



**BALANCED SCORECARD PERSPECTIVES**  
Customer, Financial, Internal Business Process, HR Learning and Growth

**PASADENA UNIFIED SCHOOL DISTRICT**

**THE MISSION**  
Our students will be thinking, literate, productive, responsible and ethical, able to compete in and contribute to a diverse, democratic society.

- Goal # 1**  
To provide a rigorous comprehensive curriculum that challenges and engages all students to reach academic excellence
- Goal # 2**  
To recruit, develop and retain exceptional teachers, administrators and staff
- Goal # 3**  
To ensure a clean, safe and orderly environment that supports learning
- Goal # 4**  
To establish and maintain excellent schools close to home and a variety of meaningful school options for every child
- Goal # 5**  
To ensure quality management, financial integrity, meaningful accountability and an effective technology and communication infrastructure
- Goal # 6**  
To engage and sustain the trust and involvement of the entire community in our education movement to create excellent schools
- Goal # 7**  
To provide the resources necessary to ensure an optimal environment for teaching and learning and accountability for achieving academic success

Meets expectations (met 2005 target)  $\leftrightarrow$  Improving but needs continued focus (did not meet 2005 target but improved over 2004 baseline)  $\times$  Not meeting expectations (did not meet 2005 target/did not improve over 2004)

Goal*	BSC Perspective	Objective	Measure	Grade/Subject	Target					Project Sponsor
					Actual 2005 (2004-05 School Year)	Target 2006 (2005-06 School Year)	Actual 2006 (2006-06 School Year)	Target 2007 (2006-07 School Year)	Target 2009 (2008-09 School Year)	
<b>Category 2 - Highly Qualified Faculty</b>										
#2	Human Resources	2.1 All classroom teachers in core subject areas will be highly qualified and/or fully credentialed.	A) % of highly qualified and/or fully credentialed teachers in core subject areas	21%	100%	75%	100%	100%		Percy Clark
#2	Human Resources	2.2 More teachers will be National Board Certified.	B) # of National Board Certified teachers	9	27	18	27	56		Percy Clark
#2	Human Resources	2.3 The retention rate for fully credentialed and/or highly qualified teachers will be increased.	C) % of highly qualified and/or fully credentialed teachers who are retained	94%	93%	91%	93%	Increase of 2 percentage points each year		Percy Clark
#2	Human Resources	2.4 There will be a decrease in teachers teaching with waiver.	D) % of teachers with waiver	0.9%	0.3%	0.4%	0.3%	Decrease of 0.1 percentage point each year		Percy Clark
#2	Human Resources / Teaching & Learning	2.5 There will be an increase in administrators receiving AB 75 training.	E) Number of administrators completing AB 75 training - principals, assistant principals and deans	n/a	30	26	30	All Administrators trained		Percy Clark
<b>Category 3 - Clean, Safe, and Orderly</b>										
#3	Student Support	3.1 District-wide student suspension rate will decrease.	A) % decrease in students suspended	Grades K-12	9.5% (2150 students suspended)	10.9% (2428 students suspended)	8.5%	Decrease of 2 percentage points each year		Percy Clark
#3	Student Support	3.2 District-wide student expulsion rate will decrease.	B) % decrease in students expelled	Grades K-12	0.08% (2003)	0.09% (2004)	0.07%	Decrease of 0.02 percentage point each year		Percy Clark
#3	Facility Business Process	3.3 All schools will conform to the orderly and clean school facility standards.	C) Implementation of the clean school facility standards	Clean School Facilities	Development of standards	Reviewed standards and partial implementation	Increase number of schools with full implementation	Full Implementation for all schools		Percy Clark



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Goal*	BSC Perspective	Objective	Measure	Grade/Subject	Target					Project Sponsor
					Baseline 2004	Actual 2005 (2004-05 School Year)	Target 2006 (2005-06 School Year)	Actual 2006 (2005-06 School Year)	Target 2007 (2006-07 School Year)	
#3	Facility Business Process	All schools will conform to the school facility safety standards.	Implementation of the school facility safety standards	School Facility Safety	n/a	n/a	Development of standards	n/a	Full implementation for all schools	Percy Clark
<b>Category 4 - Choice Options</b>										
#4	Internal Business Process Student Support	There will be continued implementation of the School Choice program - Open Enrollment.	A) % of students that get their first or second choice who participate in open enrollment process	Open Enrollment	63%	66%	70%	80%	80%	Percy Clark
#4	Internal Business Process Student Support	There will be continued implementation of the School Choice program - Neighborhood Schools.	B) % of students choosing their neighborhood school of residence	Neighborhood Schools	n/a	59%	64%	80%	80%	Percy Clark
<b>Category 5 - Organizational Capacity</b>										
#5	Internal Business Process	The District will implement the Business Services Review - Fiscal Crisis Management Assistance Team (FCMAT).	A) Implementation of business services review recommendations	FCMAT Audit	n/a	FCMAT audit completed and recommendations in draft format	Full implementation of the recommendations	Full implementation of all recommendations	Full implementation of all recommendations	Percy Clark
#5	Internal Business Process	The District will implement online budget & accounting system.	B) Training and access to online budget & accounting system	Online budget & accounting system	n/a	Limited access and usage of the system	Increase of access and usage of the system	Full access and usage of the system	Full access and usage of the system	Percy Clark
#5	Internal Business Process	The District will implement automated purchase order System.	C) Training and utilization of automated purchase order system	Automated purchase order system	n/a	Initial planning and exploration of available system - average 12-15 days to process the P.O. based on current approach	Beginning implementation of the system	Full implementation of the system	Full implementation of the system	Percy Clark
#5	Internal Business Process	Schools and departments will receive balanced and accurate fiscal budget reports.	D) Dissemination of balanced and accurate fiscal reports on a monthly basis	Balanced and accurate fiscal reports	sporadic dissemination	Partial implementation of accurate and consistent budget report and dissemination	Full implementation of accurate and consistent budget report and dissemination	Full implementation of accurate and consistent budget report and dissemination	Full implementation of accurate and consistent budget report and dissemination	Percy Clark



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<b>Category 6 - Community Collaboration</b>											
#6	Community	6.1 Parent involvement, business partnerships and volunteers will increase districtwide.	A) % of PTA membership Number of volunteer hours Number of business partnerships	Community support	PTA -16.2% Volunteer hours - 75859 Business Partnerships - 242	PTA -20.5% Volunteer hours - 80480 Business Partnerships - 246	Increase in PTA membership, number of volunteer hours and business partnerships each year				Percy Clark
#6	Community	6.2 Meaningful community outreach and engagement will increase.	B) Number and types of opportunities for community engagement	Community engagement	Districtwide Open House, State of the School Address, etc.	Increase number and types of engagement					Board of Education
#6	Community	6.3 Parent satisfaction about the PUSD schools will increase.	C) % positive response as measured by the Parent Survey	Parent Satisfaction	n/a	Establish baseline data	Increase of parent satisfaction				Percy Clark
<b>Category 7 - Resource Equity</b>											
#7	Teaching and Learning	7.1 There will be an increase in the use of Learning Profile (LP) and Curriculum Edge (CE) modules of Edgenuity at our schools.	A) Number of hours teachers used Learning Profile and Curriculum Edge modules	Edgenuity	n/a	Data being collected	Increase in number of hours used on LP & CE				Percy Clark
#7	Internal Business Process	7.2 SchoolMax Module for all programs and comprehensive student data will be fully implemented and incorporated into SchoolMax.	B) Full use of all SchoolMax modules and incorporation of comprehensive student data into the system	SchoolMax	Limited implementation of SchoolMax modules and incorporation of comprehensive student data	Partial implementation of SchoolMax modules and incorporation of comprehensive student data	Increase implementation and usage of SchoolMax modules and incorporation of comprehensive student data	Full implementation of all modules and incorporation of comprehensive student data in the system			Percy Clark
#7	Teaching and Learning	7.3 The district-wide accountability system will be developed and implemented.	C) Implementation of the District-wide accountability at all levels	Accountability system	District goals and dashboard	Strategic Aim, targets and district priorities	Balanced scorecard, Strategic Aim, district priorities and school site data teams	Full implementation of the District accountability system			Percy Clark