

## **SMART Goals Focus for Normandy School District Board Goals 2009-2010**

The following goal development process uses the SMART goals approach to ensure meaningful and clear targets for progress. SMART Goals are 1) Specific, 2) Measurable, 3) Attainable, 4) Relevant, and 5) Time-bound.

### Normandy Board of Education District Goals for 2009-2010

- I. Improve teacher culture
- II. Increase community involvement
- III. Improve academic achievement
- IV. Lead/complete the strategic planning process
- V. Establish interventions to improve student behavior

#### Specific Goals...

- State a clearly observable result
- Identify the conditions expected to be met in the result
- Identify a specific reference point from which to track progress (a benchmark)
- Are concise

#### Measurable Goals...

- Quantify the expected result (includes number, percentage, frequency)
- Describe criteria by which the result will be evaluated (what factors will be met and how well)

#### Attainable Goals...

- Have needed resources and tools available
- Have realistic timeframes for completion
- Are within the capability of the employee
- Challenge the individual to grow

#### Relevant Goals...

- Align individual goals in support of higher goals or strategies
- Integrate company values into the objectives

#### Time-bound Goals...

- Identify the anticipated deadline for completion
- Identify the frequency or duration of the project

## Pertinent Questions for Goal Attainment

### Specificity Questions:

*From where am I starting? How will I see the result? Have I stated it clearly?*

### Measurement Questions:

*How will the data be collected? What needs to be done? When does it need to be completed? What measures will be used to verify the task is completed to the appropriate degree?*

### Attainment Questions:

*Does the current process allow the goal to be reached? Are other competing demands occurring at the same time? Are barriers to goal attainment addressed? Are necessary resources available (budget, management support, people)?*

### Relevancy Questions:

*Does the goal support Normandy's vision for change? Does the goal support business objectives? Will our stakeholders be served if the goal is achieved?*

### Timeliness Questions:

When does the result need to be completed to support business goals? Does the timeline consider other competing demands and projects?

### **Board Goal # 1**

Teacher culture will improve 10% by the 2010-2011 school year.

### **Board Goal # 2**

Community involvement will increase by 25% by the 2010-2011 school year.

### **Board Goal # 3**

Academic achievement will improve by 10% by the 2010-2011 school year.

### **Board Goal # 4**

A strategic plan will be completed during the 2009-2010 school year.

### **Board Goal # 5**

Interventions will improve student behavior by 15% before the 2010-2011 school year.

### **Measures of Teacher Culture**

*Group Trust—an interpersonal condition that exists when interpersonal relationships are characterized by an assured reliance or confident dependence on the character, ability, predictability, confidentiality, and truthfulness of others in the group.*

*Group Openness—an interpersonal condition that exists between people when (1) facts, ideas, values, beliefs, and feelings are shared; and (2) the recipient of a transmission is willing to listen.*

*Group Cooperation—an interpersonal condition that exists between the various constituents (teachers, staff, parents, and community) in the school setting.*

*Group Atmosphere—a supportive interpersonal condition that exists between the constituents (teachers, staff, students, parents, and community) in the school setting.*

**Tool for measurement:** Develop and administer a pre-survey and a post survey to capture the range of improvement that takes place in the school setting during the school year. The surveys will measure teacher attitudes in the areas of group trust, group openness, group cooperation, and group atmosphere. The final segment of this goal will be completed by June 1, 2010

### **Measures of Increasing Community Involvement**

*Research has shown that when parents and communities are involved in schools, education improves. Thus, in an effort to improve the academic performance of all students in the Normandy School District, the district will utilize stimulus funds to embark upon the implementation of the following:*

*The district will hire a district-wide Parental Involvement Specialist*

*The district will hire a parental liaison at each school site*

*The district will establish a parent resource center at each school site*

*With the implementation of the above, the district's community/parental involvement will increase by 30% for the 2010 - 2011 academic school year.*

**Tool for Measurement:** Comparison of current parental/community involvement data with that of parental/community involvement by June 1, 2010.

## **Measures of Improving Academic Achievement**

*Curriculum – new curriculums have been developed for grades K-12 based on Missouri’s Grade Level Expectations and Course Level Expectations. These curriculums were developed based on the MAP/EOC skills that students have traditionally not mastered.*

*Saturday Achievement Academy – an academic achievement academy held on Saturdays that focuses on students scoring at the basic level on the Missouri Achievement Program (MAP) assessments/End-Of-Course (EOC) assessments.*

*Focus Tutoring – Supplemental Education Services (SES) tutoring is offered for those students scoring at the below basic level on the Missouri Achievement Program (MAP) assessments. Afterschool tutoring is also offered by individual schools (grades K-12) based on the needs of their students.*

*Professional Development – professional development help sessions will be offered monthly in the core content areas to enhance/improve the teachers’ pedagogical skills. District and school level professional development sessions will be offered throughout the school year. All professional development sessions will be MAP/EOC data driven.*

**Tools for measurement:** (All data will be analyzed when it is available to administrators)

MAP Data

EOC Data

Terra Nova Data

DIBELS Data

Houghton Mifflin Skills Tests Data

Houghton Mifflin Integrated Theme Tests Data

Acuity Benchmark Assessment Data

Common Assessment Data

District Writing Prompts Results

### **Measures of Completing the Strategic Plan**

*The superintendent of schools will identify a facilitator who will carry out the community engagement portion of the strategic planning process.*

*The feedback/input gathered through the engagement of the community will become the basis of generating a comprehensive strategic plan for the Normandy School District.*

#### **Tools for measurement:**

The final draft of the Normandy School District Strategic Plan will be available by December 18, 2009.

### **Measures of Interventions to Improve Student Behavior**

*Implement the Positive Behavior Support and Interventions (PBSI) model at all NSD campuses.*

*Administration will be required on a monthly basis to review, analyze, and prepare a written summary of the district's discipline data, complete with a breakout by campus of various infractions.*

*Improve co-curricular offerings at all campuses to include: drama clubs, debate teams, chess clubs, choir, athletic teams, etc.*

**Tool for measurement:** Comparison of Student Disciplinary Data 2008-09 and 2009-10