

School Improvement Planning: Part 1

Establishing Objectives

What will you learn from this module?

- The differences between Student Performance Objectives and Organizational Capacity Objectives.
- How to select your school improvement objectives.
- Characteristics of an effective objective.
- How to write school improvement objectives.
- The role of the Technical Review process.

Objectives

- Every protocol requires three to five School Improvement Objectives.
- There are two types of objectives:
 - Student Performance (minimum of two)
 - Organizational Capacity (minimum of one)
- These should be derived from the findings of the self-study.

How are Student Performance Objectives and Organizational Capacity Objectives different?

Student Performance Objectives

- Focused on students
- Measured using multiple internal and external assessments
- Reflect expected growth in student performance
- Relate to as many students as possible
- Include baseline data, benchmarks, and targets for student performance

Organizational Capacity Objectives

- Focused on the organization
- Measured with tangible outcomes resulting from activities and projects
- Reflects expected improvement in the organizations capacity
- Improve performance and services
- Include baseline data, benchmarks, and targets for organizational performance

How do you establish priorities for student performance objectives?

- By comparing and contrasting the Mission Statement and Profile of Graduates with current Student Performance data:
 - The Mission Statement and Profile of Graduates describe the school community's expectations.
 - Current Student Performance data express actual student performance.

How do you establish priorities for Student performance objectives?

- The gaps between these two lead to the identification of areas where the school may need to improve.
- The improvement objective(s) should be selected from among these areas.
- Select areas that will have the greatest impact on overall student performance.

Which student performance priorities emerge?

Potential topics for student performance objectives:

- » Academics
- » Citizenship
- » Student Engagement
- » Critical and Creative Thinking
- » Career Readiness/Exploration
- » Diversity Awareness
- » Community Service
- » Technology
- » 21st Century Skills
- » Healthy Life Choices

How do you establish priorities for organizational capacity objectives?

- The self-assessment of the 12 MSA Standards tells you about your organization's capacity to support student achievement:
 - The self-assessment identifies organizational strengths and weaknesses.
 - Organizational objectives should be selected from those areas indicating a need for improvement.

Which organizational capacity priorities emerge?

Potential topics for organizational capacity objectives:

- » Public relations
- » Communications
- » Professional development
- » Fundraising
- » Strategic/other planning
- » Curriculum revision
- » Partnerships
- » Technology
- » Facilities

Considerations for Establishing Objectives

There is a minimum requirement of 2 student performance objectives and 1 organizational capacity objective

- Prioritize the “needs”.
 - What initiative will benefit most students?
- Consider the school’s capacity to address identified areas of improvement.
 - What resources will need to be obtained?

Remember, take it slow and maintain a realistic focus.

What are the elements of an effective objective?

Effective objectives:

- Are consistent with the school's mission.
- Are derived from the findings of the self-study.
- Are focused on improving student/organizational performance.
- Are measurable using multiple assessments.
- Reflect expected growth over time.
- Meet the Middle States Technical Review criteria.

What do “effective” student performance objectives look like?

Recommended format for objectives:

- By 20## (7 years following team visit), students at __ School will demonstrate improved __ skills, as measured by:
 - Measurement #1
 - Baseline year, Baseline data
 - Measurement #2
 - Baseline year, Baseline data
 - Measurement #3
 - Baseline year, Baseline data

Sample Objectives can be found on the MSA website under Accreditation Resources.

What do “effective” organizational capacity objectives look like?

Recommended format for organizational capacity objectives:

- By 20## (7 years following team visit), the school will demonstrate that they have increased their organizational capacity by ____:
 - Measurement #1
 - Baseline year, Baseline data
 - Measurement #2
 - Baseline year, Baseline data
 - Measurement #3
 - Baseline year, Baseline data

Sample Objectives can be found on the MSA website under Accreditation Resources.

Technical Review

- **You must submit a draft of your objectives to your Accreditation Officer to initiate the Process of Technical Review at least 12 weeks prior to school visit.**
- Your Accreditation Officer will work with your school to assure that your objectives meet the Middle States technical criteria.
- Completion of the Technical Review process may take multiple iterations with your Accreditation Officer.

Technical Review

- Your objectives must be approved and available at the time of the Pre-Visit.
- A copy of the final Technical Review must be added as an appendix to your completed Self-Study.
- The Technical Review assures that your objectives are valid, reliable, and meets the requirements of the self-study protocol. The Visiting Team will assess the appropriateness of the objectives for your school.

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www.msa-cess.org



- Use the process to discover the areas that need improvement. It may confirm what you already know.
- Remember to keep your objectives reasonable and attainable.
- Don't wait until the last minute to begin the Technical Review Process. The Team Visit cannot occur until this process is completed.

Summary

The purpose of this module was to prepare you to select and write effective school performance objectives.

At this point you should be ready to:

- select your school improvement objectives based on your findings from your Self-Study.
- draft at least two student performance objectives and one organizational capacity.
- initiate the Technical Review process.

**The full sequence of training modules are available at
www.msa-cess.org**

Starting the Accreditation Process

Steps to Accreditation

Selection of Protocol

Getting Started

Foundation Documents

Self Assessment of Standards

Self Assessment of Curriculum, Instruction, and Assessments

Improvement Planning – Objectives

Improvement Planning – Action Plans

Preparing and Hosting a Visiting Team

After the Visit