



The Handbook for  
**SMART**  
School Teams

Second Edition

Revitalizing Best Practices  
for Collaboration

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*Anne Conzemius & Jan O'Neill*

*Foreword by Stephanie Hirsh*

# **The Handbook For Smart School Teams**

**Michael D. Bayewitz, Scott A.  
Cunningham, Joseph A. Ianora, Brandon  
Jones, Maria Nelson, Will Remmert, Bob  
Sonju, Jeanne Spiller**

## **The Handbook For Smart School Teams:**

**The Handbook for SMART School Teams** Anne E. Conzemius, Jan O'Neill, 2013-12-18 Prepare your students for the future while juggling the expectations of multiple stakeholders A fresh take on the classic first edition this guide defines and advocates SMART goals goals that are Strategic and specific Measurable Attainable Results oriented and Time bound Gain a schoolwide understanding of how to cultivate a productive collaborative culture and engage every member of your team in the process

**The Handbook for Smart School Teams** Anne Conzemius, Jan O'Neill, 2014-05-21 Educators face an often overwhelming set of tasks including educating the whole child preparing students for the future meeting all students daily needs meeting multiple stakeholders expectations and being accountable to government mandates In **The Handbook for SMART School Teams Second Edition Revitalizing Best Practices for Collaboration** authors Anne E Conzemius and Jan O Neill offer a revamped edition of their groundbreaking resource to support educators and school teams as they meet these challenges head on Like the first edition **The Handbook for SMART School Teams Second Edition** examines SMART goals goals that are strategic and specific measurable attainable results oriented and time bound This enhanced guide provides both theory and practical advice on how to create SMART teams in SMART schools The authors draw on feedback from district administrators school principals classroom teachers educational consultants and even college professors to create a deeper understanding of school success and provide K 12 teachers and administrators with a more powerful tool for school improvement The book is split into three parts Part one lays the groundwork for building effective teams Part two offers tools and processes to sustain effective teamwork Finally part three describes methods for schoolwide improvement Starting part one chapters 1 and 2 show readers how to cultivate an atmosphere of collaboration and define team roles In chapter 3 K 12 teachers and administrators will learn the characteristics of building effective teams and of giving and receiving effective feedback Part two starts with chapter 4 which focuses on planning organizing and executing meetings Readers will also explore different types of meetings and their pros and cons In chapters 5 and 6 educators will gather effective collaboration tools to better understand how staff students and stakeholders view their schools Chapter 7 explores the power of data tools and educators will examine how data are beneficial for more than identifying problems Finally part three begins with chapter 8 which offers methods for organizing all team members into a cohesive system In chapter 9 K 12 teachers and administrators will learn a process for schoolwide improvement selecting a leadership team preparing the school for change and isolating key questions to ask during the process Appendix A provides additional examples and tools and appendix B provides reproducibles to support SMART schools

**Handbook for Highly Effective Teams in a PLC at Work®** William M. Ferriter, Bob Sonju, Anisa Baker-Busby, Kim Monkres, 2015-05-09 Transform your teacher teams into the driving force of student success and collaboration with this practical action driven guide A companion to *Learning by Doing* this handbook delivers 15 essential actions that highly effective teams use to strengthen collaboration clarify student learning goals use

assessments as powerful learning tools and ensure every student gets the time and support they need to learn at high levels This easy to read conversational book provides the tools strategies and real world insights teams need to boost student achievement Perfect for K 12 administrators teachers and instructional coaches this book will help you Build high impact teams with 15 critical actions that drive student learning Establish clear success criteria and assessment protocols to measure progress Access practical tools and resources for every foundational aspect of collaboration Structure lessons effectively to support struggling students while challenging high achievers Continuously refine instructional practices using student results and team analysis Contents Introduction The Promise of Highly Effective Teams Part 1 Highly Effective Teams Have a Common Foundation Chapter 1 Essential Action Identify Team Roles Norms and Protocols Chapter 2 Essential Action Outline a Process for Addressing Personality Interference With Teamwork Chapter 3 Essential Action Analyze Achievement Data and Establish SMART Goals Chapter 4 Essential Action Formally Evaluate the Team s Effectiveness at Least Twice Yearly Part 2 Highly Effective Teams Focus on Learning for All Students Chapter 5 Essential Action Ensure Clarity on the Knowledge Skills and Dispositions Students Will Acquire Chapter 6 Essential Action Collectively Study Essential Learning and Clearly Define Mastery Chapter 7 Essential Action Establish Clear Criteria for Student Work and Continually Apply Those for Consistency Chapter 8 Essential Action Identify Prerequisite Knowledge and Skills Needed to Master Essential Learning Chapter 9 Essential Action Teach Students the Criteria We Use in Judging Their Work Chapter 10 Essential Action Make Visible a Set of Exemplars for Students Chapter 11 Essential Action Use Short Term Goal Setting Chapter 12 Essential Action Identify Course Content and Topics We Can Eliminate to Devote More Time to Essential Curriculum Chapter 13 Essential Action Agree How to Sequence Content and Pace the Course Chapter 14 Essential Action Use Materials and Professional Expertise to Identify Instructional Strategies Part 3 Highly Effective Teams Effectively Use Assessments and Data Chapter 15 Essential Action Use Team Created Pretests to Assess Prerequisite Knowledge and Skills Chapter 16 Essential Action Develop Common Formative Assessments for Frequent Administration Chapter 17 Essential Action Administer Common Formative Assessments Throughout a Unit Chapter 18 Essential Action Use Standardized Testing Data and District Benchmarks to Assess Strengths and Weaknesses Chapter 19 Essential Action Use Team Assessment Results to Identify Students in Need of Additional Time and Support Chapter 20 Essential Action Use Assessment Results to Identify Strategies That Help More Students Master Essentials Part 4 Highly Effective Teams Provide Extra Time and Support for Learning Chapter 21 Essential Action Develop Strategies and Systems to Help Students Acquire Prerequisite Knowledge and Skills Chapter 22 Essential Action Create Flexible Time During Units to Provide Extra Support Chapter 23 Essential Action Provide Regular Extensions to Students Working Beyond Grade Level Epilogue References and Resources Index

*More Than a SMART Goal* Anne E. Conzemius, Terry Morganti-Fisher, 2011-11-01 Setting data informed high priority SMART goals is a critical step in school improvement that is widely acknowledged However goals themselves don t

drive improvement they must be aligned with the school improvement process curriculum instruction assessment practices mandates and professional development Understand how to properly use the SMART goal process to effect change and achieve real school improvement     *The Principal's Guide to Time Management* Richard D. Sorenson, Lloyd M. Goldsmith, David E. DeMatthews, 2016-03-18 Make the most of your time and your leadership Is your school's vision getting buried under paperwork Are goals constantly pushed aside for small emergencies If you spend more time picking up pieces than putting them together this is your book Written by seasoned school principals this plan of action will get you back to the instructional leadership that made you want this job in the first place As educational technology helps you maximize your efficiency you'll see improvement where it counts in teaching student achievement morale and resource management This comprehensive guide features Easy to follow single topic chapters Standards based scenarios and questions Time management self assessments Easily adaptable experiential exercises Strategies for battling the silent time thief Tailor made for overworked administrators just like you you'll become the leader you want to be and promote a positive school culture where teachers and students thrive The authors have lived the demanding schedule as school leaders They provide real advice on how to keep the balance with the demands of school leadership and to give the gift of time to family and self Dr Tricia Pe a Professor Northern Arizona University This book should be a must read for every practicing or aspiring administrator The authors take a fresh look at time management issues while maintaining a focus on principles of effective leadership and applications of emerging technology Chris Hubbuch Principal Excelsior Springs Middle School MO     Every School, Every Team, Every Classroom Robert Eaker, Janel Keating, 2011-11-01 In this sequel to Total Instructional Alignment the author peels back complex layers of the change process to reveal the five big ideas at the core of successful schools Focus on these foundational ideas to simplify decision making and eliminate distractions from your efforts to promote effective teaching and learning Teachers and administrators alike will appreciate this straightforward approach to solid leadership for school improvement     **The Power of SMART Goals** Anne Conzemius, Jan O'Neill, 2009-04-01 Help staff focus on results and implement SMART Strategic and specific Measurable Attainable Results based and Time bound goals to transform your school into a place where every student meets or exceeds standards The authors present four success stories from real SMART schools and several frameworks for adult and student goal setting that lead to real results     **Charting the Course for Collaborative Teams** Sharon V. Kramer, 2021-04-23 Develop the know how to work collaboratively within the PLC at Work process to overcome barriers and challenges in your priority school Edited by Sharon V Kramer this must read anthology brings together numerous contributors who share the strategies they used to successfully turn around underperforming schools Rely on their specific suggestions and purposeful actions to guide the work of your collaborative teams on a daily basis Understand how to effectively implement the PLC process to support school improvement efforts Receive replicable research based strategies and processes for turning around underperforming schools and districts Study

the experiences of educators who have worked with priority schools and solved common challenges and pitfalls within them Explore equitable practices for working with various student populations within priority schools such as English learners students in need of intervention and students who will benefit from learning extensions Understand how to collaboratively gather analyze and take action on data to inform school improvement efforts Contents Introduction Chapter 1 Teaching the Behaviors You Expect Joe Cuddemi Chapter 2 Rethinking SMART Goals to Accelerate Learning Gerry Petersen Incorvaia Chapter 3 Adopting the Ten Day Collaborative Cycle Tamie Sanders and Dana Renner Chapter 4 Answering the First Critical Question From an English Learner s Point of View Dianne Kerr Chapter 5 Getting Students to Grade Level Reading Fast Tammy Miller Chapter 6 Working Together to Ensure All Students Learn Mathematics Sarah Schuhl Chapter 7 Understanding the Story Data Tell Dana Renner Chapter 8 Moving From a Flooded to a Balanced Intervention Pyramid Gerry Petersen Incorvaia Chapter 9 Making Proficient Students a Priority Michael Roberts

**The Five Disciplines of PLC Leaders** Timothy D. Kanold,2011-08-01 Make the transition from traditional whole group reading instruction to the 21st century classroom by integrating three innovations that will dramatically improve elementary reading instruction RTI differentiated instruction and technology Detailed ex [Leading With Trust](#) Susan Stephenson,2014-06-30 What are the causes of distrust How do members of school teams discuss traditionally taboo topics This field guide begins with personal exercises designed for leaders to use before they engage with staff A variety of team exercises and a progressive series of strategies follow to move the community toward a more trusting environment *Leading Educator Wellness* Bill Barnes,Erin Lehmann,2025-08-25 When leaders don t prioritize their wellness supporting teachers and students becomes challenging This resource emphasizes wellness as a core part of a leader s identity addressing low morale and exploring personal connections It outlines six critical actions for self care goal setting and professional learning enabling leaders to create systems that prevent burnout and build resilient school communities Readers will Critically examine personal and communal health practices to identify wellness needs Develop a common educator wellness vision to guide improvements to health practices Identify clear feasible goals and actionable steps to achieve desired outcomes Strengthen commitment to wellness goals through professional learning teams Sustain educator wellness through active assessment and improvement of health practices Contents Introduction Part I Chapter 1 Engaging in Purposeful Self Care Chapter 2 Implementing a Common Vision for Educator Wellness Chapter 3 Performing a Needs Assessment Part II Chapter 4 Goal Setting and Action Planning Chapter 5 Designing and Facilitating Effective Professional Learning Chapter 6 Monitoring Progress and Sustaining Educator Wellness Epilogue Appendix A Engaging Stakeholders in the Needs Assessment References and Resources Index

**Collaboration for Career and Technical Education** Wendy Custable,Paul C. Farmer,2020-05-12 All teachers including career and technical education CTE teachers play a vital role in building a thriving PLC In this practical resource the authors explicitly outline how to improve teaching and learning by integrating PLC best practices into CTE programs Teams of CTE

educators will learn how to clarify their purpose discover their common denominators and incorporate powerful collaborative processes into their daily work Use this resource to learn the vital strategies necessary for building and improving teams Become familiar with the common issues that prevent CTE educators from engaging in the collaborative PLC process Learn why and how the PLC process benefits both CTE educators and students Learn how CTE educators can create collaborative programs that are tailored toward CTE fields of study Receive professional guidance and concrete achievable teaching strategies for creating an effective PLC process Access a checklist of crucial action steps for career tech teams at the end of each chapter Contents Introduction Chapter 1 Establishing a Collaborative Culture Chapter 2 Forming Collaborative Teams Chapter 3 Setting Up the Logistics of Teamwork Chapter 4 Identifying Essential Learnings and Developing CTE Curriculum Chapter 5 Designing Instruction and Assessments Chapter 6 Reflecting on Data Chapter 7 Responding to Student Learning Epilogue Turning Parking Spaces Into Rest Spaces Appendix A Glossary of Terms Appendix B Reproducibles *Help Your Team* Michael D. Bayewitz, Scott A. Cunningham, Joseph A. Ianora, Brandon Jones, Maria Nelson, Will Remmert, Bob Sonju, Jeanne Spiller, 2019-09-20 With foreword by Mike Mattos Build a strong highly impactful team committed to learning for all Written by eight professional learning community PLC experts this practical guide addresses the most common challenges educators face when building collaborative teams and working collaboratively Each chapter offers a variety of templates processes and strategies to help your team resolve conflict focus on the right work and take collective responsibility for student learning Rely on this book to troubleshoot collaborative learning and team development in your PLC Gain an understanding of the PLC framework and the unique qualities of effective collaborative work Learn about collaborative teams what goes into making them and how to utilize them effectively to drive change and professional development for teachers and other educators Become familiar with the ways in which interpersonal issues affect collaborative teams and gain collaborative tools for conflict resolution and team building for teachers and staff Learn how a toxic work culture can contribute to the failure of collaborative learning and how to combat this toxic school culture Explore how educators in nontraditional schools or singletons can use the collaborative process to their advantage Contents About the Authors Foreword by Mike Mattos Introduction Chapter 1 Organizing Schools Into Effective Collaborative Teams Chapter 2 Managing Team Members Who Disengage Chapter 3 Establishing Clarity on What Students Need to Know and Be Able to Do Chapter 4 Planning for Targeted and Effective Team Interventions Chapter 5 Working Together in a PLC Chapter 6 Changing to a Positive School Culture Chapter 7 Involving Nondepartmental Members in a PLC Chapter 8 Supporting Singleton Teachers in Collaborative Teams Chapter 9 Dealing With Cautions Conflicts and Commitments References and Resources Index *Total Instructional Alignment* Lisa Carter, 2009-02-01 This book is a teachers and administrators guide for implementing and sustaining an educational system that ensures students are taught and learn what is required by benchmarks assessments and state standards and to the learning needs of each individual student This is accomplished by

providing a tight alignment between the intended taught and tested curricula      **Big Book of Tools for Collaborative Teams in a PLC at Work®** William M. Ferriter, 2020-05-01 Build your team's capacity to become agents of positive change Organized around the four critical questions of PLC at Work this comprehensive book of field tested easy to use tools provides an explicit structure for collaborative teams Rely on these resources and best practices to help you establish team norms navigate common challenges develop collective teacher efficacy and more Use this resource to monitor the quality of your team's work Discover how to address the many challenges teams face and develop the skills necessary to improve student learning Understand how to build a solid foundation for your collaborative efforts Study strategies for effectively developing a guaranteed and viable curriculum common formative assessments and remediation and extension opportunities Obtain targeted support and tools that you can use immediately to strengthen the work of your collaborative team Explore the core behaviors that are essential to collaborative success Contents Acknowledgments Table of Contents About the Author Introduction Chapter 1 Strengthening the Collegial Practices of Learning Teams Chapter 2 What Do We Want Students to Learn Chapter 3 How Will We Know Students Are Learning Chapter 4 How Will We Respond When Some Students Don't Learn Chapter 5 How Will We Extend the Learning for Students Who Are Already Proficient References Index      [The Data Coach's Guide to Improving Learning for All Students](#) Nancy Love, 2008-02-27 Use data as an effective tool for school change and improvement This resource helps data team facilitators move schools away from unproductive data practices and toward examining data for systematic and continuous improvement in instruction and learning The book which includes a CD ROM with slides and reproducibles illustrates how the authors model has proven successful in Narrowing achievement gaps in all content areas and grade levels Achieving strong continuous gains in local and state assessments in mathematics science and reading Initiating powerful conversations about race ethnicity class educational status gender and language differences Developing a vision for a high performing data informed school culture      *Taking Action ; Second Edition* Mike Mattos, Austin Buffum, Janet Malone, Luis F. Cruz, Nicole Dimich, Sarah Schuhl, 2024-08-27 The second edition of the bestseller Taking Action delves deeper into how educators can leverage the PLC at Work process to create a highly effective multitiered system of supports This step by step guide defines tier by tier the essential actions of the guiding coalition teacher teams and intervention team New recommendations and tools are included to target assessments engage students and address resistance Use this book to Close the achievement gaps exacerbated by the impact of the COVID 19 pandemic Leverage proven Tier 1 instructional practices to provide first best teaching and engage students in learning Understand the critical roles and responsibilities of the guiding coalition teacher teams and site intervention team Create schoolwide balanced assessment and grading practices that promote student learning and engagement Employ crucial skills and tools to address common leadership obstacles such as staff resistance to change Contents Introduction The Urgency of the Moment Chapter 1 The RTI at Work Pyramid Part One Tier 1 Essential Actions Chapter 2 A Culture of Collective Responsibility Chapter 3 Tier 1



Teacher Team Essential Actions Chapter 4 Tier 1 Guiding Coalition Essential Actions Part Two Tier 2 Essential Actions Chapter 5 Tier 2 Teacher Team Essential Actions Chapter 6 Tier 2 Guiding Coalition Essential Actions Part Three Tier 3 Essential Actions Chapter 7 Tier 3 Guiding Coalition Essential Actions Chapter 8 Tier 3 Intervention Team Essential Actions Epilogue Get Started Then Get Better References and Resources Index      **Summing Up** Robert Eaker, 2020-01-16 After a career spanning nearly half a century Dr Robert Eaker delivers a work of reflection and storytelling along with practical tips and strategies on school improvement and student achievement Learn directly from a master educator as he shares the story of his career along with in depth guidance for implementing the PLC at Work process and essential real world advice for succeeding as an educator Become familiar with the story of the creation of the PLC at Work framework as well as the personal lives of those who created it Study the foundational theories and concepts of the PLC at Work process as well as strategic implementation and best practices in teaching Gain numerous strategies and insights for strengthening your school improvement efforts and achieving desired learning outcomes Discover best practices for improving instruction and student learning Consider the key qualities of effective leaders who successfully improve classroom instruction Read real world examples of PLC implementation and collaborative learning Contents Foreword Gamble Carouse and Explore by Douglas Reeves Introduction Accidental Friendships Chapter 1 Clinical Supervision Improving Classroom Instruction Chapter 2 The Consumer Validation Approach Research Into Practice Chapter 3 The Teacher Effects Research Practices for Improving Instruction and Student Learning Chapter 4 The Role of Teacher Interpersonal Behavior Impacting Student Success Chapter 5 The School Effects Research Chapter 6 The Impetus of Professional Learning Communities at Work Chapter 7 The Implementation of Professional Learning Communities at Work Concepts and Practices Chapter 8 Absolutely Indispensable Passionate and Persistent Leadership Chapter 9 Connie Donovan Revisited      **The School Improvement Specialist Field Guide** Debra L. Page, Judith A. Hale, 2012-11-06 Improve student achievement by transforming schools as an SIS expert As a current or transitioning school improvement specialist you are entrusted with helping schools turn around their performance Now there is a proven process that can strengthen your effectiveness as well Deb Page and Judith Hale SIS authorities guide new and transitioning SIS professionals in applying high leverage practices that result in systemic sustainable school wide improvement The School Improvement Specialist Field Guide offers the voice and counsel of a trusted coach while addressing how to Establish enduring interventions with viable tools and methods Use time tested processes to teach 21st century skills to educators and students alike Seamlessly align improvement practices to the updated Institute for Performance Improvement Standards Transition smoothly into the school improvement specialist role With easy to use tools and protocols both in the guide and online you ll have the support you need to facilitate improvement Follow the improvement process that leads to success for you your students and your school Purposeful intentional facilitation of the school improvement process builds a school staff s capacity and skills for continuous improvement that lasts beyond the

consultant or leader This book provides a framework tools and strategies for effective facilitation Bess Scott Director of Elementary Education Lincoln Public Schools NE There is an abundance of ideas from which an improvement specialist could develop and implement a successful school improvement process It was great to see facilitation strategies as part of the resources provided Gayle Wahlin Educational Consultant DuPage Regional Office of Education

**The Skillful Team Leader** Elisa MacDonald, 2013-03-05 Get the most out of your PLCs and teacher teams All teams face hurdles What distinguishes the skillful team leader from a less effective one is his or her approach in overcoming them Whether you are a team leader or a trainer of team leaders this book is an essential resource for you Elisa MacDonald offers a skillful approach to team leadership rooted in values mindset intelligence and skill Readers will learn from reality based examples illustrating common team hurdles in collaboration shared leadership goal setting and attainment rigorous discourse and continuous improvement This practical guide features Research based and field tested solutions for preventing and overcoming hurdles Brief follow up sections with tips for sustaining positive change Ways to work beyond the team to shape and influence school culture Prompts to apply learning to your own leadership hurdles A common chapter format for easy reference and flexible use Teacher teams have become a common fixture of North American schools However not all teams make the best use of their meeting time by engaging in sustained professional learning Written in a clear practitioner friendly style this book provides team leaders with an array of useful strategies to address common team hurdles and realize the promise of powerful collaborative learning Jim Knight Author of Instructional Coaching This book is a fantastic resource for someone who leads teams every day The vignettes echo the very real challenges that I continually see in team meetings The book is organized so that I can easily find practical strategies to apply right away when I am facing major challenges in my daily work Karen Coyle Aylward Literacy Coach and Team Leader Boston MA

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