

**PLC IC Map – Focusing on Results – Part 1**

We assess our effectiveness on the basis of results rather than intentions.

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<p>Each collaborative team of teachers has established both an annual SMART goal and a series of short-term goals to monitor their progress. They create specific action plans to achieve the goals, clarify the evidence that they will gather to assess their progress, and work together interdependently to achieve the goal. The focus on tangible evidence of results guides the work of teams and is critical to the continuous improvement process of the school. The recognition and celebration of efforts to achieve goals help sustain the improvement process.</p>	<p>All teams have established annual SMART goals as an essential element of their collaborative team process. Teams have establish processes to monitor their progress and members work together in an effort to identify strategies for becoming more effective at achieving the team smart goal.</p>	<p>Teams have been asked to create smart goals but many teachers are wary of establishing goals based on improved student learning. Some attempt to articulate very narrow goals that can be accomplished despite students learning less. Others present goals that are impossible to monitor. Still others continue to offer goals based on teacher projects. There is still confusion regarding the nature and reasons for SMART goals.</p>	<p>Teams establish goals that focus on adult activities and projects rather than student learning.</p>	<p>Goals have not been established at the district or school level teams are not expected to establish goals.</p>

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