



Using Data Analysis to Improve Student Achievement

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Session Purpose & Outcomes

1. Brutal Truth Communication
2. Charter school leaders and teachers will understand how to develop SMART Goals and Objectives
3. Charter school leaders and teachers will learn how to engage and sustain all staff members in data analysis and assessment.
4. Charter school leaders and teachers will learn how to use data-driven decision making to improve student performance.

1. Brutal Truths– Our Current State

- Understanding the current state is an important part developing and sustaining an effective, high-performing charter school .
- Understanding the current state requires us to **see reality clearly**
- This is accomplished by having a willingness to dealing with the “brutal truths” in your charter school (Collins, *Good to Great*)

Current State Data Collection & Analysis

- Difficult to collect this information face-to-face
- Faculty members reluctant to share information with school leaders and colleagues
- Anonymous online or telephone surveys are effective ways to collect this information from faculty and staff members

Anonymous Online or Telephone Survey Example

Instruction and Student Achievement Questions

- Does your charter school have clear and measurable academic goals for students? If so, what are those goals?
- Do you have clear and measurable academic goals for your students?
- What types of assessment data do you collect in your classroom to monitor achievement of those academic goals? How do you use this assessment and feedback data to inform your instruction?
- Academically, where do you think your charter school is making the most progress with student achievement? Why? Where do you think the school is making the least progress with student achievement? Why?
- What do you need most that would really help you improve your students' academic achievement?

Anonymous Online or Telephone Survey Example Leadership & Support Questions

- What is the principal/leadership team doing that they need to continue doing?
- What is the principal/leadership team doing that they need to stop doing?
- What do the principal/leadership team need to start doing to help us achieve our goals and objectives?
- What do you need most that would really help you improve your students' academic achievement?

2. Develop SMART Goals and Objectives

Operational Definitions

Specific, **M**easurable, **A**ttainable, **R**ealistic & **T**ime Bound

SMART Goal – Long-range (3 years) outcome measure

SMART Objective – Annual outcome measure

Carl Glickman – *Renewing Our Schools**

- **Education is a profession currently marked by an absence of goals.**
- **We must become goal-oriented and results-driven**
- **Just implementing promising practices like Professional Learning Communities is not enough**
- **We need to implement and achieve solid, purposeful, enduring goals**

**Glickman, Carl. (1993). Renewing America's Schools. San Francisco: Jossey-Bass.*

School Leadership that Works: From Research to Results

Marzano, Waters, and McNulty, 2005

- Establishing SMART goals for curriculum, instruction, and assessment practices within the school
- Establishing SMART goals for the general functioning of the school
- Establishing high SMART goals, and expectations that all students will meet them
- Continually keeping attention on established SMART goals

Establishing SMART Goals & Objectives

The “Vital Few”

Student Achievement Needs Assessment

- Collection of trend data - grade level and subject area test scores
- Data analysis discussions - leadership team/faculty meetings
- “Drill Down” process – student needs by grade levels and subject areas

Development of Vital Few SMART Goals and Objectives

- Differences – between student achievement scores and the standards
- Deficits in content, knowledge and skills required to meet the standards.
- Create 3 major SMART Goals with specific SMART Objectives within each Goal

Data Analysis

- What students know – **the current state**
- What students should know – **the desired state**
- What can be done to meet their academic needs – **valid practices**
- Which practices will positively affect their academic and development outcomes – **effective decision making and monitoring**

Drives the Process - ongoing, embedded approach in which leadership teams and teachers collaborate to plan and implement standards-based lessons

Vital Few SMART Goals and Objectives

Examples – Current Achievement State versus Desired State

Reading Scores

Math Scores

End-of-Course Scores

Examples – Current Alignment State versus Desired State

Communication

Student Behaviors

EOC Scores Example

Data review indicates average EOC scores are 55%

EOC Three-Year SMART Goal

We will increase average student EOC scores by 15% in 2016/2017

EOC Annual SMART Objectives

We will increase average student EOC scores by 5% in 2014/2015

We will increase average student EOC scores by 5% in 2015/2016

We will increase average student EOC scores by 5% in 2016/2017

3. Engage & sustain all staff members in data analysis & assessment

- **Buy-in – gain followership and commitment**
- **The staff must work as a productive team.**
- **The team commit to the SMART Goals and Objectives.**
- **The team must regularly collect and analyze the data to see if the goals and objectives are being reached***

*Schmoker, Mike. (1999). *Results: The Key to Continuous School Improvement*. Alexandria, VA: Association for Supervision and Curriculum Development.

Sustaining Data Analysis and Assessment

- The time devoted to an issue on both the annual calendar and within the daily schedule of an organization tells its people what is really valued.
- Successful charter schools keep the focus on school improvement efforts and align time, money, and staff development opportunities with the student achievement goals.
- How we allocate our time is the truest test of what is really important in our charter school.

Time Allocation: Self-assessment

Answer the following questions:

- Teachers - What did we do at our last two staff meetings?
- Teachers - What did you do at your last two professional development days?
- Leaders - What did you do at your last two leadership team meetings?
- How many of these activities were aligned with your mission, purpose and goals?

4. Data-driven decision making to improve student performance

- Establish **Action Plans** to guide process
- **Align** with SMART Goals and SMART Objectives
- Identify **Strategies and Resources** to Achieve SMART Goals and Objectives
- Ensure all Goals and Objectives has Target, Time Bound Dates
- Assign **Accountability** for Who is Responsible
- Provide Specific **Success Measurement Metrics** that are Quantifiable

Action Plan Template # 1

SMART Goal – 15% Increase in EOC by 2016/2017	Strategies & Resources To Achieve SMART Goal	Target Date	Who is Responsible	Success Measurement
SMART Objectives To increase the overall proficiency for average EOC scores by: 5% in 2014/2015 5% in 2015/2016 5% in 2016/2017	Collect longitudinal breakout data for the past 3 years Remediation/acceleration for the for students, based on need. PD for teachers on instructional strategies Funds for intervention programs	08/14 06/15	Assistant Principals Collect the information Dept. Chairs Guidance Principal	Summary student achievement report Formative evaluation Tutorial programs

Action Plan Template # 2

Formative Evaluation

SMART Goal – 15% Increase in EOC	Strategies & Resources To Achieve SMART Goal	Target Date	Who is Responsible	Success Measurement
Targeting students who are not making adequate academic progress. Weekly EOC Subject Assessments	Weekly advisory meeting	09/14	Advisory Teachers	Target list Record of conference
	Identify mentor teachers for these students	09/14	Guidance	Mentors selected
	Monthly Department meeting to discuss struggling students		Student Success Team	
	Community volunteers (background checks)	09/14	Assistant Principal	Establish Volunteer Program

Action Plan Template # 3

Communication

SMART Goal – Establish Effective Communication Plan	Strategies & Resources To Achieve SMART Goal	Target Date	Who is Responsible	Success Measurement
	Develop a flow chart to establish roles, duties and hierarchy for communication.	08/14	Leadership Team	Flowchart Document
	Data Driven Faculty Meetings	08/14	Leadership Team	
	SMART Goal & Objective Email Announcements			
	Pre and post survey effectiveness of communication	12/14 06/15	Leadership Team	Survey Results

Action Plan Template

SMART Goal –	Strategies & Resources To Achieve SMART Goal	Target Date	Who is Responsible	Success Measurement
SMART Objectives To increase the for scores by: 5% in 2014/2015 5% in 2015/2016 5% in 2016/2017				

Questions

