



Delivery Planning Resources

1. Define the goal and metrics

Goals support the overall aspiration

 Focus of today's discussion

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Aspiration: The system's overarching ambition and moral imperative. It is the system's answer to the question: "What are we trying to do?"

Goal: A specific, measurable, ambitious and realistic, time-bound outcome that will move the system closer to its aspiration when achieved. It should have clear **metrics, targets, and year** in which it will be achieved

Theory of action: The system's belief about the best way to achieve its goals, that can usually be expressed in the form of an "if, then" statement. It is the organizing force for selecting and prioritizing strategies

Strategies: The projects/ programs/ initiatives that will enable the system to achieve its goals

Goals must be “SMART”



Specific

- Does it have a clear definition?
- Is it straightforward to understand?
- Can it be easily generated without complex calculations?



Measurable

- Is it easy to measure? Do people agree on measurement?
- Do we have or can we collect the data required?
- Can it be benchmarked against outside data?



Ambitious

- Does the target feel like a “stretch” from the current level of performance?
- Will it inspire your system to rise to a new challenge?



Realistic

- Is it connected to the strategy?
- Are there benchmarks that suggest a target like this has been achieved elsewhere?



Timely

- Does it have a clear deadline?
- Can it be measured at a frequency that will allow us to solve problems and track success?

Typical anatomy of a goal

Definition

Illustrative Example

	Definition	Illustrative Example
Goal:	Clear, concise statement of what you are trying to do	Increase the number of students who graduate college-ready
Metric(s):	Measure(s) by which you will determine success	% of system graduates who require remediation in college for Math
Target(s):	The number you are aiming for – one for each metric	10%
Year:	When the goal will be accomplished/ target reached	Fall 2016

In Louisiana, they aligned their goals with specific goals spanning from early childhood to college and career readiness

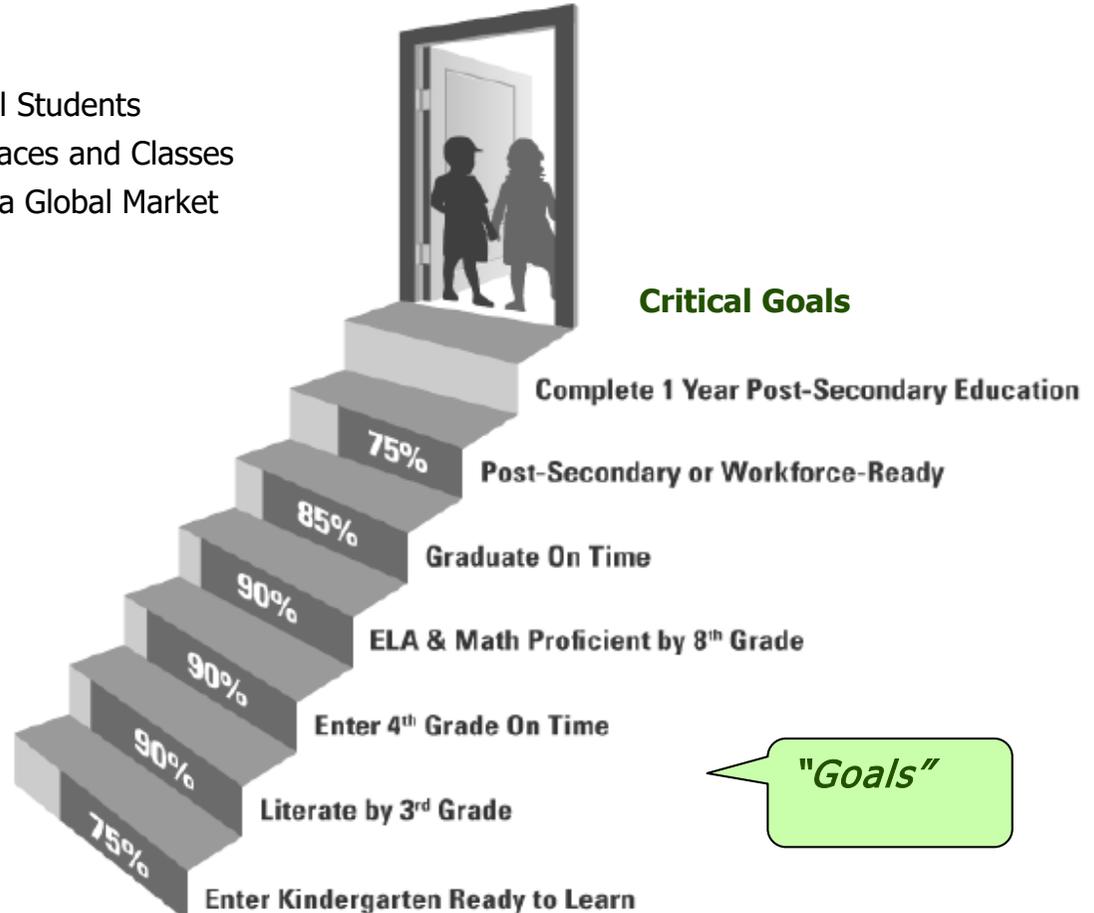
Vision

Create a World-Class Education System for All Students in Louisiana

Mission

- Ensure Higher Academic Achievement for All Students
- Eliminate the Achievement Gaps Between Races and Classes
- Prepare Students to be Effective Citizens in a Global Market

"Aspiration"



Massachusetts has a guiding aspiration, 6 priority goals, and....

Aspiration:

Strengthen the Commonwealth's public education system so that every student is prepared to succeed in postsecondary education, compete in the global economy, and understand the rights and responsibilities of American citizens, and in so doing, to close all proficiency gaps.

Goals:

Improve **Grade 3** student achievement in **literacy** to prepare students for all further academic study from grade 4 onward and ultimately to improve college and career readiness.

Improve **Grade 8 Mathematics** student achievement to prepare students for further academic study and success in high school mathematics and ultimately to improve students' readiness for college and careers.

Prepare students to succeed in entry level **college** credit-bearing courses and for entry level jobs with **career** opportunities.

Improve the **effectiveness of administrators and teachers** across the state, particularly in the 61 Level 3 and 4 districts.

Turn around underperforming schools and districts so that all students have access to high-quality learning opportunities that prepare them for successful futures.

Provide tools along with a technical and cultural environment that informs policies and decisions to support effective **data use** towards improving student achievement.

...2 to 3 metrics with targets and target year for each goal

Grade 3 Literacy Example

Goal: Improve **Grade 3** student achievement in **literacy** to prepare students for all further academic study from grade 4 onward and ultimately to improve college and career readiness.

Metrics:

Overall 3rd grade Reading Composite Performance Index (CPI)

CPI for any student identified as high-needs

% scoring *Advanced* on the grade 3 MCAS reading comprehension test

Targets:

88.8
(from 85.8 in 2010)

80.1
(from 76.1)

18
(from 14.3)

Year:

2013-14

2013-14

2013-14

Example: Massachusetts' approach to connecting its aspiration to clear goals, target metrics, and strategies

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Aspiration:

The mission of the Massachusetts Board of Elementary and Secondary Education is to strengthen the Commonwealth's public education system so that every student is prepared to succeed in postsecondary education, compete in the global economy, and understand the rights and responsibilities of American citizens, and in so doing, to close all proficiency gaps.

Goal:

Improve Grade 3 student achievement in literacy to prepare students for all further academic study from grade 4 onward and ultimately to improve college and career readiness.

MA has 6 priority goals that support the aspiration

▪ **Metric**

Overall 3rd grade Reading Composite Performance Index (CPI)	CPI for any student identified as high-needs	% scoring <i>Advanced</i> on the grade 3 MCAS reading comprehension test
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▪ **Target**

88.8 (from 85.8 in 2010)	80.1 (from 76.1)	18 (from 14.3)
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▪ **Year**

2013-14	2013-14	2013-14
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Strategies

- Creating and Implementing Model Curricula and Assessments
- Establishing a Tiered System of Support
- Providing research-based PD
- Expand literacy networks
- Targeting grants

Objective for today is for you to agree on:

Goal:

Clearly defined goal

▪ Metric

With 1-3 key metrics

▪ Target

A target for each metric

▪ Year

And a target year

Determine metrics and targets

What	How	Materials	Time
<ul style="list-style-type: none"> Clarify language for goal 	<ul style="list-style-type: none"> Group discussion 		<ul style="list-style-type: none"> 10 minutes
<ul style="list-style-type: none"> Confirm target year 	<ul style="list-style-type: none"> Group discussion 		<ul style="list-style-type: none"> 5 minutes
<ul style="list-style-type: none"> Brainstorm potential metrics for each goal 	<ul style="list-style-type: none"> Group discussion 		<ul style="list-style-type: none"> 10 minutes
<ul style="list-style-type: none"> For each goal, identify: <ul style="list-style-type: none"> 1-3 metrics, Targets, and/or Specific next steps to refine/ determine targets (e.g., benchmarking) 	<ul style="list-style-type: none"> Small groups 	<ul style="list-style-type: none"> Benchmarks from other states Oklahoma data Cards Markers 	<ul style="list-style-type: none"> 25 minutes
<ul style="list-style-type: none"> Refine/ agree as a group 	<ul style="list-style-type: none"> Group discussion 		<ul style="list-style-type: none"> 20 minutes

Brown paper

Goal:



▪ **Metric**



▪ **Target**



▪ **Year**





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Thank You