*Administrator* Click here to enter text. *School Year(s)* Click here to enter text.

*Position* Click here to enter text. *Location* Click here to enter text.

**Division Strategic Plan Goal Areas: 2011-2017**

**1. Ensure That Every Student is Challenged and Engaged:** *APS will provide all students with the knowledge and skills to succeed in the 21st century through a challenging, engaging, and comprehensive education. Students will have a passion for learning, be inquisitive and open minded, and become responsible citizens.*

**2. Eliminate Achievement Gaps:** *All APS students will meet high academic standards and achieve success regardless of race, ethnicity, gender, home or native language, disability, special learning needs, economic background, or other factors that should not be a predictor of success.*

**3. Recruit, Retain, and Develop High Quality Staff:** *APS will provide a high quality and challenging educational experience for all students by recruiting and hiring an exemplary and diverse workforce, offering a competitive compensation package, and providing staff with necessary tools and training.*

**4. Provide Optimal Learning Environments:** *APS provides the necessary resources and facilities to sustain excellence.*

**5. Meet the Needs of the Whole Child:** *APS will nurture students’ intellectual, personal, social, and emotional development with services and strategies that support students and their families to enable students to learn and develop their potentials.*

**Section I. SMART Goals\***

|  |  |  |
| --- | --- | --- |
|  | **Goals** | Alignment with Strategic Plan |
| **SMART Goal 1** |  | 1. Challenging/Engaging Program  2. Eliminating Gaps  3. High Quality Staff  4. Optimal Learning Environments  5. The Whole Child |
| **SMART**  **Goal 2** |  | 1. Challenging/Engaging Program  2. Eliminating Gaps  3. High Quality Staff  4. Optimal Learning Environments  5. The Whole Child |
| **SMART Goal 3 (Optional)** |  | 1. Challenging/Engaging Program  2. Eliminating Gaps  3. High Quality Staff  4. Optimal Learning Environments  5. The Whole Child |

\*Guidelines

* ***Focus:*** Each school/department should have ***no more than three goals***: 2–3 SMART Goals for each school/department.
* ***Alignment:*** Your SMART Goals should reflect ***at least three of the division’s strategic plan goal areas***.
* ***The Whole Child:*** At least one of your SMART Goals should reflect ***Goal 5: The Whole Child***  (e.g., indicators related to cultural competence, developmental assets, or Site-based Satisfaction Surveys).
* Make your plan ***your own***.

For each management plan (MP) goal, complete the “SMART Goal Detail” below:

**Section II Detail**

**SMART Goal 1 (Example)**

During the 2013-14 school year, all students in grades 3-5, including students who are Hispanic, LEP, or economically disadvantaged, will improve their math skills as measured by a 5 point increase in the percentage of students passing (scoring at the advanced and proficient levels) this year’s SOL math test.

**Evidence**:   
*Summarize how the SMART goal will be measured, or the evidence you’ll use to demonstrate progress on or completion of the SMART goal. In some cases, the SMART goal is the same as a performance measure and can be monitored periodically to gauge on-going improvement.*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Student Group** | **2011-12** | **2012-13**  **Last Year** | **2013-14 (Target)** | **2013-14 (Actual)** |
| All Students |  |  |  |  |
| Proficiency Gap Group 1: Econ. Dis., LEP and/or SWD |  |  |  |  |
| Proficiency Gap Group 2: Black |  |  |  |  |
| Proficiency Gap Group 3: Hispanic |  |  |  |  |
| Asian |  |  |  |  |
| Economically Disadvantaged |  |  |  |  |
| Limited English Proficient (LEP) |  |  |  |  |
| Students with Disabilities (SWD) |  |  |  |  |
| White |  |  |  |  |

**Rationale:**

* *Describe why the school/department is working on the SMART goal.*
* *Include data sources and the data collection process.*
* *If this is a new area and data do not already exist, make it clear that in the first year you will establish baseline results.*
* *Identify if the SMART goals relates to goals and objectives for APS (strategic plan, budget priorities, etc.), state or federal requirements, or other guidelines.*
* *Note any significant actions that will be taken to achieve this goal in the next section, Action Plan.*

*[REPEAT FOR SMART Goals 2 and 3]*

**Section III. Action Plan:** Document the 2-3 strategies/activities that your school believes are most important and will make a difference in achieving each of your SMART Goals.

SMART Goal 1

|  |  |  |
| --- | --- | --- |
| **Strategies/Activities** | **Time Frame** | **Person(s) Responsible** |
| 1. |  |  |
| 2. |  |  |
| 3. |  |  |

SMART Goal 2

|  |  |  |
| --- | --- | --- |
| **Strategies/Activities** | **Time Frame** | **Person(s) Responsible** |
| 1. |  |  |
| 2. |  |  |
| 3. |  |  |

SMART Goal 3 (Optional)

|  |  |  |
| --- | --- | --- |
| **Strategies/Activities** | **Time Frame** | **Person(s) Responsible** |
| 1. |  |  |
| 2. |  |  |
| 3. |  |  |