

# Designing Measureable Goals, Objectives, and Strategies that Align and Yield Evidence of Success

Kathy Zantal-Wiener, Ph.D.  
Bridget Belknap, Ed.D.  
NCELA



# **Is it Working?**

**Common Terms and Processes  
to Determine Goal  
Achievement for NAM  
Projects**

# Why Do Grantees Need to Know

## For Maximizing Data-base Decision Making to:

Refine objectives based on implementation and performance data

Reallocate resources

Capitalize on personnel strengths

Facilitate conversations with the evaluator

*How else can you maximize data-based decision making?*

# Why Grantees Need to Know

## For Reporting Progress Consider:

Demonstrating that federal funds help to meet project goals

Giving a snapshot of progress

Reporting GPRA and APR requirements

Facilitating conversations with the evaluator

*How else can data help report progress to others?*

# Why Grantees Need to Know

## For Managing the Project Consider:

Communicating with project staff, families and the community

Developing a road map to inform and refine project management and implementation

Leveraging success for further funding

Planning for sustainability

*How else can data help you manage your project?*

# Why Grantees Need to Know

## For Identifying Areas Consider:

Establishing project-based teams to address issues

Identifying internal sources of professional development

Determining areas of technical assistance or professional development needed from NCELA

*What else?*

# The Process

- 1. Establish Common Terms and Expectations**
- 2. Engage Your Team**
- 3. Document and Share Your Plan**

# 1

## Establish Common Terms and Expectations

- Establish common goals using common language
- Develop norms for team collaboration
- Set targets for how to meet the needs of various audiences or stakeholders
- Identify how you will share accountability

# 2

## Engage Your Team

- As a group, identify:
  - The target population/s
  - What you want to achieve
  - How you are going to achieve it
  - How you will document success

# Aligning Goals, Objectives and Strategies

*(Refer to your handout)*

- To monitor project implementation and track progress toward meeting your goals, your project's goals, objectives, and strategies should align

# What is a Goal?

(No more than 2)

- A focused statement about the purpose of the project or intervention
- Examples include:
  - Increase student English language proficiency
  - Improve school readiness
  - Increase academic achievement in reading
  - Increase community and family engagement

# What is an Objective?

(No more than 3 per goal)

- Expected measurable changes that result from the intervention for a specific group
- An objective answers, when, who, what and how
- Examples include:
  - By 2015, 50% of the students will meet their MAP RIT reading goal as measured by the MAP assessment

# Objectives, continued

- Examples include:
  - By 2016, there will be an annual 3% increase of post-secondary enrollment as measured by student tracking forms or acceptance letters
  - By 2016, there will be an annual 20% increase of families attending family involvement activities measured by attendance records and surveys

# What is a Strategy?

(No more than 3 per objective)

- A *systematic* plan of measurable activities or actions that will help meet the objective
- Examples include:
  - Conduct ongoing professional development sessions to support the implementation of a literacy curriculum
  - Develop a community assessment tool to determine the services needed by, and available for families
  - Create a digital tool for students to supplement literacy instruction in after school programs or at home

# Project Planning Terminology

Term	Definition	Example
<b>Goal</b>	A focused description of an intended purpose of the project or intervention	Increase student achievement in reading.
<b>Objectives</b> <ul style="list-style-type: none"> <li>• <b>Measurable</b></li> <li>• <b>Reasonable</b></li> </ul>	Expected specific measurable changes for the target population resulting from the intervention that answers: when, who, what and how	By June 2014, 76% of 3 <sup>rd</sup> graders will score 'proficient' or above on the annual state reading assessment
<b>Strategies</b> <ul style="list-style-type: none"> <li>• <b>Specific</b></li> <li>• <b>Measurable</b></li> <li>• <b>Realistic</b></li> </ul>	<ol style="list-style-type: none"> <li>1. Systematic plan of action that consists of measureable activities or strategies designed to meet the goal</li> <li>2. Desired benefits to a specific group</li> </ol>	<ol style="list-style-type: none"> <li>1. In Year 2 of the project, begin to implement research-based reading curriculum that includes:               <ol style="list-style-type: none"> <li>a. ongoing professional development</li> <li>b. formative and one summative student assessments</li> <li>c. new or upgraded classroom materials.</li> </ol> </li> <li>2. In Year 2 offer 4 parents nights to increase families' awareness of college opportunities for their children</li> </ol>

# Project Planning Tool

Objective	Strategies	Data that Show Strategies Work	Objective Met

# Goal

Increase English language proficiency

# Goal -> Objective

- Goal: Increase English language proficiency

Objective	Strategies	Data that Show Strategies Work	Objective Met
– By 2015, 50% of the students will demonstrate increased English language proficiency as measured on the state assessment			

# Goal -> Objective -> Strategy

- Goal: Increase English language proficiency

Objective	Strategies	Data that Show Strategies Work	Objective Met
<b>– By 2015, 50% of the students will demonstrate increased English language proficiency as measured on the state assessment</b>	<ul style="list-style-type: none"><li>• Conduct ongoing professional development on literacy strategies</li><li>• Implement new literacy curriculum</li><li>• Offer afterschool or other supplemental support</li><li>• Conduct family workshops to engage families as literacy partners</li></ul>		

# Goal -> Objective -> Strategy ->Data

- Goal: Increase English language proficiency

Objective	Strategies	Data that Show Strategies Work	Objective Met
<ul style="list-style-type: none"><li>– By 2015, 50% of the students will demonstrate increased English language proficiency as measured on the state assessment</li></ul>	<ul style="list-style-type: none"><li>• Conduct ongoing professional development on literacy strategies</li><li>• Implement new literacy curriculum</li><li>• Offer afterschool or other supplemental support</li><li>• Conduct family workshops to engage families as literacy partners</li></ul>	<ul style="list-style-type: none"><li>• Professional development curriculum</li><li>• Teacher observations</li></ul>	

# Pair and Share

- Turn to your neighbor (make sure it is someone from a different project)
- Work together to identify and align a key goal, objective, strategy and data on the graphic organizer

# Pair and Share

- Select a project goal (refine if needed)
- Select up to three objectives that align with that goal
- Identify up to three strategies that will lead to meeting the objective
- Identify three data sources that will provide evidence about meeting the objective

# 3

## Document and Share Your Plan

- Review your final plan to verify that outcomes, objectives, and evidence align
- Share it with project staff to get everyone on the same page