Welcome to SMART GOALS for 21st Century Schools

This session will begin at 11 am.

While you are waiting, please do the following:

Enter/edit your profile information by going to:

- Tools - Preferences - My Profile...
- Fill out the info on the “Identity” tab and click “OK”
- To view the profile of another use, hover your mouse over his or her name in the Participants window

Configure your microphone and speakers by going to:

- Tools – Audio – Audio setup wizard

Confirm your connection speed by going to:

- Tools – Preferences – Connection speed

“We will lead the nation in improving student achievement.”
SMART GOALS for 21st Century Schools

Bobby Smith
Teacher and Leader Quality
February 2, 2010

“We will lead the nation in improving student achievement.”
Analyze the Data

CYCLE FOR SUCCESS

Develop SMART Goals

Design Short-Term Action Plans

Celebrate & Recalibrate

What Gets Monitored Gets Done.
WHAT?

AND

WHY?

SMART Goals
The GA DOE is driven by GOALS

Goal 1  Increase high school graduation rate, decrease drop out rate, and increase post-secondary enrollment rate.

Goal 2  Strengthen teacher quality, recruitment, and retention.

Goal 3  Improve workforce readiness skills.

Goal 4  Develop strong education leaders, particularly at the building level.

Goal 5  Improve the SAT, ACT, and the achievement scores of Georgia students.

Goal 6  Make policies that ensure maximum academic and financial accountability.
On GOALS:

*If you don't know where you are going, you'll end up someplace else.*  — Yogi Berra

*In the absence of clearly defined goals, we become strangely loyal to performing daily acts of trivia.*  — Unknown

*Most people aim at NOTHING in life and hit it with amazing accuracy.*  — Jim Cathcart
The Power of Goals:

Lessons from the Japanese

1950’s Textiles
1960’s Steel
1970’s / 80’s Automobiles
1990’s Computers and Electronics
Dr. Anne Davies on Setting Goals

“Schools are where young people come to watch old people work.”

“Research indicates that closing in on a goal triggers a part of the brain linked to motivation.”

*Digital Stories of Deep Learning, 2004*
“The use of specific, measurable goals is the most promising -- yet underused -- strategy that we can introduce into improvement efforts.”

Dr. Mike Schmoker,

Results: The Key to Continuous School Improvement
Michael Jordan on GOAL Setting

I approach everything step by step.

I have always set short-term goals.

When I reached that goal, I set another.

I gained a little confidence every time I came through.

Step by step, I can’t see any other way of accomplishing anything.
SMART Goals are a powerful way to engage students and parents.
Student Involvement in Goal Setting

Students Actively Participating in the Learning Process

- 2008
- 2009
- 2010
- 2011
Which SMART Goals?

The Power of SMART Goals

Jan O’Neill
Anne Conzemius

www.powerofsmartgoals.com
SMART Goals

S – Specific
M – Measurable
A – Attainable
R – Results-Based
T – Time-Bound

A SMART Goal is a ruler for measuring learning.
In the context of school improvement, brainstorm other words that may be appropriate for the acronym “SMART.”

<table>
<thead>
<tr>
<th>S</th>
<th>M</th>
<th>A</th>
<th>R</th>
<th>T</th>
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</thead>
<tbody>
<tr>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>S</td>
<td>significant, stretching</td>
<td></td>
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<td></td>
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<td>---</td>
<td>-------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>M</td>
<td>meaningful, motivating</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A</td>
<td>achievable, agreed to, actionable</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>R</td>
<td>realistic, resourced</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>T</td>
<td>timely, trackable, target date</td>
<td></td>
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</tbody>
</table>
In the context of school improvement, brainstorm other words that may be appropriate for the acronym “GOALS.”

<table>
<thead>
<tr>
<th>G</th>
<th>O</th>
<th>L</th>
<th>S</th>
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</thead>
<tbody>
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</tbody>
</table>
## SMART GOALS

<table>
<thead>
<tr>
<th>G</th>
<th>Guaranteed</th>
</tr>
</thead>
<tbody>
<tr>
<td>O</td>
<td>Outstanding</td>
</tr>
<tr>
<td>A</td>
<td>Amplified</td>
</tr>
<tr>
<td>L</td>
<td>Learning for</td>
</tr>
<tr>
<td>S</td>
<td>Students</td>
</tr>
</tbody>
</table>
## SMART GOALS

<table>
<thead>
<tr>
<th>G</th>
<th>Go</th>
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</thead>
<tbody>
<tr>
<td>O</td>
<td>Out</td>
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<tr>
<td>A</td>
<td>And</td>
</tr>
<tr>
<td>L</td>
<td>Learning</td>
</tr>
<tr>
<td>S</td>
<td>Something</td>
</tr>
</tbody>
</table>
SMART Goal?

I will go on a diet.

<table>
<thead>
<tr>
<th>Specific?</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Measurable?</td>
<td></td>
</tr>
<tr>
<td>Attainable?</td>
<td></td>
</tr>
<tr>
<td>Results-Based?</td>
<td></td>
</tr>
<tr>
<td>Time-Bound?</td>
<td></td>
</tr>
</tbody>
</table>
**SMART Goal?**

I will go on a diet.

<table>
<thead>
<tr>
<th>Specific?</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measurable?</td>
<td>No</td>
</tr>
<tr>
<td>Attainable?</td>
<td>Who knows?</td>
</tr>
<tr>
<td>Results-Based?</td>
<td>No</td>
</tr>
<tr>
<td>Time-Bound?</td>
<td>No</td>
</tr>
</tbody>
</table>
SMART Goal?

To improve my health, I will lose ten pounds by March 15, 2010.

<table>
<thead>
<tr>
<th>Specific?</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Measurable?</td>
<td></td>
</tr>
<tr>
<td>Attainable?</td>
<td></td>
</tr>
<tr>
<td>Results-Based?</td>
<td></td>
</tr>
<tr>
<td>Time-Bound?</td>
<td></td>
</tr>
</tbody>
</table>
**To improve my health, I will lose 10 pounds by March 15, 2010.**

<table>
<thead>
<tr>
<th>Specific?</th>
<th>Yes (lose 10 pounds)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measurable?</td>
<td>Yes (compare weight before &amp; after)</td>
</tr>
<tr>
<td>Attainable?</td>
<td>Yes (about 2 pounds a week)</td>
</tr>
<tr>
<td>Results-Based?</td>
<td>Yes (describes what it looks like)</td>
</tr>
<tr>
<td>Time-Bound?</td>
<td>Yes (by March 15, 2010)</td>
</tr>
</tbody>
</table>
Avoiding Common Errors

SMART Goals
Common SMART Goal Error

S – Specific

M – Measurable

A – Attainable

R – Results-Based

T – Time-Bound

Lack of specificity often comes from a lack of true understanding of underlying problems.

Vague goals yield vague results.
To improve student achievement.
In what?  Math?  Reading?

To increase student engagement.
In what? Class participation?  Club participation?

To improve student behavior.
Where?
   In classrooms?  In hallways?  In the gym?
When?
   Before school, after school, during lunch?
Common SMART Goal Error

**S** – Specific

**M** – Measurable

**A** – Attainable

**R** – Results-Based

**T** – Time-Bound

When sets of data are not analyzed, goals often lack specific targets.

How will success be determined?
To improve attendance in our program this year. By how much?

To decrease discipline referrals to the office. By how much?

To increase the number of students who pass math and reading? How many are passing now? How many will pass in the future?

Avoid “the number of.” Use “the percentage of.”
Common SMART Goal Error

- **S** – Specific
- **M** – Measurable
- **A** – Attainable
- **R** – Results-Based
- **T** – Time-Bound

Stretch goals are commendable, but build in some opportunities for early success.

Early successes have strong motivational effects on students and adults.
To have 100% attendance this semester. What becomes of this goal, after the first absence?

To have a 90% graduation rate this year. How much improvement will this be? How many students have a realistic chance?

To have all students reading on grade level by the end of this semester. How much improvement will this be? Are the resources available to make this happen?
Common SMART Goal Error

**S** – Strategic, Specific

**M** – Measurable

**A** – Attainable

**R** – Results-Based

**T** – Time-Bound

Often a **process goal** is written instead of a **results-based goal**.

This error results from starting with a strategy rather than a goal.
<table>
<thead>
<tr>
<th>Process-Based</th>
<th>Results-Based</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement a ninth grade academy</td>
<td>Reduce failure rate of incoming freshmen by 20% in 2011</td>
</tr>
<tr>
<td>Develop a balanced literacy program for primary students</td>
<td>Increase percentage of students reading on grade level at the end of the year by 10%</td>
</tr>
<tr>
<td>Adopt a “zero tolerance” policy toward violence</td>
<td>Decrease incidences of violent behavior next year by 50%</td>
</tr>
</tbody>
</table>
Common SMART Goal Error

**S** – Strategic, Specific
**M** – Measurable
**A** – Attainable
**R** – Results-Based
**T** – Time-Bound

Having a timeline and deadline will keep students and adults focused on the target.

Even our personal dreams need deadlines.
To have all students solving two-step equations.
By when? With 100% accuracy?

For 75% of the students to improve one grade level in reading.
By when? By what measure or assessment?

To have all students bench press their body weight.
By when? How much do the students currently weigh?
SMART Goals Check for Understanding
### CHECK THESE FOR SMART FORMAT

<table>
<thead>
<tr>
<th>SPECIFIC</th>
<th>MEASURABLE</th>
<th>ATTAINABLE</th>
<th>RESULTS - BASED</th>
<th>TIME - BOUND</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Conduct a two-day workshop on differentiation in July.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Reduce “FRESHMORE” rate by 25% by 2012.</td>
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</tr>
<tr>
<td>3. Have more students pass the Math CRCT in 2010.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>
4. Increase SWD Graduation Rate to 40% in 2012.

5. Implement the Accelerated Reader Program in 2011.

6. Increase teacher attendance to 90% in 2012.
7. Increase lunchroom participation to 90% by May 1st.

8. Start a Service Learning Program in 7th grade.

9. Decrease my tardies to history class by 50% this month.
Increase percentage of high school program participants **who complete homework.**

<table>
<thead>
<tr>
<th>Year</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target</td>
<td>68</td>
<td>71</td>
<td>74</td>
<td>77</td>
</tr>
<tr>
<td>Actual</td>
<td>69</td>
<td>73</td>
<td>75</td>
<td>75</td>
</tr>
</tbody>
</table>
Increase the percentage of middle school program participants whose math grades improved from fall to spring.

<table>
<thead>
<tr>
<th>Year</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target</td>
<td>40</td>
<td>44</td>
<td>46</td>
<td>46</td>
</tr>
<tr>
<td>Actual</td>
<td>39</td>
<td>42</td>
<td>41</td>
<td>40</td>
</tr>
</tbody>
</table>
Aligning SMART Goals
Alignment of Goals

District Goals

School Goals

Classroom Goals

Student Goals
**District Goals**
To improve the math performance of all students.

**School Goals**
To increase by 10% the ED students scoring in MEETS and EXCEEDS on the next Math CRCT.

**Classroom Goals**
By October 15, Mr. Smith’s students will solve math problems with 80% accuracy using one-step equations.

**Student Goals**
By the unit test, I will solve problems with 90% accuracy using one-step equations.
District Goals

To provide a safe and orderly environment for teaching and learning.

School Goals

During the second semester, reduce student referrals to the office for “disrespect” by 50%.

Classroom Goals

Mr. Mason’s students will decrease the number of referrals to the office for “disrespect” by 75%.

Student Goals

I will receive ZERO referrals to the office for “disrespect” to others during the last nine weeks.
District Goals

To prepare all students to be world-class employees who can compete in a global economy.

School Goals

During the last nine weeks, 95% of our students will have two or less absences.

Classroom Goals

Mr. Taylor’s “Trailblazers” will have perfect attendance during the last nine weeks of school.

Student Goals

I will report “ready to work” in Mr. Taylor’s class everyday during the last nine weeks.
Alignment of Goals

District/School Goals

21st Century Program Goals

Student Goals
Pushing SMART Goals to the Student Level

I will develop a Venn Diagram this week that shows all of the similarities and differences between DNA and RNA.

By Wednesday, I will list and describe all five GA habitats and give three animals that actually live in each habitat.

By the end of this math unit, I will use the Pythagorean theorem to determine distances.
Pushing SMART Goals to the Student Level

By the unit test, I will determine the volume & surface area of rectangular prisms and cylinders with 90% accuracy.

By September 10, I will write and recite my multiplication tables up to 10 X 10 with 100% accuracy.

By the end of the first nine weeks, I will read and provide proof of comprehension of 250,000 words.
SMART Goals

Greatest Areas of Need
Greatest Areas of Need (GAN)
Does the 80-20 Rule apply?

80% of the errors occurred on 20% of the standards.

80% of the students had difficulty with the one of the four domains on the writing tests.

80% of the students had difficulty with the biology strand of the science graduation test.

20% of the students account for 80% of the absences.

20% of the students account for 80% of the discipline referrals.
Problem: High Failure Rates in Math

GOAL

80% of students will pass math this 9-weeks.

Greatest Area of Need

Multiplication tables up to 10 X 10

MEASURES

Math Facts Quizzes

Unit 1 Math Test
Problem: High Failure Rates in Reading

**GOAL**

- 90% of students will pass reading this 9-weeks.

**Greatest Area of Need**

Vocabulary Comprehension

**MEASURE**

- Weekly Reading Assessment
- District Common Assessment
Problem: Writing Assessment Results

GOAL

80% of students will pass the state writing assessment.

Greatest Area of Need

Ideas Domain

MEASURE

Idea Map of Planning

Unit Essay

State Writing Assessment
Problem: High Freshman Failure Rates

**GOAL**

85% of students will pass the ninth grade.

**Greatest Area of Need**

Zeros for incomplete or missing work

**MEASURE**

- Mid-term average
- Frequency count of zeros
- Quarterly Report Cards
Problem: Low Performance on CRCT

GOAL

85% of students will pass the 7th grade.

Greatest Area of Need

After School Program Attendance

MEASURE

Monthly Attendance Report

Progress Reports

Quarterly Report Cards
THE POWER OF GOING PUBLIC WITH YOUR GOALS
• Goals provide focus on continuous improvement (classroom & personal goals)

• Goals are developed with student input:
  • Based on data
  • Aligned to the School Improvement Plan
Classroom Goals for Room 128

To get good grades
To work together
Follow directions
Respect each other
To share
Don't be selfish
To learn
Friends with everyone
Listen to the teacher and others
Have fun
Do homework daily
Reach high grades
Have good sportsmanship
Make new friends
Read better
Complete mad minutes
We, the students in room 131, are here to get better by learning, being respectful, and always doing our personal best.

Class Mission and Goals

Ground Rules

1. Respect yourself, others, and objects.
2. Try your hardest always.
3. Be helpful.
4. Include everybody.
5. Be honest.

Graphs:

- Students in room 131 will have at least 75% average on spelling tests.
- Students will get their agenda signed daily.
Mission

Statement

5th Grade
McLaughlin

We will do quality work, seeking excellence everyday in our thinking, listening and writing.

We will reach our goals, especially in A.R. and Math. We will show respect for everyone by

GOALS

1) 90% of the students will reach their A.R. Goals.

2) 100% of the students will turn in all homework in on time.

3) Students will have at least an 80% average on math facts tests.

4) Students will receive less than 4 detentions each
Break your plan and goals into manageable pieces. (Short Term Action Plans)

Review progress, responsibilities, and barriers at regular intervals.
“Goals hold our team together when all the distractions bombard us at every turn.”

“Goals help us prioritize and keep us from wasting time.”

“Because they reveal short term successes, goals provide teachers and students with opportunities to celebrate and take joy in the work.”

Mike Schmoker in *The Power of SMART Goals*
Fans love **touchdowns**, but coaches love **first downs**.

SMART Goals energize your students and staff.

SMART Goals are the framework for your marketing plan.

SMART Goals build momentum for school improvement.
SMART GOALS create the Power of US
Next Steps

- Audit your goals for SMART format.
- Align goals from the district to the classroom.
- Model goal writing for students.
- Engage students in writing SMART goals.
SMART GOALS for 21st Century Schools

Bobby Smith
Teacher and Leader Quality
February 2, 2010

“*We will lead the nation in improving student achievement.*”