

SMART Goals, SMART Tools

Jan O'Neill



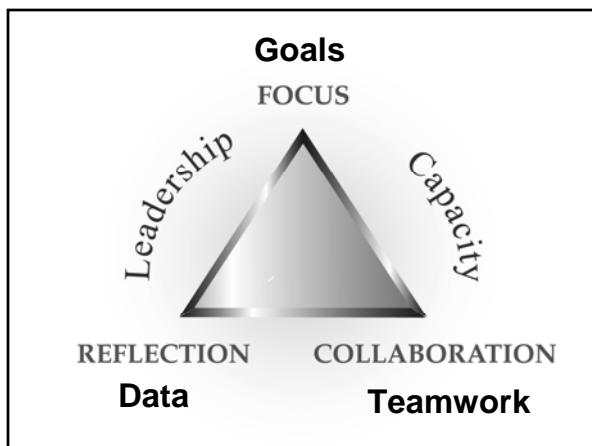
**SMART Goals
SMART Tools!**

Professional Learning
Communities at Work Institute
2006

Jan O'Neill

By the end of this session you
will be able to say...

***“I know what a SMART Goal is
and how to construct one
using a Tree Diagram.”***



“The annual goal statements that emerge from school improvement efforts are rarely linked to student achievement, and they seldom challenge the basic elements of practice.”

-- G. McGonagill, 1992

“Clear, measurable goals are at the center of the mystery of a school’s success, mediocrity or failure.”

-- S.J. Rosenholz, 1991

FOCUS: Team Goals

“Transforming broad directives into *specific and measurable performance goals* is the surest first step for a team trying to shape a *common purpose*.”

Katzenbach & Smith (1993)



*How are goals
used in your school?*



**S
M
A Goals
R
T**

SMART Goals
Specific + Strategic
Measurable
Attainable
Results-oriented
Timebound

Why does SMART work?

- **FOCUSED**
- **SHORT & LONG TERM**
- **ALIGNED**
- **STUDENT CENTERED**

***SMART goals focus
on the few things
most likely to have
the greatest impact!***



Pareto Principle
**80% of the trouble
is caused by 20%
of the problems**

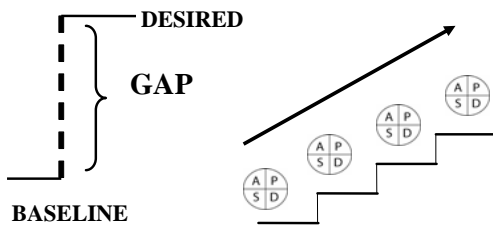


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SMART goals have both short and long term impact!

**School wide:
Breakthrough**

**Grade Level:
Incremental**




SMART goals align with other key strategic initiatives.

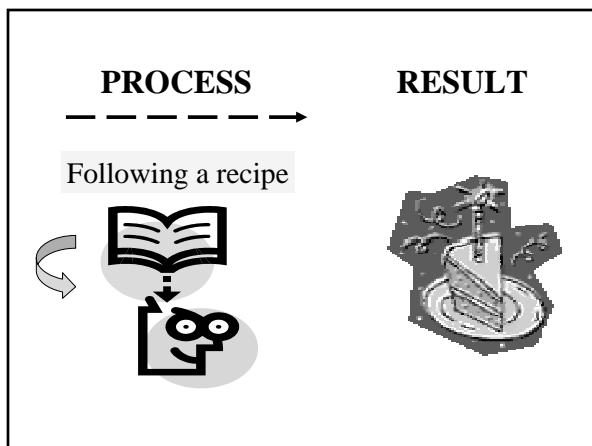
Levels of SMART Goals

Challenging, inspiring, strategic far-reaching goals
Prioritized targeted area/s based on our unique student needs
Focused on specific skills, knowledge within shorter time frame

District 5 yrs.
School 1-3 yrs
Grade level
Department
Quarter, Semester or Year



SMART goals focus on results!



PROCESS GOAL

Implement an integrated
math/science curriculum

RESULTS GOAL

Increase passing rate of
incoming freshmen.

RESULTS GOAL

Increase numbers of students
who are reading by the
end of 3rd grade.

PROCESS GOAL

Develop a balanced literacy
program for primary students.

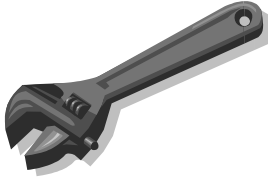
From Process to Results

- Going to graduate school
- Selling your house
- Going on a diet
- Learning a new hobby
- Running in the Boston marathon
- Climbing a mountain

**What's
the end
result?**

The Tree Diagram

- A graphic organizer
- A collaborative planning tool
- A template for making goals SMARTer

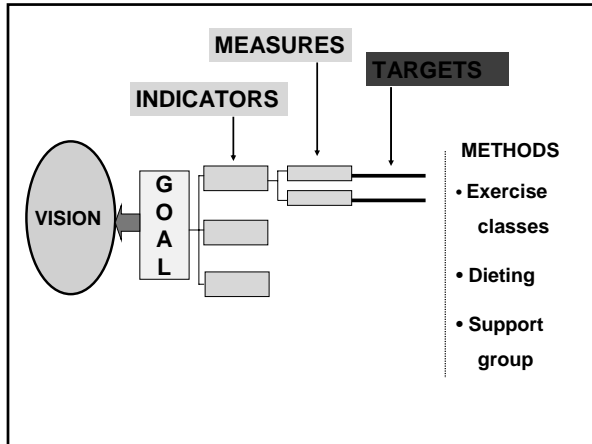


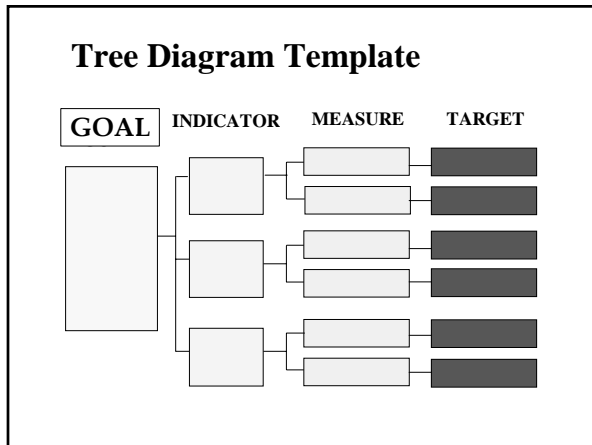
Tree Diagram Template

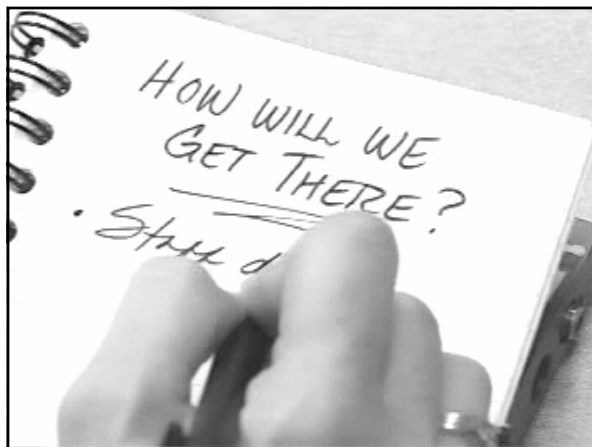
GOAL	INDICATOR	MEASURE	TARGET
[]	[]	[]	
		[]	
	[]	[]	
		[]	
	[]	[]	
		[]	

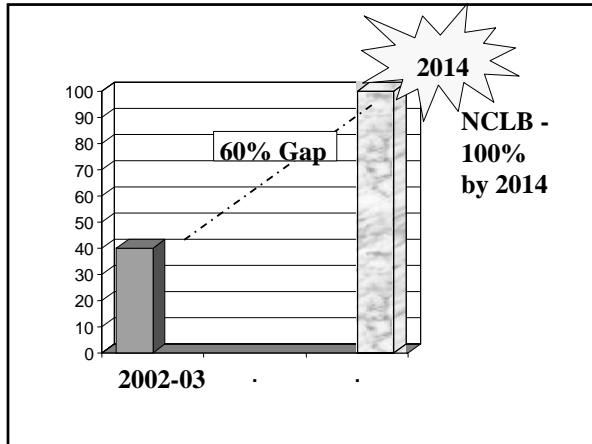
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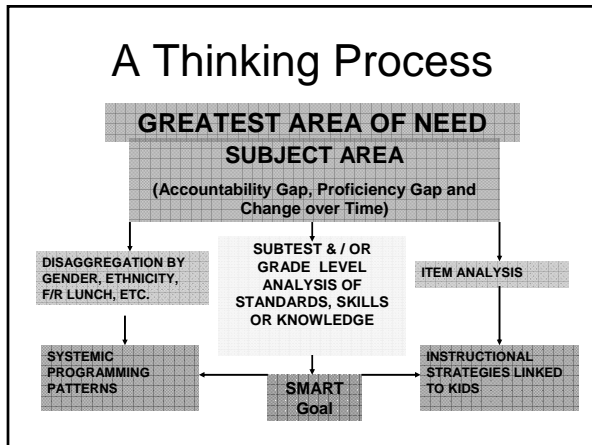
RESULTS GOAL	INDICATOR	MEASURE	TARGET
Improve physical fitness by Sept. 1, 2006.	Weight loss	scale	2 pounds each week
		Size of clothes	From size X to size Y
	Cardiovascular fitness	Blood pressure	From 135/100 to 100/60
		Vital capacity (lungs)	From 3 to 5 liters
	Energy level	journal	From avg 3 to avg 4
		[]	

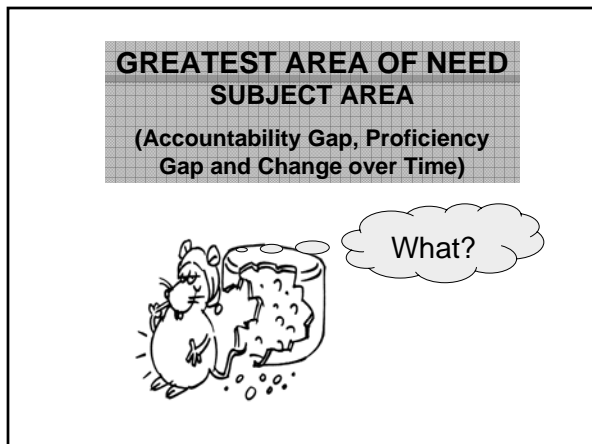








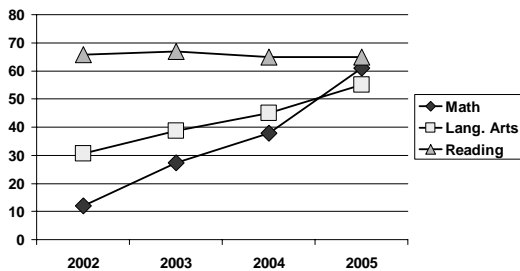




GAN by Subject Area

- **Proficiency Gap**
 - What is it?
 - Why is it important?
- **Accountability Gap**
 - What is it?
 - Why is it important?
- **Change over Time**
 - What is it?
 - Why is it important?

Run Charts



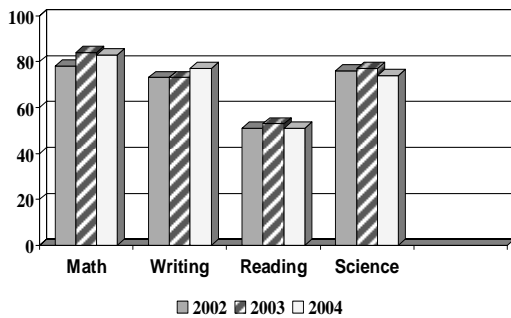
SMART Tree Diagram Example

District Accountability Goal:
90% of students will score proficient or advanced in each tested area by 2009.

What is the
Greatest Area of Need?

Can we verify this with
multiple measures?

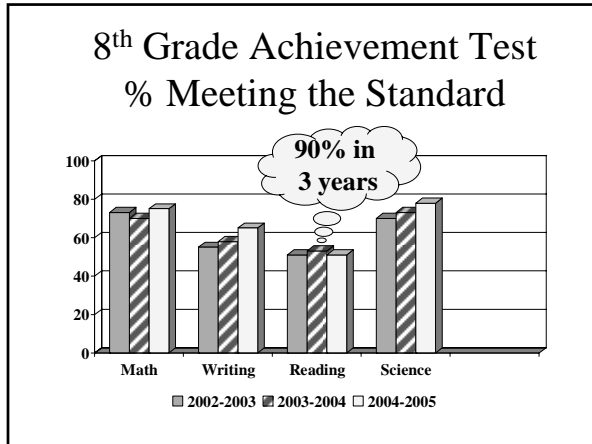
8th Grade Achievement Test
% Meeting the Standard

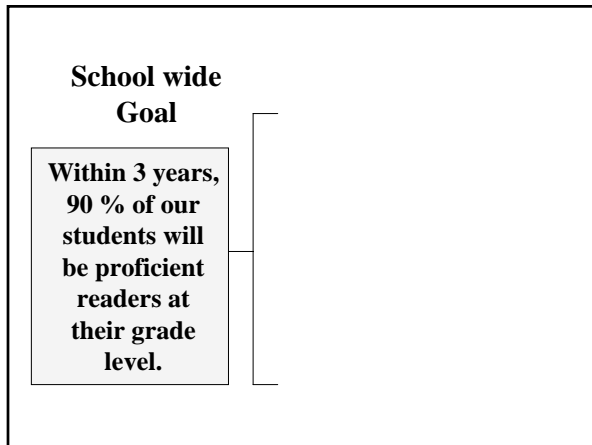


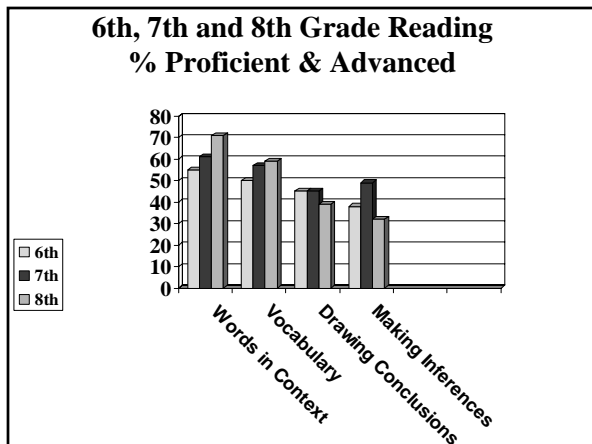
What should our school wide
SMART Goal be?

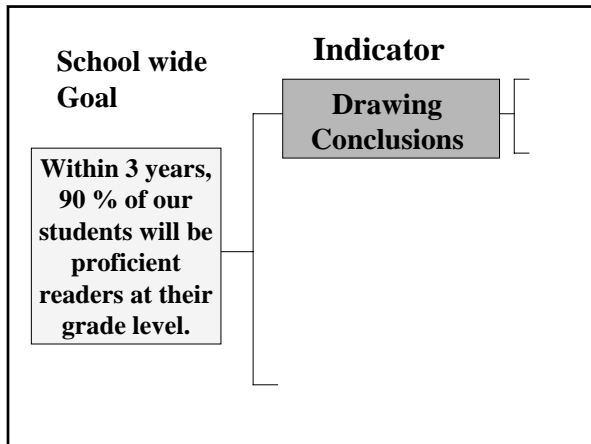
General Rule:

School wide goals are usually
1-3 years out.







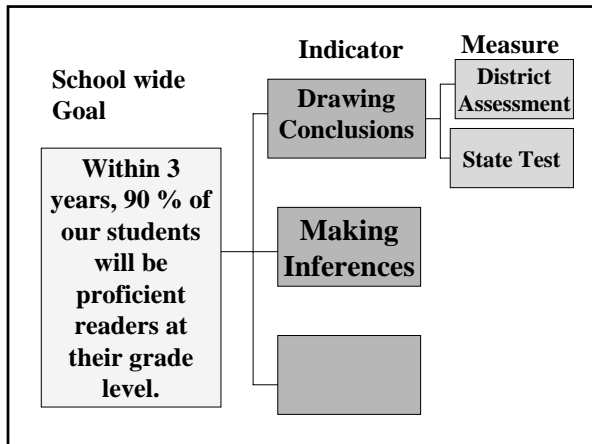


How will we measure progress on our SMART Goal?

MEASURES:
Tools used to monitor progress toward our goal. Measures are specific to the indicators.


Measures: Our School

- 8th grade achievement test (annual/summative)
- district reading assessments 6-8 (fall/spring...formative)
- classroom assessments and projects (ongoing / formative)

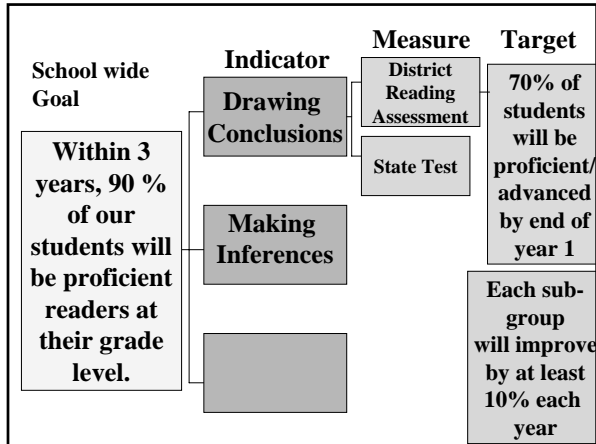


What should our targets be?

TARGETS:
Shorter term incremental steps toward the goal. Targets are set for each measure.

Selecting Targets Can Be Tricky! 

- ⊙ Based on the data, what is attainable?
- ⊙ Based on our resources, what is attainable?
- ⊙ If we have no data, what is a reasonable yet challenging level of improvement we think we have a chance of achieving?

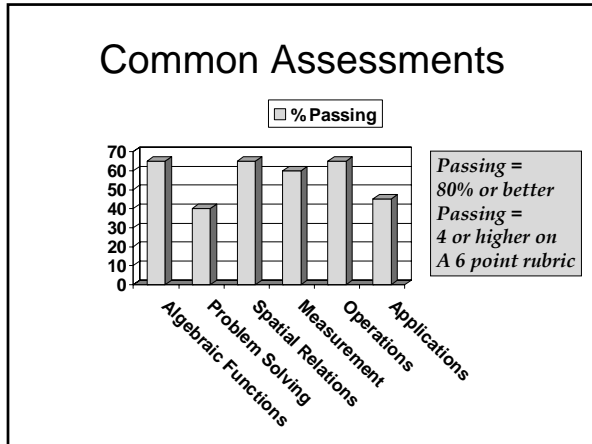


High School Case Study

- GAN => Mathematics. Current average proficiency level = 55%.
- Consistent decline on achievement tests for ALL students through 10th grade; begins in 6th grade
- Gap for girls worse than for boys over time. Current proficiency for girls = 50%; boys = 60%.
- Assessments in science and social studies are showing a similar trend.

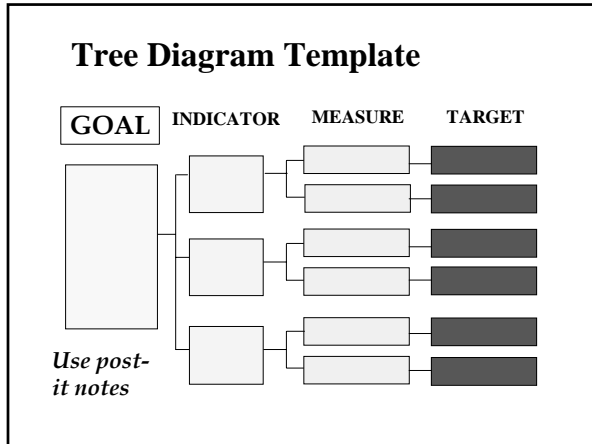
Math Indicators

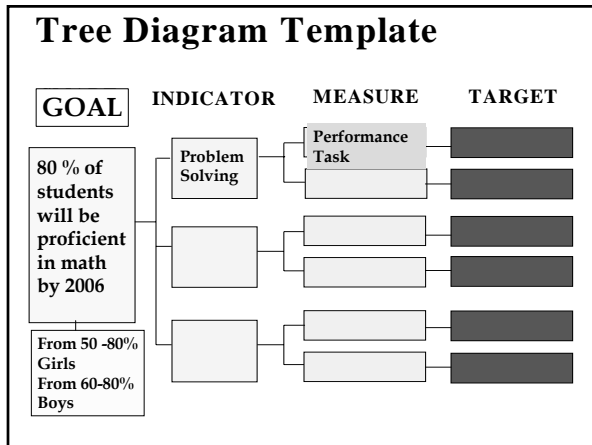
- Basic math facts
- Reasoning
- Basic math concepts
- Problem Solving
- Computational Skills
- Spatial Relations
- Applications
- Statistics

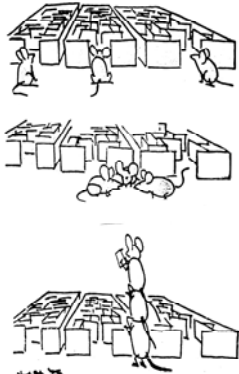


- ### Measures
- Timed tests
 - Weekly quizzes
 - Unit tests
 - Pre / post math competency tests
 - Performance tasks / rubrics
 - SATs / ACTs
 - Standardized tests
 - Quarterly, semester, final exams
 - Grades

- ### **Agenda - Purpose: To create a SMART Goal Tree**
- 1 min.** Select meeting roles - Facilitator, Timekeeper, and Scribe
- 10 min.** Develop one branch of the Goal Tree for this high school.
- 2 min.** Evaluate your meeting.



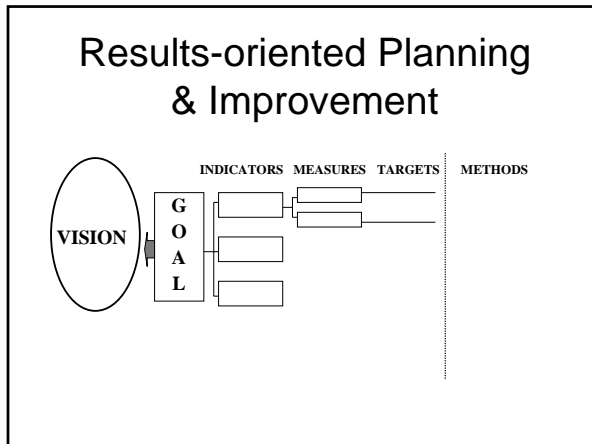




Collaboration

How will we get to where we want to be?

SMART Strategies Link Directly to Goals



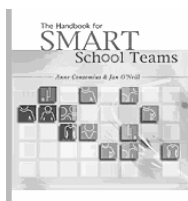
- ### Improvement Strategies Include...
- Innovations in teaching
 - Use of instructional best practices
 - Curriculum alignment
 - Development & use of common assessments
 - Professional development
 - Process improvements
 - System interventions and improvements

Goals can give us Direction

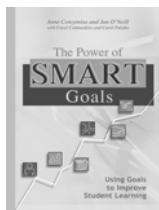
But only if they are clear and measurable

KEEP RIGHT

***SMART Goals Accelerate
Learning for All!***

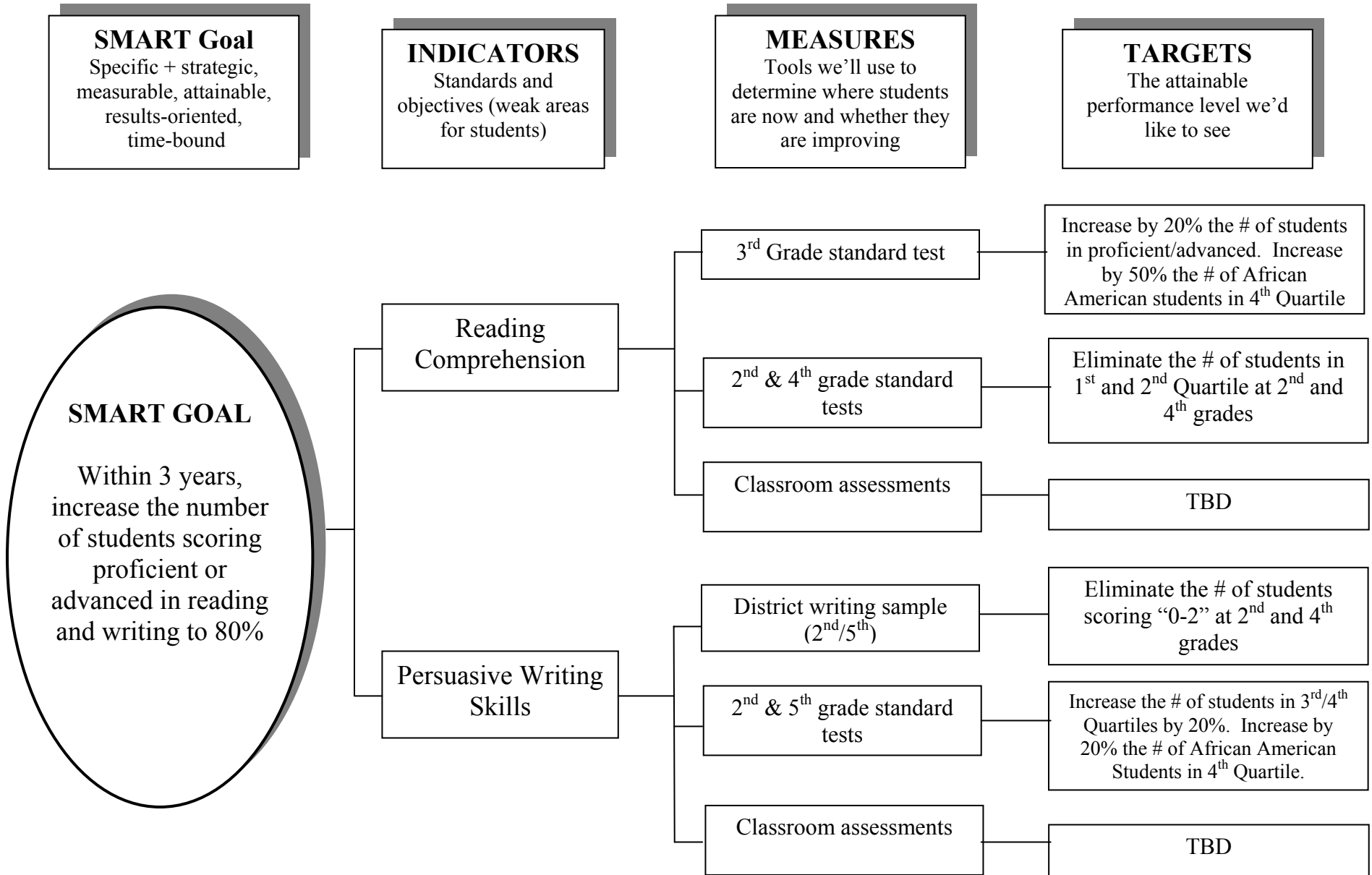


The Handbook for
SMART School Teams –
Solution Tree



The Power of
SMART Goals –
Solution Tree

Tree Diagram Example: Identifying Components of 3-Year School Goal



Source: The Handbook for SMART School Teams,
by Anne Conzemius and Jan O'Neill. NES 2002

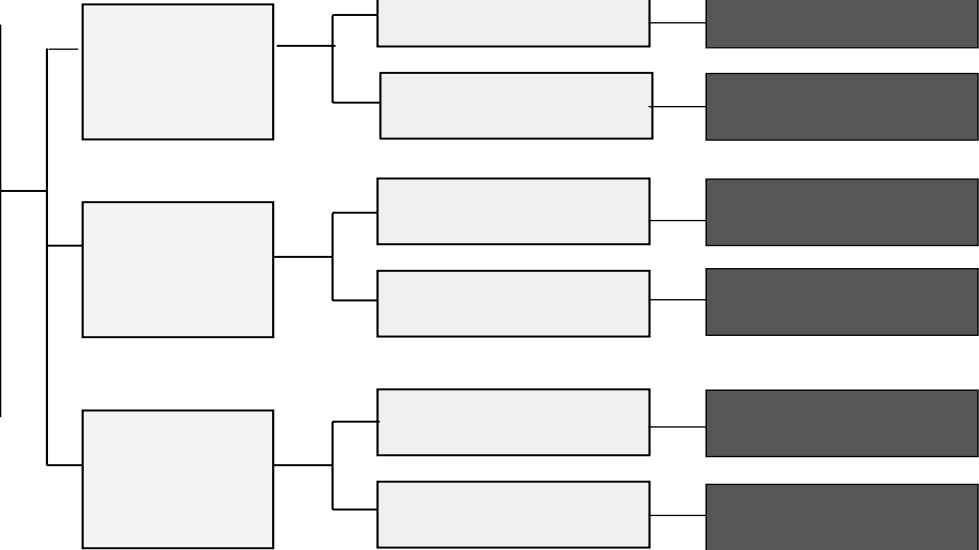
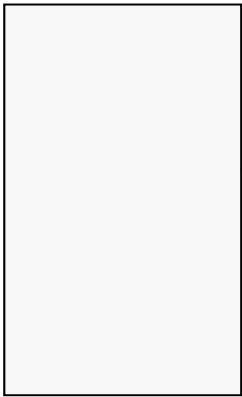
Tree Diagram Template

GOAL

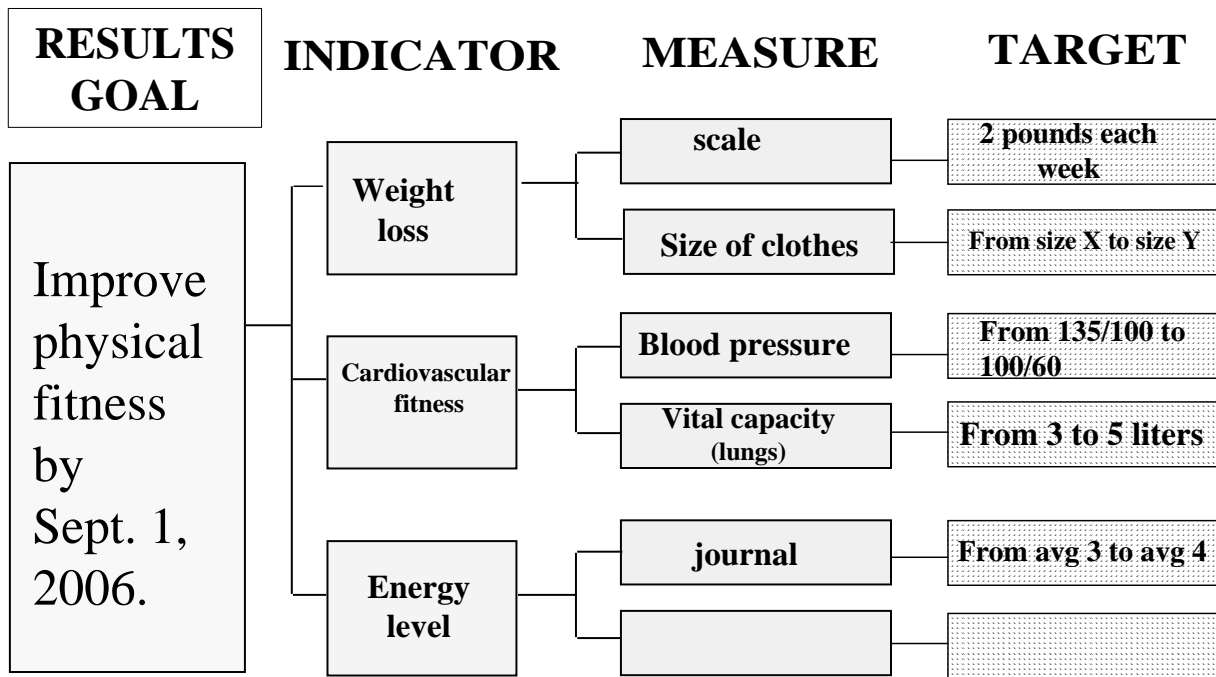
INDICATOR

MEASURE

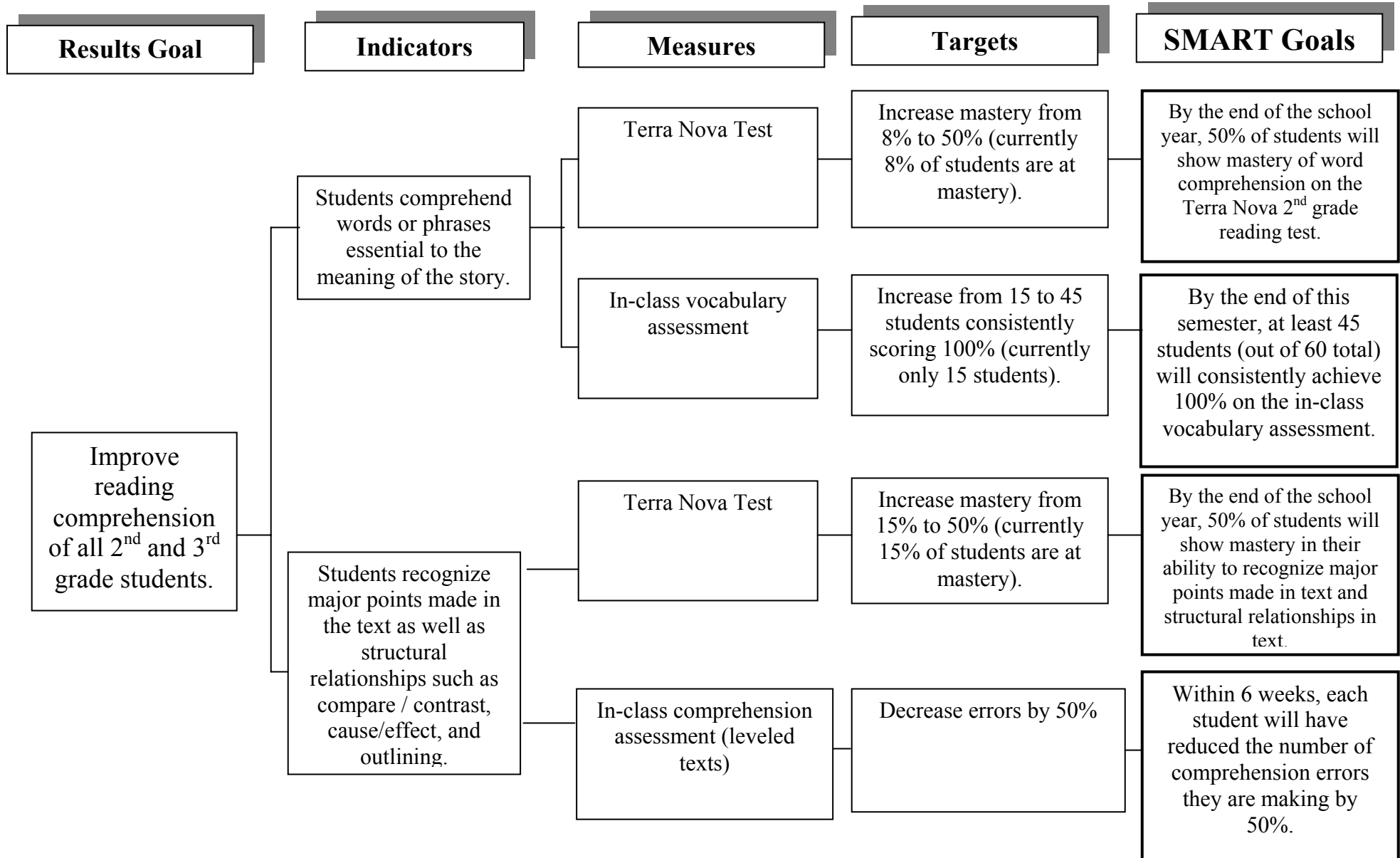
TARGET



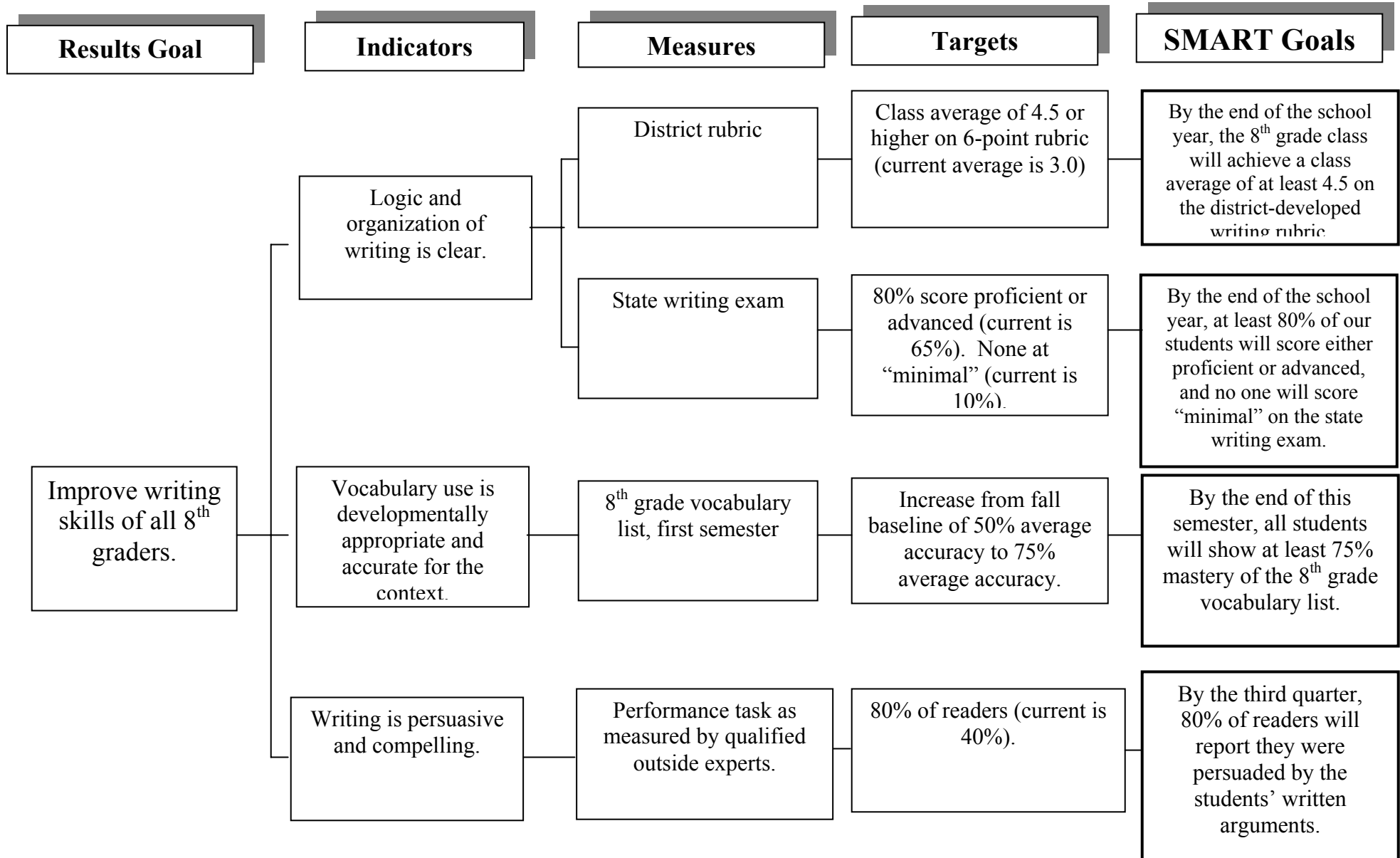
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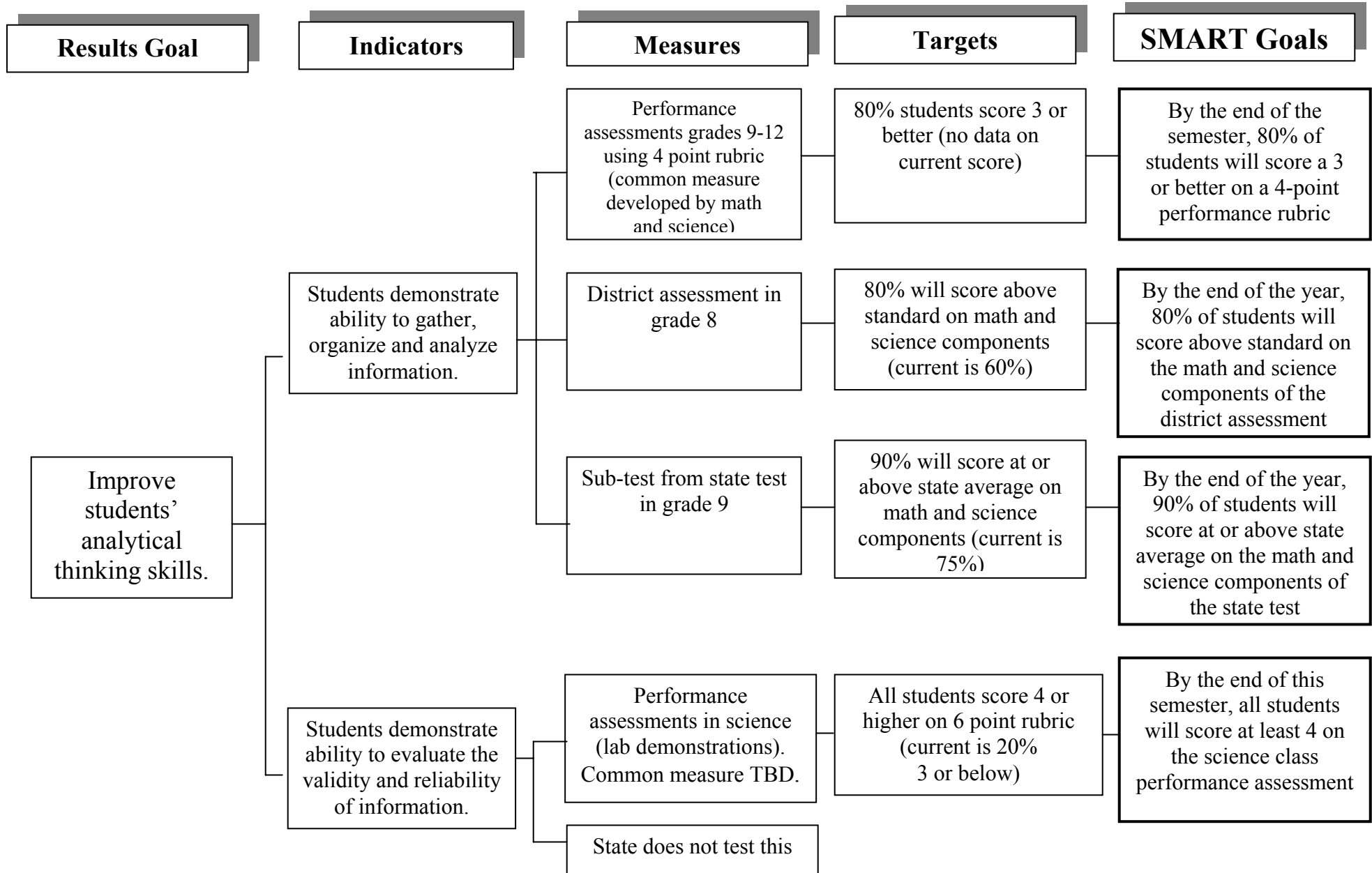
Tree Diagram for SMART Reading Goals (Elementary)



Tree Diagram for SMART Writing Goals (Middle School)



Tree Diagram for SMART Analytical Thinking Goals (High School)



Tree Diagram for SMART Climate Goals (Schoolwide)

