Concern

3 - Baseline

4 - Progress

5 - Vision

Greenwich Public Schools Success System

Measure		Arena Weight	01-02	02-03	03-04	04-05	05-06	Trend	05-06 Score	Vision Target
SA-01	CMT Reading Gr 3 (Goal)	10.0%	77%	81%	77%	76%	76%	→	3	80%
SA-02	CMT Math Gr 5 (Goal)	5.0%	77%	79%	74%	74%	77%	→	3	86%
SA-03	CMT Writing Gr 8 (Goal)	5.0%	72%	78%	79%	78%	80%	↑	2	90%
SA-04	CAPT Science Gr 10 (Goal)	5.0%	57%	62%	56%	65%	59%	→	1	76%
SA-05	FLES Gr 5 (Mean fluency and comprehension level)	5.0%				2.7	3.5	↑	3	4.2
SA-06	Visual Arts Gr 5 (Goal)	5.0%					74%	→	3	80%
SA-07	Social Studies Research Gr 10 (Goal)	5.0%				57%	55%	→	3	63%
SA-08	CMT Reading Gr 3-8 (F/R Lunch Gap at Goal)	10.0%	43%	38%	38%	37%	31%	↑	1	10%
SA-09	CAPT Science Gr 10 (F/R Lunch Gap at Goal)	10.0%	42%	35%	40%	48%	40%	↓	1	10%
SA-10	SAT 1 Math & Reading Gr 12 (Mean Score)	10.0%	1116	1125	1131	1149	1147	↑	4	1172
SA-11	CAPT Writing Gr 10 (Goal)	10.0%	66%	71%	71%	75%	69%	↑	2	83%
SA-12	CMT Writing Gr 8 (Advanced)	5.0%		38%	38%	35%	38%	→	2	50%
SA-13	CMT Math Gr 8 (Advanced)	5.0%		45%	41%	42%	47%	↑	3	53%
SA-14	Advanced Placement (Scores of 3 or higher)	10.0%	85%	85%	84%	83%	91%	↑	5	90%
WSD-01	Elementary Student Satisfaction (1-10 scale)	10.0%					8.4	→	4	8.5
WSD-02	Middle School Student Satisfaction (1-10 scale)	10.0%					7.9	→	4	8
WSD-03	High School Student Satisfaction (1-10 scale)	10.0%					7.8	→	4	7.9

Greenwich Public Schools Success System

Measure	Arena Weight	01-02	02-03	03-04	04-05	05-06	Trend	05-06 Score	Vision Target
WSD-04 GHS Interscholastic Athletics (% students participating)	10.0%		39%	39%	40%	42%	↑	4	46%
WSD-05 GHS Performing Music (% students participating)	10.0%		20%	20%	21%	22%	↑	3	27%
WSD-06 Fitness Scores (% passing all four tests)	20.0%	43%	49%	48%	47%	48%	↑	3	61%
WSD-07 High School Attendance (mean % by class)	10.0%			91.0%	90.3%	90.8%	→	2	93.0%
WSD-08 Secondary Suspension Rate (% of students grades 6-12)	10.0%			8.6%	9.1%	8.8%	↓	2	5.0%
WSD-09 Secondary Suspension Rate (% of Hispanic students grades 6-12)	5.0%			17.9%	19.4%	22.4%	↓	1	5.0%
WSD-10 Secondary Suspension Rate (% of SPED students grades 6-12)	5.0%			22.8%	27.3%	18.0%	↑	1	5.0%
AA-01 Town Leader Satisfaction (10 point scale)	5.0%					8.3	→	4	8.5
AA-02 Reductions to Operating Budget (% of proposed budget)	5.0%	.23%	.00%	.13%	.00%	.00%	→	5	0.00%
AA-03 Staff Satisfaction (10 point scale)	20.0%					7.4	→	3	7.9
AA-04 Parent Satisfaction (10 point scale)	20.0%					7.9	→	3	8.4
AA-05 Parent Involvement in Decision Making (10 point scale)	10.0%					7.6	→	3	8.1
AA-06 Parent Satisfaction with the Budget Process (10 point scale)	5.0%					6.8	→	3	7.5
AA-07 Staff Involvement in Decision Making (10 point scale)	15.0%					6.0	→	2	7
AA-08 Enrollment in GPS (% resident students)	20.0%	75.9%	76.2%	75.7%	75.3%	75.3%	↓	2	77.2%
TL-01 Teacher Retention (% annual retention)	25.0%	87%	86%	89%	89%	91%	↑	3	95%
TL-02 Advanced Placement Enrollment (% of graduates participating)	15.0%	39%	44%	44%	48%	50%	↑	4	50%

Greenwich Public Schools Success System

Measure		Arena Weight	01-02	02-03	03-04	04-05	05-06	Trend	05-06 Score	Vision Target
TL-03	Students Completing Algebra 1 (% by end of 8th grade)	15.0%	25%	38%	37%	41%	36%	↑	2	60%
TL-04	Time with Non-Disabled Peers (% time for students enrolled in SPED)	15.0%	76%	76%	76%	77%	78%	→	3	85%
TL-05	Elementary Student Satisfaction with Teaching (10 point scale)	7.5%					8.9	→	4	9
TL-06	Secondary Student Satisfaction with Teaching (10 point scale)	7.5%					7.9	→	4	8.2
TL-07	Parent Satisfaction with Teaching (10 point scale)	15.0%					8.0	→	3	8.5
RM-01	Net Current Expenditures per Pupil (% annual growth 5 yr avg)	20.0%			3.5%	4.4%	5.7%	↓	2	3.5%
RM-02	Students per Certified Staff Member	20.0%	9.9	9.9	10.0	9.8	9.8	↓	2	10.5
RM-03	Capital Projects (% completed on time & in budget)	15.0%				100%	81%	↓	3	95%
RM-04	Facilities Condition (5 point scale from poor=1 to excellent=5)	15.0%				2.82	2.97	↑	3	4.00
RM-05	Elementary Facilities Utilization	15.0%					81%	→	5	82%
RM-06	Student Satisfaction with Facilities	5.0%					7.8	→	4	7.9
RM-07	Parent Satisfaction with Facilities	5.0%					7.5	→	3	8.1
RM-08	Staff Satisfaction with Facilities	5.0%					6.9	→	2	7.8