



Set a SMARTIE goal to target inclusion and equity

Goal setting is a critical part of the strategic planning process for individual educators and teams at the school and system level. SMART goals are a well-known and often-used framework for ensuring that goals can lead to meaningful change. The letters of the SMART acronym indicate that goals should be *specific, measurable, attainable, results-oriented, and time-bound* (Hirsh & Crow, 2017).

Learning Forward and other organizations have recently begun expanding the SMART goal framework to explicitly incorporate equity and inclusion, through what are known as SMARTIE goals (The Management Center, 2021). SMARTIE goals intentionally center two additional components with the original SMART components:

- **Inclusivity:** The extent to

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which a goal brings traditionally marginalized people into processes, activities, and decision-making; and

- **Equity:** The extent to which the goal includes an element of fairness or justice that seeks to address systemic injustice, inequity, or oppression.

Because creating SMARTIE goals can help create inclusive and equitable professional learning policies and practices that benefit and support all students and educators, we have begun to apply them in learning networks and tools, such as the *Principal Induction and Mentoring Handbook*, which was created in collaboration

with the Massachusetts Department of Elementary and Secondary Education (2021).

REFERENCES

Hirsh, S. & Crow, T. (2017). *Becoming a learning team*. Learning Forward.

The Management Center (2021, May 10). *SMARTIE goals worksheet*. www.managementcenter.org/resources/smartie-goals-worksheet/

Massachusetts Department of Elementary and Secondary Education. (2021). *Principal induction and mentoring handbook*. www.doe.mass.edu/edeffectiveness/mentor/handbook.pdf

HOW TO CREATE A SMARTIE GOAL

1. DEVELOP A SMARTIE GOAL

In collaboration with your colleagues or team members, develop a SMARTIE goal that is aligned with your school or system's vision and strategic priorities for professional learning.

Strategic priority targeted:

Initial draft of goal statement

How is your goal a SMARTIE goal? How is it:

• Specific?

• Measurable?

• Attainable?

• Results-oriented?

• Time-bound?

• Inclusive?

• Equitable?

Are there any components of a SMARTIE goal that you did not address? If so, list the components you need to add here and then revise your goal statement.

TOOLS

2. DEFINE SUCCESS.

With your team, discuss: How will we define success if we achieve our SMARTIE goal?

What would success look like if you achieve your SMARTIE goal? How will that help you address your overarching strategic goal?

How will you measure progress toward the SMARTIE goal?

When and how will you collect data?

What personnel and resources will you need?

How will you use the information you learn about progress toward your goal to move the work forward?

3. REFLECT ON INCLUSION AND EQUITY.

How was this process different from your usual goal-setting processes? How was it similar?

How is the goal you set or the process for achieving it different as a result of specifying the roles of inclusion and equity?

What did you learn about your school or system's approach to equity and inclusion?

What are the next steps you will take to work toward your SMARTIE goal? How will this inform and support your work toward achieving inclusion and equity more generally?