

How SMART is Your Action Plan?

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Structure	Our action plan is a list of tasks with little or no reference to timelines, responsibilities, resources or evidence of completion.	Our action plan contains a sequence of steps that identifies tasks, desired outcomes, timelines, responsibilities, resources and evidence to be collected, but the steps are either unclear or lack specificity.	Our action plan clearly states tasks and desired outcomes for each step. Timelines, responsibilities, resources and evidence of completion for each step are included but may not be realistic, adequate or specific enough to measure and monitor results.	Our action plan clearly states a sequence of steps, each with a realistic time frame, assigned responsibilities (by name), specific resources that will be needed, and evidence that indicates both the completion of the step as well as the fidelity and impact of the school-wide strategies and professional learning needed to achieve the SMART Goal.
SMART Goal Alignment	Our action plan either does not specify a goal or aligns to a goal that does not meet the SMART criteria.	Our action plan aligns to a SMART Goal statement that specifies the subject area of focus, a one-year time frame and a desired amount of improvement on an annual summative test.	Our action plan aligns to a SMART Goal that addresses a subject-specific GAN, reflecting school-wide accountability, proficiency and change-over-time gaps derived from a single data source.	Our action plan aligns to a GAN-based SMART Goal Tree that reflects results from both gap and zone analyses of multiple data sources and provides a multi-year focus for the school.
Strategy Alignment	The focus of our action plan is based on a school or district initiative that is unrelated to the SMART School Improvement Process.	Our action plan addresses a number of brainstormed strategies that have not been prioritized nor scrutinized based on a rigorous and thorough investigation of the research.	Our action plan addresses one or two research-based school-wide strategies that the School Improvement Leadership Team has selected as having the greatest potential for achieving our school SMART Goal.	Our action plan addresses one or two school-wide strategies based on a thorough investigation conducted by the full faculty. Research into high-leverage classroom and team practices and a review of the published educational literature provided the basis for selecting our strategies.

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Professional Learning Designs	Our action plan does not include any reference to professional learning.	Our action plan identifies training needs related to a single professional learning design for all strategies and all staff.	Our action plan differentiates professional learning designs based on the content focus of the SMART Goal but lacks specificity with regard to individual educator needs or preferences.	Our action plan identifies professional learning designs specifically related to content pedagogy and to individual educator needs and preferences. The focus of professional learning is on improving professional practice.
Evidence	Our action plan does not address the need to collect evidence of any kind.	Our action plan stipulates that evidence of implementation is needed but is not specific about the kind or focus of the evidence to be collected.	Our action plan designates the specific types of evidence that will be considered at every step of the plan but does not include consideration of evidence that the selected school-wide strategies are being implemented with fidelity, or are successful, or both.	Our action plan identifies the evidence that will be collected at each step of the plan. The evidence is considered to reflect valid, reliable and meaningful indicators of successful implementation of both the plan and the selected school-wide improvement strategies.
Monitoring Progress	Our action plan does not specify a schedule for reviewing progress.	Our action plan specifies a schedule for the School Improvement Team to periodically (e.g., on a quarterly basis) review progress on plan implementation. The action plan does not address the need to adjust or abandon initiatives or strategies that are not moving the school closer to achieving the school SMART Goal.	Our action plan identifies specific dates and times for the School Improvement Team to review progress on both implementation of the plan and the fidelity and success of school-wide strategies. The plan includes the option to adjust or abandon initiatives and strategies that are not moving the school closer to achieving the school SMART Goal.	Our action plan identifies specific dates and times for the full faculty to review progress on both plan implementation and the fidelity and success of school-wide strategies. The plan includes the option to adjust or abandon initiatives and strategies that are not moving the school closer to achieving the school SMART Goal. The action plan includes the identification and timing of celebrations.