ENDS-OUTCOMES-INDICATORS (E-O-I) PROTOCOL

Successful school leadership teams require a common vision. That vision inspires the team and keeps everyone moving in the same direction.

Consider your vision the pinnacle of the mountain. You will keep it in mind, but you need a map with specific milestones in order to reach the summit. The route may be circuitous, and you may lose sight of that apex along the way, but if you've done your map-building homework, you will reach your goal.

From Vision to Action

Establishing your path to success requires linking a big picture goal to specific, measurable results that your team can focus on attaining. The following protocol will help you you're your leadership goals and articulate it into those specific, measurable indicators your team will need.

To make the connection between your vision and your data, you will need to understand the difference between an end, an outcome, and an indicator.

End: What You Want for Your Students
E.g. "We will improve literacy instruction and achievement for all students."

Outcome: Your Definition of Success
E.g. "Students will show age-appropriate growth on district literacy measures."

Indicator: Measures of Your Progress
E.g. "80% of students will show grade-level normed growth of 1+ year on district literacy exams."

Key Performance Indicator Questions

When building your KPI, consider the following formulation questions:

FORMULATION QUESTION	EXAMPLE OF APPROACH A	EXAMPLE OF APPROACH B
Are we most interested in individual outcomes or group outcomes?	Are our personalized learning plans working?	Is our ELL program working?
Are we most interested in relative outcomes or absolute outcomes?	Are our IEP students growing as much as their non-IEP classmates?	Are our 8th graders ready for high school?
Do we want to consider longitudinal or point-in-time comparisons?	What are our trends in discipline?	How do this month's disciplinary incidents compare to the same month last year?
Are we measuring process or outcome?	Are our teachers using the curriculum as intended?	Are our students proficient writers?

Ends-Outcomes-Indicators Worksheet

ENDS
Our vision is...

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OUTCOMES

We will have reached our goal when...

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KEY PERFORMANCE INDICATOR
We'll know we're on the right path when...

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