



SC Public Charter School District Goal Development Template

Updated October 2015

The intent of the SC Charter Schools Act includes assisting South Carolina in reaching academic excellence by closing achievement gaps between low performing student groups and high performing student groups (59-40-20). Charter schools have the autonomy, with the approval of the authorizer, to set their own goals that align with the SC Charter Schools Act.

The South Carolina Public Charter School District expects that three to five goals will be written using the SMART criteria: Specific, Measurable, Ambitious and Attainable, Relevant and Results-oriented, and Time-bound. It is expected that charter goals will:

- relate to student performance as it is tied to the mission and innovation of the school;
- reflect high expectations and exceed any student academic standards adopted by the state;
- address any achievement gaps between student groups;
- identify a measuring instrument that is valid and reliable;
- include benchmarks based on relevant research and data; and
- present a clear timeline by which achievement can be accomplished.

The rubric below will be used to evaluate whether a school’s goals meet the SMART criteria.

SMART Criteria	Expectations
Are the goals SPECIFIC?	A specific goal will answer the question: <i>What will students know and be able to do?</i> The goal must: <ul style="list-style-type: none"> • be clear and concisely stated • be easily understood • relate to student performance
Are the goals tied to MEASURABLE results?	A measurable goal will answer the question: <i>What criteria will be used to determine whether this goal has been met?</i> The goal must: <ul style="list-style-type: none"> • specify data or calculation used to measure the results • include criteria to demonstrate progress in achieving the goal • provide a plan and methods of assessment
Are the goals AMBITIOUS and ATTAINABLE?	An ambitious and attainable goal will answer the question: <i>What level of achievement can be reasonably expected?</i> The goal must: <ul style="list-style-type: none"> • set challenging, high expectations that extend beyond “average” or “meets” • be realistically achievable • be based on a well-informed assessment of the school’s capacities • include a rationale based on analysis of baseline achievement levels
Are the goals RELEVANT and RESULTS-ORIENTED?	A relevant and results-oriented goal will answer the question: <i>Why is this goal worthwhile and what will it achieve?</i> The goal must: <ul style="list-style-type: none"> • reflect the school’s mission • focus on the end results rather than activities
Are the goals TIME-BOUND?	A time-bound goal will answer the question: <i>When will the goal be met and what progress will be made in the meantime?</i> The goal must: <ul style="list-style-type: none"> • include a long-term objective • include annual benchmarks

Mission-Specific Goal Development

Mission Statement

Brief, jargon-free statement of the school's purpose and reason for existence.



Rationale

Discussion of one factor that will lead to the school accomplishing its mission, how it is applicable to the school's specific student population, how it can be measured, and why the chosen method of assessment is appropriate for measuring progress.



Desired Results

Specific, observable outcomes that will assist in fulfilling the school's mission.



Baseline Data

Summary of current data that will be used to develop the annual targets.



Performance Goal 1

Clear, measurable statement of achievement reflecting the mission for a specified timeframe.



Metric

Specific data or calculation used to measure the results.



Annual Targets

Specific progress that will be made by the end of each year.



Strategies

Brief description of the strategies that will be used.

SAMPLE Mission-Specific Goal

Mission Statement

The mission of ABC Charter High School is to achieve academic excellence by engaging students in a rigorous curriculum, a hands-on learning environment, and a character-building atmosphere to prepare students for college or career success.



Rationale

One component of academic excellence and college- or career-preparedness is for students to graduate within four years of entering high school. The students who are likely to attend ABC Charter High School have not experienced success at their traditional school, so it is expected that the graduation rate will be lower than the state average for the first few years. The school intends to far surpass the state average during the term of its charter. Federal accountability data is released publicly, so it will provide a clear and evident measure of the school's success.



Desired Results

ABC Charter High School will be in the top 10% of schools in the state for graduation rate.



Baseline Data

According to the most recent accountability data, the graduation rate was 73.6% for the state of South Carolina and 62.1% for the district in which ABC Charter High School is located. The top 10% of schools in the state earned graduation rates 85% or higher.



Performance Goal 1

By the end of the 2021-2022 school year, ABC Charter High School's graduation rate will meet or exceed 85%, as measured by the federal accountability guidelines.



Metric

Graduation rate will be calculated using the federal accountability guidelines.



Annual Targets

2017-18: Graduation rate \geq 60%
2018-19: Graduation rate \geq 66%
2019-20: Graduation rate \geq 73%
2020-21: Graduation rate \geq 79%
2021-22 through 2026-27: Graduation rate \geq 85%



Strategies

Each student will develop a specific graduation plan upon enrolling at ABC Charter High School. The plan will detail any credits previously earned, status on the state's graduation and end-of-course exams, and an outline of courses and exams to take each year until graduation. Each student will be matched with an advisor who will meet at least twice per year to assess progress towards graduation and to revise the plan if necessary. Students who are not achieving adequate progress will be provided with interventions and additional support.

SMART goals do NOT include vague or action-based terminology.

VAGUE Terminology:

- Academic excellence
- Individual learning
- Higher-level thinking
- Communicate effectively
- Demonstrate responsibility
- Meet or exceed state average
- Master standards
- Meet AYP (outdated)

ACTION-based Terminology:

(These belong in the strategies, not in the goal itself)

- Provide opportunities
- Utilize best practices
- Participate in
- Receive instruction
- Optimize learning
- Professional development
- Analyze result

Sample goals that need revision

1. The school will provide its students with high-quality teaching focused on the strengths and needs of each student by creating a partnership between the highly qualified teacher and the parent to ensure that each student receives individual attention and achieves academic excellence.
 - a. This is action-based, not outcome-based.
 - b. How do you measure if the school has provided high-quality teaching?
 - c. How do you define academic excellence?
2. 70% of students will meet or exceed state averages.
 - a. How do you define “state averages”? The state does publish the scale score mean of each assessment for the state as a whole and at each school. The two means could be compared, but the state does not report the percentage of students at a school who score higher than the state’s mean score. The state does report the percentage of students who score higher than the established cut score for proficiency (which is not necessarily the “state average”).
 - b. Does this apply to all students as a whole, or also to individual grades and/or subgroups?
 - c. If 70% meet the criteria in ELA but not in Math, for example, has the school met the goal?

SMART goals DO include specific, outcome-based terminology.

SPECIFIC Terminology:

- Highest rating on State/Federal Accountability System
- Four-Year On-Time Graduation Rate of 76%
- 85% of students scoring proficient on State ELA assessment
- Mean score of 80 on the Biology End-of Course Exam
- 95% of parents satisfied with the learning environment, as reported on State Report Card
- 90% of students meet growth target identified by MAP from Fall to Spring, annually