Understanding Continuous Improvement: Goals, Objectives, Strategies and Activities

Rationale: The development of goals and objectives to be obtained through strategies and activities is an essential component of executing a continuous improvement plan. In short, the Needs Assessment completed during Phase II expresses the school or district's CURRENT STATE, while goals, objectives, strategies and activities should succinctly plot the school or district's course to their DESIRED STATE. Here are the operational definitions of each:

Goal: Long-term target based on Kentucky Board of Education Goals. Schools may supplement with individual or district goals.

Objective: Short-term target to be attained by the end of the current school year.

Strategy: Research-based approach based on the 6 Key Core Work Processes designed to systematically address the process, practice or condition that the school/district will focus its efforts upon in order to reach its goals/objectives.

Activity: The actionable steps used to deploy the chosen strategy.

Key Core Work Processes: A series of processes that involve the majority of an organization's workforce and relate to its core competencies. These are the factors that determine an organization's success and help it prioritize areas for growth.

Guidelines for Building an Improvement Plan

- There are 5 required District Goals: Proficiency, Gap, Graduation rate, Growth, and Transition readiness.

- There are 4 required school-level goals:
  For elementary/middle school: Proficiency, Gap, Growth, and Transition readiness.
  For high school: Proficiency, Gap, Graduation rate, and Transition readiness.

- There can be multiple objectives for each goal.

- There can be multiple strategies for each objective.

- There can be multiple activities for each strategy.

1: Proficiency
State your <mark>Proficiency</mark> **Goal**

Goal 1: Increase the averaged combined reading and math KPREP scores for elementary from 49.3% in 2017 to 71.3% in 2020, in middle grades from 55% in 2017 to 75% in 2020, and for high school to increase the overall ACT composite from 18.9 in 2017 to 19.8 in 2020.

Which **Strategy** will the school/district use to address this goal? *(The Strategy can be based upon the six Key Core Work Processes listed below or another research-based approach. Provide justification and/or attach evidence for why the strategy was chosen.)* • KCWP 1: Design and Deploy Standards • KCWP 2: Design and Deliver Instruction • KCWP 3: Design and Deliver Assessment Literacy • KCWP 4: Review, Analyze and Apply Data • KCWP 5: Design, Align and Deliver Support • KCWP 6: Establishing Learning Culture and Environment	Which **Activities** will the school/district deploy based on the strategy or strategies chosen? *(The links to the Key Core Work Processes activity bank below may be a helpful resource. Provide a brief explanation or justification for the activity.* • KCWP1: Design and Deploy Standards - Continuous Improvement Activities • KCWP2: Design and Deliver Instruction - Continuous Improvement Activities • KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities • KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities • KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities • KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities	Identify the timeline for the activity or activities, the person(s) responsible for ensuring the fidelity of the activity or activities, and necessary funding to execute the activity or activities.

Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: Increase the averaged combined reading and math KPREP scores for elementary from 49.3% in 2017 to 56.3% in 2018 and in middle grades from 55% in 2017 to 62% in 2018.	KCWP 2 Design and Deliver Instruction	**Extend Math Instructional Time** – All 1st through 8th grade math classes will be implemented for 2 class periods (1 hr. 40 min.) using the Math Lesson Framework as a guide to increase rigor and intensity.			No Funding Required
		PowerTeaching Math – Middle grades math teachers will implement the PTM cooperative learning and cycle of effective instruction to support Math In Focus Curriculum. On Site coaching will also be implemented.			$23,000 GEAR UP
		Math In Focus – K-8 Math teachers will implement Singapore MIF program using the strategies and resources to improve student achievement and rigor of classroom instruction.			$25,000 Textbook Funds
	KCWP 4 – Review, Analyze, and Apply Data	**District Math Leadership Team** – will meet on a regular basis (approximately 1 per month) to review data from walk thrus, data analysis, sharing of resources, etc. in order to provide math support for teachers.			No Funds Required
	KCWP 5 – Design, Align, and Deliver Support	**MobyMax** - The district will purchase MobyMax for all K-8 schools to use for remediation and enrichment for targeted students in reading and math. Professional Learning will be provided to school level teams.			$28000 GEAR Up
	KCWP 6 – Establishing Learning Culture and	**Math Coaching** – District Primary Math Coach, District Instructional Supervisor, and School Level Math Coaches will work with math teachers			No Funds

Goal 1: Increase the averaged combined reading and math KPREP scores for elementary from 49.3% in 2017 to 71.3% in 2020, in middle grades from 55% in 2017 to 75% in 2020, and for high school to increase the overall ACT composite from 18.9 in 2017 to 19.8 in 2020.

	Environment	to address individual needs.			Required
		Success For All Reading – K-8 teachers will implement a research based reading program in addition to receiving professional learning on effective implementation and on site coaching by District Reading coach and SFA consultants to increase effective implementation.			RLIS Funds
Objective 2: Increase the ACT composite score from 18.9 in 2017 to 19.2 in 2018.	KCWP 2 – Design and Deliver Instruction	**Classroom 360** – All high school math teachers will implement the Classroom 360 framework for teaching.			None
		TorchPrep Bridge Program – Teachers will implement the Torchprep Bridge program to target ACT strategies and ensure congruency between standards, learning targets, and assessment measures.			GEAR UP
	KCWP 5 – Design, Align, and Deliver Support	**ALEKS and Reading Plus Software** - High school teachers will utilize and implement ALEKS and Reading Plus software programs for targeted students to remediate, accelerate, individualize and instruct.			GEAR UP
	KCWP 6 – Establishing Learning Culture and Environment	**Targeted Professional Learning Opportunities** – Teachers will attend targeted professional learning designed to meet specific needs such as content specific or			PD Funds

State your <mark>Gap</mark> **Goal**

Goal 2: Increase achievement for all students in the non-duplicated gap group in combined reading and math for elementary from 46.6% in 2017 to 69.6% in 2020, for middle grades from 51.3% in 2017 to 71.3% in 2020, and increase the ACT composite score for high school students with disabilities from 14.0 in 2017 to 16.0 in 2020.

Which **Strategy** will the school/district use to address this goal? *(The Strategy can be based upon the six Key Core Work Processes listed below or another research-based approach. Provide justification and/or attach evidence for why the strategy was chosen.)*	Which **Activities** will the school/district deploy based on the strategy or strategies chosen? *(The links to the Key Core Work Processes activity bank below may be a helpful resource. Provide a brief explanation or justification for the activity.*	Identify the timeline for the activity or activities, the person(s) responsible for ensuring the fidelity of the activity or activities, and necessary funding to execute the activity or activities.
• KCWP 1: Design and Deploy Standards • KCWP 2: Design and Deliver Instruction • KCWP 3: Design and Deliver Assessment Literacy • KCWP 4: Review, Analyze and Apply Data • KCWP 5: Design, Align and Deliver Support • KCWP 6: Establishing Learning Culture and Environment	• KCWP1: Design and Deploy Standards - Continuous Improvement Activities • KCWP2: Design and Deliver Instruction - Continuous Improvement Activities • KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities • KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities • KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities • KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities	

Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: Decrease the achievement gap (by increasing proficiency scores) for non-duplicated gap group in elementary from 46.6% in 2017 to 63.4% in 2018 and for middle grades from 51.3 % in 2017 to 64.1% in 2018.	KCWP 2- Design and Deliver Instruction	**Equitable Distribution** – Our district ensures that effective teachers are equitably distributed throughout the district so that all students are instructed by quality teachers and are given effective opportunities for learning daily.			
	KCWP 4 – Review, Analyze and Apply Data	**Data Analysis** – Schools will analyze student achievement by gap groups relative to state, district and school assessments. K-8 Math is specifically using a Math Snapshot displaying MAP assessment data and classroom assessment data.			
		Persistence to Graduation Tool – Utilize the PtGT tool in IC to identify gap/at risk students groups. PtGT will be analyzed and cross referenced with other vital forms of data available to determine which students are at immediate risk for failure and require intensive intervention and supports.			
	KCWP 5 – Design, Align, and Deliver Support	**Response to Intervention** – Schools will implement the Response to Intervention plan including using MAP as the Universal Screener, using the academic benchmarks for MAP test and progress monitoring of intervention as determined by the plan.			

Goal 2: Increase achievement for all students in the non-duplicated gap group in combined reading and math for elementary from 46.6% in 2017 to 69.6% in 2020, for middle grades from 51.3% in 2017 to 71.3% in 2020, and increase the ACT composite score for high school students with disabilities from 14.0 in 2017 to 16.0 in 2020.					
Objective 2: Decrease the achievement gap (by increasing the composite ACT score) for high school students from 14.0 in 2017 to 14.7 in 2020.	KCWP 2 – Design and Deliver Instruction	**Equitable Distribution** – Our district ensures that effective teachers are equitably distributed throughout the district so that all students are instructed by quality teachers and are given effective opportunities for learning daily.			
		Standards Mastery – Develop a progress monitoring system to monitor standards mastery for each student.			
	KCWP 4 – Review, Analyze and Apply Data	**Data Analysis** – Schools will analyze student achievement by gap groups relative to state, district and school assessments. During PDSA PLC meetings, teachers will share the data about targeted group.			
	KCWP 3 – Design and Deliver Assessment Literacy	**Formative Assessment –** Utilize formative assessment practices focused on the ACT to provide an understanding to students about where they are currently, what their goal is, and how they can close the gap.			
		Professional Learning about Poverty - Teachers will attend professional learning on understanding students in poverty and strategies to effectively teach those students.			

3: Graduation rate
State your *Graduation rate* **Goal**

Goal 3: Increase the cohort graduation rate for the district from 95.4 in 2017 to 96.2 in 2020.		
Which **Strategy** will the school/district use to address this goal? *(The Strategy can be based upon the six Key Core Work Processes listed below or another research-based approach. Provide justification and/or attach evidence for why the strategy was chosen.)* • KCWP 1: Design and Deploy Standards • KCWP 2: Design and Deliver Instruction • KCWP 3: Design and Deliver Assessment Literacy • KCWP 4: Review, Analyze and Apply Data • KCWP 5: Design, Align and Deliver Support • KCWP 6: Establishing Learning Culture and Environment	Which **Activities** will the school/district deploy based on the strategy or strategies chosen? *(The links to the Key Core Work Processes activity bank below may be a helpful resource. Provide a brief explanation or justification for the activity.)* • KCWP1: Design and Deploy Standards - Continuous Improvement Activities • KCWP2: Design and Deliver Instruction - Continuous Improvement Activities • KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities • KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities • KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities • KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities	Identify the timeline for the activity or activities, the person(s) responsible for ensuring the fidelity of the activity or activities, and necessary funding to execute the activity or activities.

Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: Increase the cohort graduation rate from 95.4 in 2017 to 95.7 in 2018.	KCWP 5 – Design, Align, and Deliver Support	**Persistence to Graduation Tool** – Implement this early warning tool to assist in identifying students at risk for remediation, failure, or untimely graduation.			
		Watch List – Create and monitor a "Watch List" for students performing below proficiency.			
		Virtual School – Virtual school is provided for students identified to have a need for alternative instruction.			
		A Plus Credit Recovery Program – Identified students will utilize the A Plus Credit Recovery program in order to maintain their high school coursework.			
	KCWP 6 – Establishing Learning Culture and Environment	**Communication Protocols** – Enact communication protocols for parents/guardians regarding placement and progress in intervention support systems at the high school level.			
		District Attendance Task Force – Task force will meet monthly to review attendance goals and progress as well as explore new ideas/incentives			

Goal 3: Increase the cohort graduation rate for the district from 95.4 in 2017 to 96.2 in 2020.					
		toward increasing attendance. Each school will set an attendance goal for the year that will be reviewed by the Task Force.			
		School Level Attendance Committees – Selected school(s) will pilot a School Level Attendance Committee whose purpose will be to address attendance issues, explore new and creative methods for reaching students with chronic attendance issues, and determine root causes for attendance.			
		Attendance Tracking Log – Attendance clerks will complete Attendance Tracking Logs for Targeted students on a bi-weekly basis. These logs will be submitted to principals and to the District Director of Pupil Personnel.			
		Home Visits – Home visits are required after four unexcused absences. These visits are conducted by FRYSC, Attendance Clerks, Parent Liaison, District Social Worker, etc.			

4: Growth
State your <mark>Growth</mark> **Goal**

Goal 4: Increase the averaged combined reading and math proficiency scores for elementary from 49.3% in 2017 to 71.3% in 2020 and for middle grades from 55% in 2017 to 75% in 2020.

Which **Strategy** will the school/district use to address this goal? *(The Strategy can be based upon the six Key Core Work Processes listed below or another research-based approach. Provide justification and/or attach evidence for why the strategy was chosen.)* • KCWP 1: Design and Deploy Standards • KCWP 2: Design and Deliver Instruction • KCWP 3: Design and Deliver Assessment Literacy • KCWP 4: Review, Analyze and Apply Data • KCWP 5: Design, Align and Deliver Support • KCWP 6: Establishing Learning Culture and Environment	Which **Activities** will the school/district deploy based on the strategy or strategies chosen? *(The links to the Key Core Work Processes activity bank below may be a helpful resource. Provide a brief explanation or justification for the activity.* • KCWP1: Design and Deploy Standards - Continuous Improvement Activities • KCWP2: Design and Deliver Instruction - Continuous Improvement Activities • KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities • KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities • KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities • KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities	Identify the timeline for the activity or activities, the person(s) responsible for ensuring the fidelity of the activity or activities, and necessary funding to execute the activity or activities.

Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: Increase the combined reading and math proficiency scores for elementary from 49.3% in 2017 to 56.3% in 2018 and for middle from 55% in 2017 to 62% in 2018.	KCWP 2 – Design and Deliver Instruction	**Learning Targets**- Construct student-friendly learning targets. Teachers will refer to learning targets during each lesson.			
		Fidelity to Standards, Rigor, and Alignment – Administrators, Reading facilitator, District Reading/Math coaches and program consultants will monitor classroom instruction (walk-thrus, observations, coaching plans, feedback, and modeling).			
	KCWP 3 – Design and Deliver Assessment Literacy	**Professional Learning Targeting Formative Assessment** – Teachers will attend formative assessment professional development provided by the district in order to improve assessment literacy in the daily classroom instruction.			
		Implementation of Formative and Summative Assessment – Teachers will implement formative assessment such as flashbacks, automaticity, etc. on a daily basis and summative assessments on a regular basis. Summative assessments will be completed at the end of each cycle/chapter/unit and used to inform instruction.			
	KCWP 4 – Review, Analyze, and Apply Data	**SFA Reading Data** – Teachers will gather reading data (fluency checks, read & respond, cycle assessments, pacing guides) and submit to Member Center each quarter. Data will be used to adjust reading groups according			

Goal 4: Increase the averaged combined reading and math proficiency scores for elementary from 49.3% in 2017 to 71.3% in 2020 and for middle grades from 55% in 2017 to 75% in 2020.					
		to student needs.			
		Math Snapshot – Teachers will calculate their MAP data and class chapter average data. This data will then be given to the principal or assistant principal to be entered onto the school Math Snapshot. Data will be used to determine classes that are struggling as well as shared at District Math Leadership meetings in order to make informed/data driven math decisions.			

5: Transition readiness
State your *Transition readiness* **Goal**

Goal 5: Increase the percentage of students entering Kindergarten who are transition (Kindergarten) ready from 38.8% in 2017 to 60% in 2020. Increase the percentage of high school students who are transition ready based on ACT and CERT data from 65.2% in 2017 to 68.1 in 2020.			
Which **Strategy** will the school/district use to address this goal? (*The Strategy can be based upon the six Key Core Work Processes listed below or another research-based approach. Provide justification and/or attach evidence for why the strategy was chosen.*) • KCWP 1: Design and Deploy Standards • KCWP 2: Design and Deliver Instruction • KCWP 3: Design and Deliver Assessment Literacy • KCWP 4: Review, Analyze and Apply Data • KCWP 5: Design, Align and Deliver Support • KCWP 6: Establishing Learning Culture and Environment	Which **Activities** will the school/district deploy based on the strategy or strategies chosen? (*The links to the Key Core Work Processes activity bank below may be a helpful resource. Provide a brief explanation or justification for the activity.*) • KCWP1: Design and Deploy Standards - Continuous Improvement Activities • KCWP2: Design and Deliver Instruction - Continuous Improvement Activities • KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities • KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities • KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities • KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities	Identify the timeline for the activity or activities, the person(s) responsible for ensuring the fidelity of the activity or activities, and necessary funding to execute the activity or activities.	

Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: Increase the percentage of students kindergarten ready from 38.8% in 2017 to 50% in 2018.	KCWP 2 Design and Deliver Instruction	**Preschool Curriculum** – SFA preschool reading curriculum, Curiosity Corner, is being implemented throughout all preschool classrooms district wide. This program aligns to the SFA reading program currently being taught throughout the district in K-8 classes.			
	KCWP 4 – Review, Analyze, and Apply Data	**Kindergarten Screener and Results** – Teachers will assess all kindergarten students at school entry with the Brigance screener. The results of the screener will be disseminated to parents to increase their level of awareness about their child's performance compared to the standards.			
	KCWP 5 – Design, Align, and Deliver Support	**Extended and Expanded Preschool Program** – The current 4 day per week preschool program has been extended to a 5 day per week program for 4 year olds. This provides an increased focus on readiness. An addition of two preschool classrooms to expand services to a larger number of students.			
Objective 2: Increase the percentage of students	KCWP 2 – Design and Deliver Instruction	**Learning Labs** – Students will be place into Learning Labs using ALEKS and Reading Plus software programs to increase ACT scores.			

Goal 5: Increase the percentage of students entering Kindergarten who are transition (Kindergarten) ready from 38.8% in 2017 to 60% in 2020. Increase the percentage of high school students who are transition ready based on ACT and CERT data from 65.2% in 2017 to 68.1 in 2020.					
transition (CCR) ready by 1% from 65.1% in 2017 to 66.1% in 2018.		**Transition Courses** – Students will be placed into transition classes targeting math and English based on student need.			

6: Other (optional)
State your *Other* **Goal** (optional)

Goal 6:

Which **Strategy** will the school/district use to address this goal? *(The Strategy can be based upon the six Key Core Work Processes listed below or another research-based approach. Provide justification and/or attach evidence for why the strategy was chosen.)* • KCWP 1: Design and Deploy Standards • KCWP 2: Design and Deliver Instruction • KCWP 3: Design and Deliver Assessment Literacy • KCWP 4: Review, Analyze and Apply Data • KCWP 5: Design, Align and Deliver Support • KCWP 6: Establishing Learning Culture and Environment	Which **Activities** will the school/district deploy based on the strategy or strategies chosen? *(The links to the Key Core Work Processes activity bank below may be a helpful resource. Provide a brief explanation or justification for the activity.* • KCWP1: Design and Deploy Standards - Continuous Improvement Activities • KCWP2: Design and Deliver Instruction - Continuous Improvement Activities • KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities • KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities • KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities • KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities	Identify the timeline for the activity or activities, the person(s) responsible for ensuring the fidelity of the activity or activities, and necessary funding to execute the activity or activities.

Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1:					
Objective 2:					