

**THE ART OF ASKING THE RIGHT QUESTION:
Essential Key Performance Indicators Worksheet**

Key Performance Indicator	A: Academic B: Budget C: Culture	Frequency of Data	Longitudinal Timeframe

THE ART OF ASKING THE RIGHT QUESTIONS: Potential Key Performance Indicators

Six Key Performance Indicators (used by California)

- High School Graduation Rate
- Academic Performance
- Suspension Rate
- English Learner Progress
- Preparation for College/Career
 - English Language Arts
 - Mathematics
- Chronic Absenteeism

Additional Indicators:

- Basic Conditions
 - Teacher qualifications
 - Safe and clean buildings
 - Textbooks for all students
- Implementation of Academic Standards
- School Climate Surveys
- Parent Involvement and Engagement

Academic Performance Indicators

- Student Proficiency
- Academic Growth
 - Student growth percentiles
 - Medial growth percentiles
 - Fall to Spring growth
 - Fall to Fall growth
- Students at grade level by subject
- Cohort data on students at school 3+ years
- FRL & ELL data
- New students/returning students
- District & State Historical Comparisons
- Composite Peer District
- Bottom 30% proficiency/growth
- Top 30% proficiency/growth
- Achievement gaps
- High school readiness
- Other?

THE ART OF ASKING THE RIGHT QUESTIONS: Potential Key Performance Indicators

Financial Accountability Indicators

- YTD revenue and expense vs. budget
- Fund Balance or Reserve Ratio
- Direct Classroom Investment
- Percent of Revenue spent on personnel costs (salaries/benefits)
- Percent of Revenue spent on basic instruction
- Percent of Revenue spent on overall instruction
- Average spending per pupil (and comparison to averages)
- Percent of expenditures on facility
- Percent of expenditures spent on central services
- IT spending per student
- IT spending as percent of the budget
- Restricted Grants
 - Total Grant awarded (and purpose)
 - Amount received YTD
 - Expenses YTD
 - Left to spend
 - Deadline to spend
 - Months remaining to spend
- Relationship between priority areas and expenditures
- Alignment of spending with school improvement plan
- Budget fund transfers – explanation of variances
- Internal accounting controls
- Other?

School Climate/Culture Indicators

- Total enrollment by year
- Disaggregated enrollment data – racial/ethnic breakdown
- Number of students in each grade
- Number of students in each grade enrolled for 3+ years
- Length of student enrollment
- Free and Reduced Lunch eligibility
- English Language Learners
- General and Special Education status
- Physical/Social/Emotional Safety
 - Student discipline incidences
 - Clear and Consistent response to violations
 - Relationships
 - Respect for Diversity
 - School Community & Collaboration
 - Morale
 - Parent satisfaction
 - Student satisfaction
 - Employee Satisfaction

THE ART OF ASKING THE RIGHT QUESTIONS: Potential Key Performance Indicators

- Parent and community involvement
- Teaching and Learning
 - Quality of Instruction
 - Total number of teachers
 - Staff Ethnicity
 - Teacher Qualification Index - Effectiveness
 - Years' experience
 - Years in this school
 - Faculty & Staff Retention Rate
 - Teacher compensation
 - Student-teacher ratio
 - Student-staff ratio
 - Faculty & Staff Attendance Rates
 - Teacher absences per teacher
 - Use of substitute teachers (substitute placement rate)
 - Quality of Learning
 - Student enrollment
 - Student ethnicity
 - Student special needs
 - a. Title I
 - b. IDEA
 - Student attendance rate
 - Class size
 - Student involvement in extra-curriculars
 - Student retention
 - Student satisfaction
 - Social, Emotional, Ethical Skills and Education
 - Professional development
 - Leadership
- The Environment: adequacy of facilities, space & material
 - School Facilities
 - Textbook availability for students
 - Teacher resources
 - Technology
 - Average age of computers
 - Computers per employee
 - Student/Computer ratio
- Board effectiveness
 - Self evaluation
 - Service Provider evaluation
 - Training
 - School involvement