

2011-2012 BALANCED SCORECARD

Posted 11/17/11

MISSION
Fort Wayne Community Schools educates all students to high standards enabling them to become productive, responsible citizens.



WE ARE YOUR SCHOOLS

www.fwcs.k12.in.us

VISION
Fort Wayne Community Schools will be the school system of choice and a source of community pride.

GOALS
1. Achieve and Maintain Academic Excellence
2. Engage Parents and Community
3. Operate effectively with Integrity and Fiscal Responsibility

BALANCED SCORECARD PERSPECTIVES
Academic Achievement
Customer
Financial
Internal Business Process
Learning and Growth

↑ Meets expectations (met 2010-11 Target) → Steady or Improving but needs continued focus (did not meet 2010-11 Target but

↓ Not meeting expectations (did not meet 2010-11 Target/did not improve over 2009-10)

BSC Perspective	Key Component/Strategic Objectives	Measures	Actual 2008-09	Actual 2009-10	Actual 2010-11	Target 2011-12	
Goal 1: Achieve and Maintain Academic Excellence							
Academic Achievement	1.0	A. Rigorous and Relevant Educational Program	A,B,E % of Students placed in Honors Course N=Students with 3.3 GPA or better	New Measure	Middle: 34.3% High: 79.8%	Middle: 41.1% High: 76.5%	Middle: 43% High: 80%
			A,E % of 7th graders taking High School Courses N=3 schools; 2009 N=4 schools; 2010 N=2 schools	9.1%	6.4%	7.4%	9.0%
		B. Measurable and Continuous Improvement	A,E % of 8th graders taking High School Courses N=11 schools; 2009 N=11 schools; 2010 N=11 schools	31.9%	34.1%	32.1%	34.0%
			A,E % of Students taking Advanced Courses (All AP, IB, SBP, WCC classes) in grades 9-12	New Measure	43.9%	49.0%	51.0%
		C. Effective Instruction	A,B,E # of Seniors having earned Advanced Placement, International Baccalaureate, and Dual Credit	730	695	665	695
			A,B,E % of Advanced Placement Exams passed with a score of 3, 4, or 5	44%	28%	25%	35%
		D. Safe and Supportive Schools	A,B,E # of Advanced Placement (AP) courses offered	AP- 27	AP-20	AP-20	AP-22
			A,B,E # of School Based Programs (SBP) for dual credit offered	SBP-New Measure	SBP- 17	SBP- 16	SBP- 17
		E. Equity	B,A,E % of Students earning Academic Honors, Technical Honors, International Baccalaureate and Core 40 Diplomas	74.17%	76.7%	due in Dec.	TBD
			A,B,E # of International Baccalaureate Certificates earned	35	8	27	30
			A,B,E # of International Baccalaureate Diplomas earned	5	8	10	10
		A,B,E % of Students taking the Scholastic Achievement Test (SAT) and American College Testing (ACT)	SAT: 55%	SAT: 53% ACT: 16%	SAT: 55.2% ACT: 20.1%	SAT: 57% ACT: 22%	
		A,B,E Average Scholastic Achievement Test (SAT) score and American College Testing (ACT) score	SAT:964	SAT: 965 ACT: 20.3	SAT: 930 ACT: 22.3	SAT: 970 ACT: 22.7	
A,B,E % of 10th Graders taking the Pre Scholastic Achievement Test (PSAT)	New Measure	56.8%	85.0%	86.0%			

2011-2012 BALANCED SCORECARD

Posted 11/17/11

MISSION
Fort Wayne Community Schools educates all students to high standards enabling them to become productive, responsible citizens.



WE ARE YOUR SCHOOLS

www.fwcs.k12.in.us

VISION
Fort Wayne Community Schools will be the school system of choice and a source of community pride.

GOALS
1. Achieve and Maintain Academic Excellence
2. Engage Parents and Community
3. Operate effectively with Integrity and Fiscal Responsibility

BALANCED SCORECARD PERSPECTIVES
Academic Achievement
Customer
Financial
Internal Business Process
Learning and Growth

↑ Meets expectations (met 2010-11 Target) → Steady or Improving but needs continued focus (did not meet 2010-11 Target but

↓ Not meeting expectations (did not meet 2010-11 Target/did not improve over 2009-10)

BSC Perspective	Key Component/Strategic Objectives	Measures	Actual 2008-09	Actual 2009-10	Actual 2010-11	Target 2011-12
Goal 1: Achieve and Maintain Academic Excellence						
Academic Achievement	1.0 A. Rigorous and Relevant Educational Program B. Measurable and Continuous Improvement C. Effective Instruction D. Safe and Supportive Schools E. Equity of Access and Opportunity	B,A % of Students in K-3 performing at or above grade level in Reading K=2,394 students; grades 1-3=7,277 students; 2008 K=2,396; grades 1-3=7,643 2009 K=2,369; grades 1-3=7,215 2010 K=2,427; grades 1-3=6,991	K: 87% Gr. 1-3: 61%	K: 90% Gr. 1-3: 67%	K: 92% Gr. 1-3: 72%	K: 93% Gr. 1-3: 75%
		B,A % of Students in grades 4, 5 performing at or above grade level in Reading 2007N=4,380 students; 2008 N=4,677; 2009 N=4,934; 2010 N=4,624	4th: 65% 5th: 69%	4th: 68% 5th: 75%	4th: 67% 5th: 76%	4th: 69% 5th: 78%
		B,A % of Students in grades 6, 7, 8 performing at or above grade level in Reading N=6,690 students; 2008 N=6,961; 2009 N=6,324; 2010 N=6,131	64%	67%	70%	73%
		B,A % of Students in grades 9, 10, 11, 12 performing at or above grade level in Reading 2008 N=6,258; 2009 N=8,456; 2010 N=6,352	67%	65%	69%	71%
		B % of Students passing Core 40 End-of-Course assessment in English 10	New Measure	51.9%	59.0%	61.0%
		B % of Students passing Core 40 End-of-Course assessment in Algebra I 2009 N=High-1887, Middle-451; 2010 N=High 1,895, Middle 440	High: 18%	High: 38% Middle: 68.2%	High: 47% Middle: 90%	High: 40% Middle: 92%
		% of K-1 General Education students who make adequate progress in reading interventions as determined through DIBELS Grade Level Effectiveness				New
		% of 2-5 General Education students who make adequate progress in reading interventions as determined through the Fuchs and Fuchs " Oral Reading Fluency Adequate Response Table"				New

2011-2012 BALANCED SCORECARD

Posted 11/17/11

MISSION
Fort Wayne Community Schools educates all students to high standards enabling them to become productive, responsible citizens.



WE ARE YOUR SCHOOLS

www.fwcs.k12.in.us

VISION
Fort Wayne Community Schools will be the school system of choice and a source of community pride.

GOALS
1. Achieve and Maintain Academic Excellence
2. Engage Parents and Community
3. Operate effectively with Integrity and Fiscal Responsibility

BALANCED SCORECARD PERSPECTIVES
Academic Achievement
Customer
Financial
Internal Business Process
Learning and Growth

↑ Meets expectations (met 2010-11 Target) → Steady or Improving but needs continued focus (did not meet 2010-11 Target but

↓ Not meeting expectations (did not meet 2010-11 Target/did not improve over 2009-10)

BSC Perspective	Key Component/Strategic Objectives	Measures	Actual 2008-09	Actual 2009-10	Actual 2010-11	Target 2011-12		
Goal 1: Achieve and Maintain Academic Excellence								
Academic Achievement	1.0	A. Rigorous and Relevant Educational Program	B	Reduce gap between State and FWCS student performance on spring ISTEP Eng/LangArts	Elem: 9% Middle: 15%	Elem: 6% Middle: 12%	Elem: 4% Middle: 10%	Elem: 3% Middle: 9%
			B	Reduce gap between State and FWCS student performance on spring ISTEP Math	Elem: 10% Middle: 12%	Elem: 8% Middle: 11%	Elem: 7% Middle: 7%	Elem: 6% Middle: 6%
		B. Measurable and Continuous Improvement	B	% of Students passing spring ISTEP Eng/LangArts in grades 3,4,5 2008 N=6,878 students; 2009 N=7,107; 2010 N=7,086	63%	70.0%	77.3%	80.0%
			B	% of Students passing spring ISTEP Eng/LangArts in grades 6,7,8 2008 N=6,809 students; 2009 N=6,614; 2010 N=6,456	52%	60.0%	66.2%	70.0%
			B	% of Students passing spring ISTEP Math in grades 3,4,5 2008 N=6,878 students; 2009 N=7,107; 2010 N=7,108	63%	69%	74.5%	77.5%
		C. Effective Instruction	B	% of Students passing spring ISTEP Math in grades 6,7,8 2008 N=6,809 students; 2009 N=6,614; 2010 N=6,484	57%	64.0%	70.5%	73.5%
			B	% of Students passing spring ISTEP Science in grades 4 & 6 2008 Elem N=2,338 Middle N=2,198; 2009 Elem N=2,316 Middle N=2,158; 2010 Elem N=2,410 Middle N=2,257	Elem: 62% Middle: 36%	Elem: 65% Middle: 43%	Elem: 63% Middle: 50%	Elem: 66% Middle: 53%
		D. Safe and Supportive Schools	B	% of Students earning a Pass+ level on spring ISTEP in Eng/LangArts 2008 Elem N=6,878 Middle N=6,809; 2009 Elem N=7,107 Middle N=6,614; 2010 Elem N=7,086 Middle N=6,456	Elem: 9% Middle: 7%	Elem: 12% Middle: 10%	Elem: 15% Middle: 14%	Elem: 18% Middle: 17%
			B	% of Students earning a Pass+ level on spring ISTEP in Math 2008 Elem N=6,878 Middle N=6,809; 2009 Elem N=7,107 Middle N=6,614 2010 Elem N=7,108 Middle N=6,484	Elem: 16% Middle: 9%	Elem: 22% Middle: 13%	Elem: 25% Middle: 17%	Elem: 28% Middle: 20%
E. Equity of Access and Opportunity								

2011-2012 BALANCED SCORECARD

Posted 11/17/11

MISSION
Fort Wayne Community Schools educates all students to high standards enabling them to become productive, responsible citizens.



WE ARE YOUR SCHOOLS

www.fwcs.k12.in.us

VISION
Fort Wayne Community Schools will be the school system of choice and a source of community pride.

GOALS
1. Achieve and Maintain Academic Excellence
2. Engage Parents and Community
3. Operate effectively with Integrity and Fiscal Responsibility

BALANCED SCORECARD PERSPECTIVES
Academic Achievement
Customer
Financial
Internal Business Process
Learning and Growth

↑ Meets expectations (met 2010-11 Target)

→ Steady or Improving but needs continued focus (did not meet 2010-11 Target but

↓ Not meeting expectations (did not meet 2010-11 Target/did not improve over 2009-10)

BSC Perspective	Key Component/Strategic Objectives	Measures	Actual 2008-09	Actual 2009-10	Actual 2010-11	Target 2011-12		
Goal 1: Achieve and Maintain Academic Excellence								
Academic Achievement	1.0	A. Rigorous and Relevant Educational Program	B	Net difference in the % at or above proficiency on spring ISTEP Eng/LangArts between Af-Am. & White students grade 3-8 2008 Elem N=5,224 Middle N=5,448; 2009 Elem N=5,358 Middle N=5,127; 2010 Elem N=5,213 Middle N=4,979	Elem: 27% Middle: 38%	Elem: 23% Middle: 26%	Elem: 20% Middle: 26%	Elem: 17% Middle: 23%
		B. Measurable and Continuous Improvement	B	Net difference in the % at or above proficiency on spring ISTEP Math between Af-Am. & White students grades 3-8 2008 Elem N=5,224 Middle N=5,448; 2009 Elem N=5,358 Middle N=5,127; 2010 Elem N=5,223 Middle N=4,986	Elem: 27% Middle: 29%	Elem: 26% Middle: 28%	Elem: 25% Middle: 28%	Elem: 23% Middle: 26%
		C. Effective Instruction	B	Net difference in the % at or above proficiency on spring ISTEP Eng/LangArts between Hispanic & White students grades 3-8 2008 Elem N=4,417 Middle N=4,396; 2009 Elem N=4,557 Middle N=4,106; 2010 Elem N=4,463 Middle N=4,045	Elem: 15% Middle: 29%	Elem: 11% Middle: 14%	Elem: 11% Middle: 14%	Elem: 9% Middle: 12%
		D. Safe and Supportive Schools	B	Net difference in the % at or above proficiency on spring ISTEP Math between Hispanic & White students grade 3-8 2008 Elem N=4,417 Middle N=4,396; 2009 Elem N=4,557 Middle N=4,106; 2010 Elem N=4,473 Middle N=4,056	Elem: 13% Middle: 17%	Elem: 10% Middle: 15%	Elem: 11% Middle: 11%	Elem: 9% Middle: 9%
		E. Equity of Access and Opportunity						

2011-2012 BALANCED SCORECARD

Posted 11/17/11

MISSION
Fort Wayne Community Schools educates all students to high standards enabling them to become productive, responsible citizens.



WE ARE YOUR SCHOOLS

www.fwcs.k12.in.us

VISION
Fort Wayne Community Schools will be the school system of choice and a source of community pride.

GOALS
1. Achieve and Maintain Academic Excellence
2. Engage Parents and Community
3. Operate effectively with Integrity and Fiscal Responsibility

BALANCED SCORECARD PERSPECTIVES
Academic Achievement
Customer
Financial
Internal Business Process
Learning and Growth

↑ Meets expectations (met 2010-11 Target) → Steady or Improving but needs continued focus (did not meet 2010-11 Target but

↓ Not meeting expectations (did not meet 2010-11 Target/did not improve over 2009-10)

BSC Perspective	Key Component/Strategic Objectives	Measures	Actual 2008-09	Actual 2009-10	Actual 2010-11	Target 2011-12	
Goal 1: Achieve and Maintain Academic Excellence							
Academic Achievement Learning and Growth	1.0 A. Rigorous and Relevant Educational Program B. Measurable and Continuous Improvement C. Effective Instruction D. Safe and Supportive Schools E. Equity of Access and Opportunity	B	Net difference in the % at or above proficiency on spring ISTEP Eng/LangArts between Free-Reduced & Full-Pay students grades 3-8 2008 Elem N=6,766 Middle N=6,791; 2009 Elem N=7,081 Middle N=6,600; 2010 Elem N=7,086 Middle N=6,456	Elem: 25% Middle: 28%	Elem: 21% Middle: 24%	Elem: 18% Middle: 23%	Elem: 16% Middle: 22%
		B	Net difference in the % at or above proficiency on spring ISTEP Math between Free-Reduced & Full-Pay students grades 3-8 2008 Elem N=6,766 Middle N=6,791; 2009 Elem N=7,081 Middle N=6,600 2010 Elem N=7,108 Middle N=6,484	Elem: 15% Middle: 26%	Elem: 21% Middle: 23%	Elem: 19% Middle: 21%	Elem: 17% Middle: 19%
		B	Net difference in the % at or above proficiency on spring ISTEP Eng/LangArts between Special Education and non Special Education students grades 3-8 2008 Elem N=6,878 Middle N=6,809; 2009 Elem N=7,107 Middle N=6,614; 2010 Elem N=7,086 Middle N=6,456	Elem: 40% Middle: 48%	Elem: 40% Middle: 51%	Elem: 27% Middle: 33%	Elem: 25% Middle: 31%
		B	Net difference in the % at or above proficiency on spring ISTEP Math between Special Education and non Special Education students grades 3-8 2008 Elem N=6,878 Middle N=6,809; 2009 Elem N=7,107 Middle N=6,614; 2010 Elem N=7,108 Middle N=6,484	Elem: 24% Middle: 38%	Elem: 27% Middle: 41%	Elem: 16% Middle: 29%	Elem: 14% Middle: 27%

2011-2012 BALANCED SCORECARD

Posted 11/17/11

MISSION
Fort Wayne Community Schools educates all students to high standards enabling them to become productive, responsible citizens.



WE ARE YOUR SCHOOLS

www.fwcs.k12.in.us

VISION
Fort Wayne Community Schools will be the school system of choice and a source of community pride.

GOALS
1. Achieve and Maintain Academic Excellence
2. Engage Parents and Community
3. Operate effectively with Integrity and Fiscal Responsibility

BALANCED SCORECARD PERSPECTIVES
Academic Achievement
Customer
Financial
Internal Business Process
Learning and Growth

↑ Meets expectations (met 2010-11 Target) → Steady or Improving but needs continued focus (did not meet 2010-11 Target but

↓ Not meeting expectations (did not meet 2010-11 Target/did not improve over 2009-10)

BSC Perspective	Key Component/Strategic Objectives	Measures	Actual 2008-09	Actual 2009-10	Actual 2010-11	Target 2011-12		
Goal 1: Achieve and Maintain Academic Excellence								
Academic Achievement Learning and Growth	1.0	A. Rigorous and Relevant Educational Program B. Measurable and Continuous Improvement C. Effective Instruction D. Safe and Supportive Schools E. Equity of Access and Opportunity	B	Net difference in the % at or above proficiency on spring ISTEP Eng/LangArts between English Language Learners and Native Speakers grades 3-8 2008 Elem N=6,878 Middle N=6,809; 2009 Elem N=7,107 Middle N=6,614; 2010 Elem N=6,644 Middle N=5,895	Elem: 28% Middle: 42%	Elem: 24% Middle: 40%	Elem: 22% Middle: 35%	Elem: 20% Middle: 33%
			B	Net difference in the % at or above proficiency on spring ISTEP Math between English Language Learners and Native Speakers grades 3-8 2008 Elem N=6,878 Middle N=6,809 2009 Elem N=7,107 Middle N=6,614; 2010 Elem N=6,665 Middle N=5,925	Elem: 23% Middle: 36%	Elem : 16% Middle: 35%	Elem : 18% Middle: 25%	Elem: 16% Middle: 23%
			B	% of Limited English Proficient (LEP) Students whose performance increased 12 or more scale score points on the LAS Links test N=1,149; 2008 N=1,412; 2009 N=1,482; 2010 N=1,662	68.20%	78%	64.5%	68.0%
			B	Graduation Rate	83.2%	85.4%	due in Dec.	
			B	Graduation Rate by Race	Af-Am: Hispanic: White: Other:	Af-Am: Hispanic: White: Other:	Af-Am: Hispanic: White: Other:	Af-Am: Hispanic: White: Other:
			B	Graduation Rate for Free & Reduced Lunch				
			B	Graduation Rate for Special Ed				
			B	Graduation Rate for English Language Learners (ELL)				

2011-2012 BALANCED SCORECARD

Posted 11/17/11

MISSION
Fort Wayne Community Schools educates all students to high standards enabling them to become productive, responsible citizens.



WE ARE YOUR SCHOOLS

www.fwcs.k12.in.us

VISION
Fort Wayne Community Schools will be the school system of choice and a source of community pride.

GOALS
1. Achieve and Maintain Academic Excellence
2. Engage Parents and Community
3. Operate effectively with Integrity and Fiscal Responsibility

BALANCED SCORECARD PERSPECTIVES
Academic Achievement
Customer
Financial
Internal Business Process
Learning and Growth

↑ Meets expectations (met 2010-11 Target) → Steady or Improving but needs continued focus (did not meet 2010-11 Target but

↓ Not meeting expectations (did not meet 2010-11 Target/did not improve over 2009-10)

BSC Perspective	Key Component/Strategic Objectives	Measures	Actual 2008-09	Actual 2009-10	Actual 2010-11	Target 2011-12
Goal 1: Achieve and Maintain Academic Excellence						
Academic Achievement Learning and Growth	1.0 A. Rigorous and Relevant Educational Program B. Measurable and Continuous Improvement C. Effective Instruction D. Safe and Supportive Schools E. Equity of Access and Opportunity	B # of Schools that met Federal Adequate Yearly Progress (AYP) N=53 all FWCS schools 2010N=49 all FWCS schools	4	22	22	25
		B # of Schools improving (or stayed the same) by one or more cells toward passing Adequate Yearly Progress (AYP)	New Measure	32	38	40
		B # of Schools meeting Exemplary and Commendable progress as defined by Public Law (PL) 221 N=53 all FWCS schools 2010N=49 all FWCS schools	3	10	16	18
		B # of Schools showing Adequate Growth	New			
		B % of Schools showing Adequate Growth	New			
		B % of Students with no SMART/Discipline entries	All: 69% Elem: 80% Middle: 58% High: 57%	All: 68% Elem: 77% Middle: 54% High: 60%	All: 68% Elem: 79% Middle: 56% High: 59%	All: 70% Elem: 80% Middle: 58% High: 60%
		D Annual Student Attendance Rate	95.5%	95.5%	due in Dec.	

2011-2012 BALANCED SCORECARD

Posted 11/17/11

MISSION
Fort Wayne Community Schools educates all students to high standards enabling them to become productive, responsible citizens.



WE ARE YOUR SCHOOLS

www.fwcs.k12.in.us

VISION
Fort Wayne Community Schools will be the school system of choice and a source of community pride.

GOALS
1. Achieve and Maintain Academic Excellence
2. Engage Parents and Community
3. Operate effectively with Integrity and Fiscal Responsibility

BALANCED SCORECARD PERSPECTIVES
Academic Achievement
Customer
Financial
Internal Business Process
Learning and Growth

↑ Meets expectations (met 2010-11 Target) → Steady or Improving but needs continued focus (did not meet 2010-11 Target but

↓ Not meeting expectations (did not meet 2010-11 Target/did not improve over 2009-10)

BSC Perspective	Key Component/Strategic Objectives	Measures	Actual 2008-09	Actual 2009-10	Actual 2010-11	Target 2011-12		
Goal 2: Engage Parents and Community								
<u>Customer</u>	2.0	A. Legislative Advocacy	B	% of K-12 Insight Plan for FWCS completed	New			
		B. Parent/ Family Engagement	B	# of People attending FWCS Choice Fair	1,500	1,502	1,872	2,000
		C. Community Engagement/ Public Confidence	B	% of Students whose parents/guardians participate in at least one Parent/Teacher Conference	Elem: 80% Middle: 41%	Elem: 92% Middle: 34%	Elem: 93% Middle: 48.2% High: 25.6%	Elem: 95% Middle: 50% High: 30%
		D. Effective Internal and External Communication	C	# of District-Approved Volunteers and Mentors participating in our schools through Community Programs	1,242	2,891	1,995	2,800
			C	% of Students Leaving and using the voucher system	New			
			C	# of Students Returning to FWCS after count day	New			
			C	% of Students Returning to FWCS after count day	New			

2011-2012 BALANCED SCORECARD

Posted 11/17/11

MISSION
Fort Wayne Community Schools educates all students to high standards enabling them to become productive, responsible citizens.



WE ARE YOUR SCHOOLS

www.fwcs.k12.in.us

VISION
Fort Wayne Community Schools will be the school system of choice and a source of community pride.

GOALS
1. Achieve and Maintain Academic Excellence
2. Engage Parents and Community
3. Operate effectively with Integrity and Fiscal Responsibility

BALANCED SCORECARD PERSPECTIVES
Academic Achievement
Customer
Financial
Internal Business Process
Learning and Growth

↑ Meets expectations (met 2010-11 Target)

→ Steady or Improving but needs continued focus (did not meet 2010-11 Target but

↓ Not meeting expectations (did not meet 2010-11 Target/did not improve over 2009-10)

BSC Perspective	Key Component/Strategic Objectives	Measures	Actual 2008-09	Actual 2009-10	Actual 2010-11	Target 2011-12
Goal 3: Operate effectively with Integrity and Fiscal Responsibility						
Internal Business Financial	3.0 A. Governance B. Financial C. Management and Administrative Systems D. Facilities	A # of District Policies that have been reviewed and updated by the Board of School Trustees	2	2	0	5
		B % of Total Operating Budget allocated to Instruction****	08/09: 78.4%	Data available June of 2011	78.3%	Higher
		C Ranking of operational dollars to Instruction for FWCS compared to other Indiana districts***		15 of 292 Districts	18 of 292 Districts	Within top 70 district in IN
		C % of actual General Fund cash balance as a % of next year's budget		7.20%	6.4%	≥5%
		C % of teacher substitute costs as compared to teacher salaries		4.40%	3.7%	4.2%
		C % of Health Insurance premium to a beginning teacher salary (District pays 90% & employee pays 10%)		Single: 22.3% Family: 54.9%	Single: 23.6% Family: 58.1%	Lower
		C % of lost Textbooks during the recent adoption cycle		XX	Data available Oct. 2011	
		C Teacher Diversity by % 2007/08 N=2,006 teachers; 2008/09 N=1,959; 2009/10 N=2,132; 2010/11 N=1,988	Af-Am: 5.9% Hisp: 1.5% White: 92.2% Other: .4%	Af-Am: 5.6% Hisp: 1.6% White: 92% Other: .8%	Af-Am: 15% Hisp: 2.5% White: 81% Other: 1.5%	Af-Am: 16% Hisp: 3% White: 79% Other: 2%

2011-2012 BALANCED SCORECARD

Posted 11/17/11

MISSION
Fort Wayne Community Schools educates all students to high standards enabling them to become productive, responsible citizens.



WE ARE YOUR SCHOOLS

www.fwcs.k12.in.us

VISION
Fort Wayne Community Schools will be the school system of choice and a source of community pride.

GOALS
1. Achieve and Maintain Academic Excellence
2. Engage Parents and Community
3. Operate effectively with Integrity and Fiscal Responsibility

BALANCED SCORECARD PERSPECTIVES
Academic Achievement
Customer
Financial
Internal Business Process
Learning and Growth

↑ Meets expectations (met 2010-11 Target)

→ Steady or Improving but needs continued focus (did not meet 2010-11 Target but

↓ Not meeting expectations (did not meet 2010-11 Target/did not improve over 2009-10)

BSC Perspective	Key Component/Strategic Objectives	Measures	Actual 2008-09	Actual 2009-10	Actual 2010-11	Target 2011-12
Goal 3: Operate effectively with Integrity and Fiscal Responsibility						
Internal Business Financial	3.0 A. Governance B. Financial C. Management and Administrative Systems D. Facilities	D % of School Buildings whose condition score is greater than 75. (Condition score measures the useful life of infrastructure and equipment. A score of 75 is the minimum score considered adequate.)	13%**	15%**	10%	10%
		D % of our Schools whose enrollment is over 85% capacity of the school facility N=53	6%**	6%**	20%	22%
		D % of our Schools whose enrollment is under 65% capacity of the school facility N=53	25%**	25%**	16%	15%
		D # of Schools whose facility is suitable for the educational program being offered N=53	12 of 53	13 of 53**	12 of 51**	12.0%

N = size of data sample
 * Impacted by communication plan
 ** Impacted by facilities and school closing plan
 *** Corrected data/target
 **** Measure wording and data has been adjusted based on IN recalculation of budget and added definitions
 TBD = To Be Determined

Shaded Light Green = new Measure for 2011-12 BSC