



## EL Improvement Plan – Part 2: Goals and Implementation Plan

**School Name:**

**Cohort:**

**Team Members and Roles:**

- \_\_\_\_, Principal
- \_\_\_\_
- \_\_\_\_
- \_\_\_\_
- \_\_\_\_

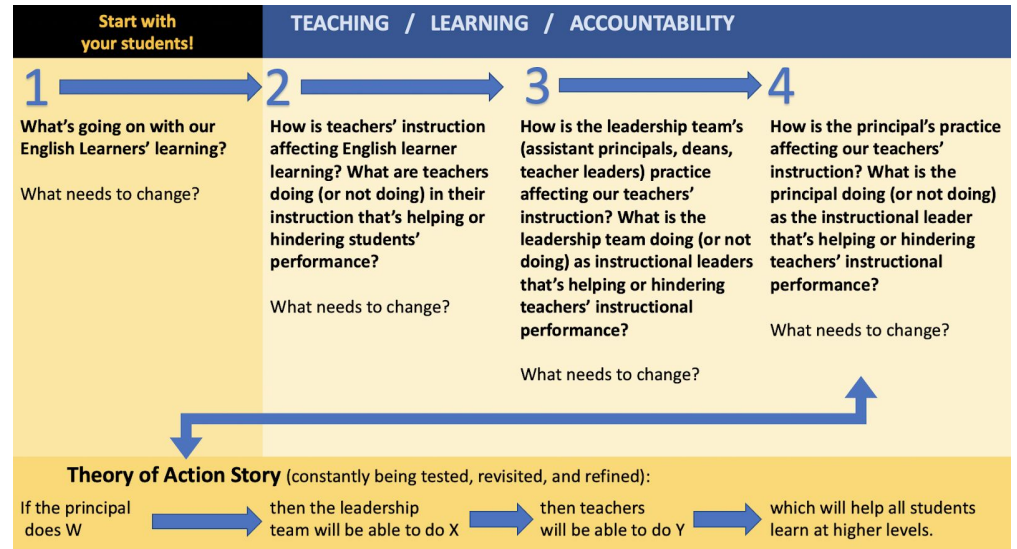
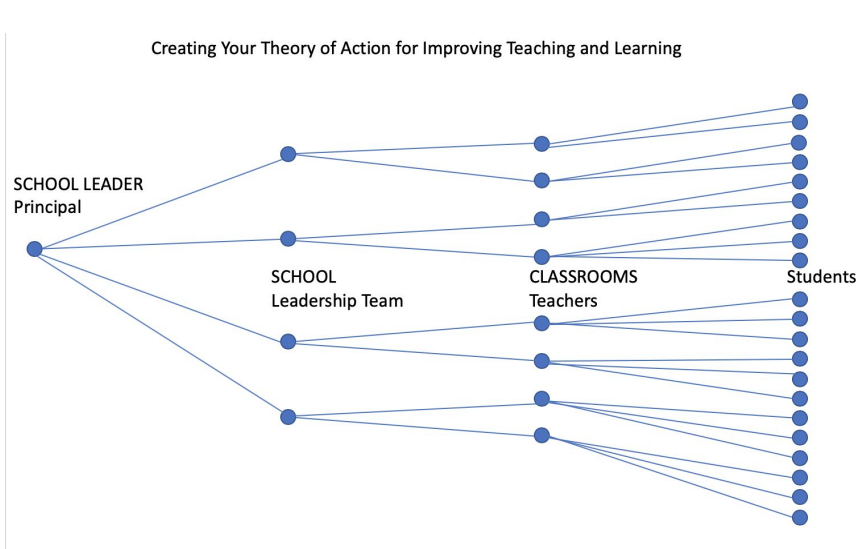
Part 2 of your English Learner Improvement Plan will guide you to set two SMART goals. Goal 1 will address improving the experience of English learners and Goal 2 will address improving the academic outcomes for English learners. The plan contains these components:

- A clear **theory of action**, including the instructional shifts for teachers and leadership shifts for the team and principal for Goal 1 (improving the experience for ELs) This will lead to Goal 1 stated clearly as a SMART goal with benchmark measurements to determine progress throughout the 2019-2020 school year.
- A clear implementation plan to reach Goal 1
- A clear **theory of action**, including the instructional shifts for teachers and leadership shifts for the team and principal for Goal 2 (improving the academic outcomes for ELs) This will lead to Goal 2 stated clearly as a SMART goal with benchmark measurements to determine progress throughout the 2019-2020 school year.
- A clear implementation plan to reach Goal 2

**Background Info:**

As you plan your goals and implementation, you will want to create a clear **theory of action** that stems directly from the data and evidence that shows what is and is not working for English learners at your school. The work you did in part 1 will be the foundation to determine the most pressing student needs that you will plan for. The concept of a **theory of action** is likely not new to leadership teams, but the term and the way we will be explicitly articulating it may be new. When the **theory of action** is explicit, it helps ensure the planned implementation is directly addressing

the evidenced need. Having a theory of action is like aiming a dart at the bullseye versus throwing a handful of darts and hoping one of them lands on the bullseye.<sup>1</sup> These graphics, adapted from the Center for Educational Leadership help explain a **theory of action**.<sup>2</sup>



<sup>1</sup> Fullan, M (2006), 'Change Theory: A force for school improvement,' *Centre for Strategic Education Seminar Series Paper No. 157, Victoria.*

<sup>2</sup> "Creating a Theory of Action for Improving Teaching and Learning," University of Washington Center for Educational Leadership

**A. Goal 1: Theory of Action and Goal for Improving the Experience for English Learners (Work from your Hypothesis 1)**

<p><b>Step 1:</b> What's going on with the English learners' experience?</p> <p>What needs to change?</p> <p>What is your evidence for this?</p>	<p><b>Step 2:</b> How is teachers' instruction affecting student experience? What are teachers doing (or not doing) in their instruction that is helping or hindering student experience?</p> <p>What needs to change?</p> <p>What is your evidence for this?</p>	<p><b>Step 3:</b> How is the practice of the leadership team (assistant principals, deans, teacher leaders) affecting teacher instruction? What is the leadership team doing (or not doing) as instructional leaders that's helping or hindering teachers' instructional performance?</p> <p>What needs to change?</p> <p>What is your evidence for this?</p>	<p><b>Step 4:</b> How is principal practice affecting teacher instruction? What is the principal doing (or not doing) as the instructional leader that's helping or hindering the leadership team and teachers' instructional performance?</p> <p>What needs to change?</p> <p>What is your evidence for this?</p>
<b>Theory of Action Story</b>			
<p><b>Step 5:</b> If the principal...</p>	<p><b>Step 6:</b> then the leadership team will...</p>	<p><b>Step 7:</b> then teachers will...</p>	<p><b>Step 8:</b> then the English learner experience will improve, as measured by...</p>
<b>SMART Goal #1 (addressing experience of English learners):</b>			
By June 2020...			
<b>Goal 1, Benchmark 1:</b>		<b>Goal 1, Benchmark 2:</b>	
By November 2019...		By February 2020....	

**B. Goal 1: Implementation Plan**

<b>IMPLEMENTATION ACTION</b>	<b>TARGET DATE</b>	<b>RESPONSIBLE PERSON</b>	<b>OUTCOME/ MEASUREMENT</b>	<b>NOTES</b>
Ms. C will complete micro-credential on professional learning	October 15	Ms. C	Earned MC	

**C. Goal 2: Theory of Action and Goal for Improving the Academic Outcomes for English Learners (Work from your Hypothesis 2)**

<p><b>Step 1:</b> What's going on with English learners' learning and academic outcomes? What needs to change?</p> <p>What needs to change?</p> <p>What is your evidence for this?</p>	<p><b>Step 2:</b> How is teachers' instruction affecting student learning? What are teachers doing (or not doing) in their instruction that is helping or hindering student performance?</p> <p>What needs to change?</p> <p>What is your evidence for this?</p>	<p><b>Step 3:</b> How is the practice of the leadership team (assistant principals, deans, teacher leaders) affecting teacher instruction? What is the leadership team doing (or not doing) as instructional leaders that's helping or hindering teachers' instructional performance?</p> <p>What needs to change?</p> <p>What is your evidence for this?</p>	<p><b>Step 4:</b> How is principal practice affecting teacher instruction? What is the principal doing (or not doing) as the instructional leader that's helping or hindering the leadership team and teachers' instructional performance?</p> <p>What needs to change?</p> <p>What is your evidence for this?</p>
<b>Theory of Action Story</b>			
<p><b>Step 5:</b> If the principal...</p>	<p><b>Step 6:</b> then the leadership team will...</p>	<p><b>Step 7:</b> then teachers will...</p>	<p><b>Step 8:</b> then the English learner experience will improve, as measured by...</p>
<b>SMART Goal #2 (addressing experience of English learners):</b>			
By June 2020...			
<b>Goal 2, Benchmark 1:</b>		<b>Goal 2, Benchmark 2:</b>	
By November 2019...		By February 2020....	

**D. Goal 2: Implementation Plan**

<b>IMPLEMENTATION ACTION</b>	<b>TARGET DATE</b>	<b>RESPONSIBLE PERSON</b>	<b>OUTCOME/ MEASUREMENT</b>	<b>NOTES</b>