

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 **Proficiency** Goal

Goal 1: The district will increase the combined reading and math proficiency for all students from 62.5% in 2017 to 78.1% in 2019 (elementary), from 57.1% in 2017 to 76.5% in 2019 (middle), and from 50.4% in 2017 to 73.2% in 2019 (high), as measured by the school report card proficiency data.

<p>Which Strategy will the school/district use to address this goal? <i>(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.)</i></p> <ul style="list-style-type: none"> • 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 		<p>Which Activities will the school/district deploy based on the strategy or strategies chosen? <i>(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.)</i></p> <ul style="list-style-type: none"> • 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 		<p>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.</p>		
Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding	
<p>The district will increase the combined reading and math proficiency for all elementary students from 62.5% in 2017 to 73.7% in 2018; for all middle school students from 57.1% in 2017 to 71.7% in 2018; and for all high school students from 50.4% in 2017 to 67.8% in 2018 as measured by the school report card proficiency data.</p>	KCWP 2: Design and Deliver Instruction	<p>Ensure ongoing professional development in the area of best practice/high yield instructional strategies to aid in curricular adjustments when students fail to meet mastery.</p> <p>Plan strategically in the selection of high yield instructional strategy usage within lessons.</p> <p>Utilize knowledge of best practice/high yield instructional strategies to aid in curricular adjustments when students fail to meet mastery.</p> <p>Ensure congruency is present between standards, learning targets, and assessment measures.</p>	<p>Plan of Excellence visits</p> <p>Monitor implementation of Instructional Growth and Development/ Teacher Leader & Induction Program Implementation Plan</p> <p>Monitor implementation of Kindergarten Readiness Implementation Plan</p>	<p>-Harney, Owens, M. Setters- Tier III (semester), Tier II (annually), Tier I (as needed)</p> <p>-Owens, M. Setters- (implementation plan monthly monitoring)</p> <p>-Zimmer (w/Owens support)- (implementation plan monthly monitoring)</p>	Title II PreK	
	KCWP 3: Design and Deliver Assessment Literacy	<p>Create formative and summative assessments that are aligned to the standards.</p> <p>Use classroom assessments to inform teacher’s instructional decisions.</p> <p>Use assessment evidence to certify student competency or program effectiveness.</p> <p>Use summative evidence to inform what comes next for individual students and groups of students.</p>	<p>Plan of Excellence visits</p> <p>Data Dashboard Monitoring w/ next step planning</p> <p>Ongoing interim data analysis</p>	<p>-Harney, Owens, M. Setters- Tier III (each semester), Tier II (annually)</p> <p>- Cabinet data review (monthly, trimester, semester)</p>	n/a	

2: Gap

State your **Gap Goal**

Goal 2: The district will increase the combined reading and math proficiency for non-duplicated gap students from 49.9% in 2017 to 71.3% in 2019 (elementary), from 41.5% in 2017 to 68.3% in 2019 (middle), and from 34.6% in 2017 to 66.6% in 2019 (high), as measured by the school report card proficiency data.

Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
<p>The district will increase the combined reading and math proficiency for elementary non-duplicated gap students from 49.9% in 2017 to 65.5% in 2018; for middle school non-duplicated gap students from 41.5% in 2017 to 62.0% in 2018; and for high school non-duplicated gap students from 34.6% in 2017 to 59.9% in 2018, as measured by the school report card proficiency data.</p>	<p>KCWP 4: Review, Analyze, and Apply Data</p>	<p>Ensure that formative, interim, summative assessment results, as well as universal screener data, are used appropriately to determine tiered intervention needs.</p> <p>Assess with formative and summative assessments that are aligned to the standards and learning targets.</p> <p>Implement data teaming methodologies, including collection and charting of data, analysis of strengths and obstacles to student learning (using SWOT analysis), creation SMART goals for improvement, and development of a method of quality assurance monitoring.</p>	<p>Plan of Excellence Visits</p> <p>Data Dashboard Monitoring w/ next step planning</p>	<p>-Harney, Owens, M. Setters- Tier III (each semester), Tier II (annually)</p> <p>- Cabinet data review (monthly, trimester, semester)</p>	<p>n/a</p>
	<p>KCWP 5: Design, Align, and Deliver Support</p>	<p>Develop a clearly defined RtI school/district-wide process with applicable checklist(s) and documentation tools, including such information as service frequency, intervention programs/strategies, SMART goal measurement, and progress monitoring checks.</p> <p>Develop school culture supports, both academic and behavioral, to promote and support learning for all.</p>	<p>Monitor the implementation of Advisor/Advisee/Adult Advocate Implementation Plan for every child</p> <p>Monitor the implementation of a systemic process for compliance and instruction for students with disabilities</p>	<p>- Turner (implementation plan monthly monitoring)</p> <p>- Harney (implementation plan monthly monitoring)</p>	<p>n/a</p>

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.

3: Graduation rate

State your **Graduation rate** Goal

Goal 3: The district will increase the graduation rate from 92.2% in 2017 to 95.2% in 2020, as measured by the school report card 4-year adjusted cohort graduation rate.

<p>Which Strategy will the school/district use to address this goal? <i>(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.)</i></p> <ul style="list-style-type: none"> • 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 	<p>Which Activities will the school/district deploy based on the strategy or strategies chosen? <i>(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.)</i></p> <ul style="list-style-type: none"> • 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 	<p>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.</p>
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Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
<p>The district will increase the graduation rate from 92.2% in 2017 to 93.8% in 2018, as measured by the school report card 4-year adjusted cohort graduation rate.</p>	<p>KCWP 6: Establishing Learning Culture and Environment</p>	<p>Ensure that student conferencing occurs on a regular basis and such discussions support a culture for learning.</p> <p>Ensure that all available resources are deployed to assist students in need, i.e. FRYSC, DPP, Cabinet for Family and Children, etc.</p>	<p>Monitor the implementation of Advisor/Advisee/Adult Advocate Implementation Plan for every child</p> <p>Data Dashboard Monitoring w/ next step planning</p>	<p>- Turner (implementation plan monthly monitoring)</p> <p>- Cabinet data review (monthly, trimester, semester)</p>	<p>Title I</p>
	<p>KCWP 5: Design, Align, and Deliver Support</p>	<p>Create and monitor a “Watch (Cusp) List” for students performing below proficiency.</p> <p>Develop school culture supports, both academic and behavioral, to promote and support learning for all.</p> <p>Increase collaboration in data analysis and student progress towards standards mastery, including identification of students in need of intervention supports.</p> <p>Utilize the Persistence to Graduation Tool/Early Warning Tool to assist in identifying students at risk for remediation, failure, and/or untimely graduation.</p>	<p>Monitor the implementation of Advisor/Advisee/Adult Advocate Implementation Plan for every child</p> <p>Data Dashboard Monitoring w/ next step planning</p>	<p>- Turner (implementation plan monthly monitoring)</p> <p>- Cabinet data review (monthly, trimester, semester)</p>	<p>n/a</p>

4: Growth

State your **Growth Goal**

Goal 4: By 2022, the district will increase the percentage of students showing growth in MAP for elementary reading from 48.1% in Spring 2017 to 74.05%; for elementary math from 43.7% in Spring 2017 to 71.85%; for middle school reading from 49.6% in Spring 2017 to 74.8%; and for middle school math from 51.4% in Spring 2017 to 75.7%.

<p>Which Strategy will the school/district use to address this goal? (<i>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.</i>)</p> <ul style="list-style-type: none"> • 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 	<p>Which Activities will the school/district deploy based on the strategy or strategies chosen? (<i>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.</i>)</p> <ul style="list-style-type: none"> • 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 	<p>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.</p>
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Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
<p>By Spring 2018, the district will increase the percentage of students showing growth in MAP for elementary reading from 48.1% in Spring 2017 to 53.29%; for elementary math from 43.7% in Spring 2017 to 49.33%; for middle school reading from 49.6% in Spring 2017 to 54.64%; and for middle school math from 51.4% in Spring 2017 to 56.26%.</p>	<p>KCWP 4: Review, Analyze, and Apply Data</p>	<p>Ensure that formative, interim, summative assessment results, as well as universal screener data, are used appropriately to determine tiered intervention needs.</p> <p>Assess with formative and summative assessments that are aligned to the standards and learning targets.</p> <p>Implement data teaming methodologies, including collection and charting of data, analysis of strengths and obstacles to student learning (using SWOT analysis), creation SMART goals for improvement, and development of a method of quality assurance monitoring.</p>	<p>Plan of Excellence Visits</p> <p>Data Dashboard Monitoring w/ next step planning</p>	<p>-Harney, Owens, M. Setters- Tier III (each semester), Tier II (annually)</p> <p>- Cabinet data review (monthly, trimester, semester)</p>	<p>n/a</p>
	<p>KCWP 5: Design, Align, and Deliver Support</p>	<p>Develop a clearly defined RtI school/district-wide process with applicable checklist(s) and documentation tools, including such information as service frequency, intervention programs/strategies, SMART goal measurement, and progress monitoring checks.</p> <p>Develop school culture supports, both academic and behavioral, to promote and support learning for all.</p>	<p>Monitor the implementation of Advisor/Advisee/Adult Advocate Implementation Plan for every child</p> <p>Monitor the implementation of a systemic process for compliance and instruction for students with disabilities</p>	<p>- Turner (implementation plan monthly monitoring)</p> <p>- Harney (implementation plan monthly monitoring)</p>	<p>n/a</p>

5: Transition readiness

State your **Transition readiness Goal**

Goal 5: By 2022, the district will increase the percentage of students transition ready in grade 5 (measured by P/D in all areas of Reading, Math, Social Studies and Writing) from 39.29% in 2017 to 69.65%; in grade 8 (measured by P/D in all areas of Reading, Math, Social Studies and Writing) from 33.13% in 2017 to 66.57%; in grade 12 (College/Career Readiness calculations) from 63.2% in 2017 to 81.6%.

<p>Which Strategy will the school/district use to address this goal? (<i>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.</i>)</p> <ul style="list-style-type: none"> • 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 	<p>Which Activities will the school/district deploy based on the strategy or strategies chosen? (<i>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.</i>)</p> <ul style="list-style-type: none"> • 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 	<p>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.</p>
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Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
<p>Objective 1: By 2018, the district will increase the percentage of students transition ready in grade 5 (measured by P/D in all areas of Reading, Math, Social Studies and Writing) from 39.29% in 2017 to 45.36% and in grade 8 from 33.13% in 2017 to 39.82%.</p>	<p>KCWP 4: Review, Analyze, and Apply Data</p>	<p>Develop a system for student monitoring using data notebooks.</p> <p>Use assessment data to help students assess and adjust their own learning.</p>	<p>Data Dashboard Monitoring w/ next step planning</p>	<p>- Cabinet data review (monthly, trimester, semester)</p>	<p>n/a</p>
	<p>KCWP 5: Design, Align, and Deliver Support</p>	<p>Incorporate professional knowledge of best practice and high yield strategies with knowledge of personalized student needs to procure a unique match that will propel student achievement</p> <p>Create a fluid and systemic functionality enabled by solid academic planning, schedule creation, and collegial participation in PLCs to enhance and promote a culture of/for learning.</p>	<p>Monitor the implementation of Advisor/Advisee/Adult Advocate Implementation Plan for every child</p> <p>Monitor the implementation of One to One/ Personalized Learning Implementation Plan</p>	<p>- Turner (implementation plan monthly monitoring)</p> <p>- Chavez (w/Harney support)- (implementation plan monthly monitoring)</p>	<p>n/a</p>
<p>Objective 2: By 2018, the district will increase the percentage of students transition ready in grade 12 (College/Career</p>	<p>KCWP 1: Design and Deploy Standards</p>	<p>Ensure regularly-scheduled curriculum meetings to review the alignment between standards, learning targets, and assessment measures.</p> <p>Ensure that curricular delivery and assessment measures provide for all pertinent information needs for students.</p>	<p>Monitoring of Implementation Plan for increasing career pathway options</p>	<p>- O'Hara (w/Banta & M.Setters support)- (implementation plan monthly monitoring)</p>	<p>n/a</p>

Readiness calculations) from 63.2% in 2017 to 66.9%.	KCWP 4: Review, Analyze, and Apply Data	<p>Develop a system for student monitoring using data notebooks.</p> <p>Use assessment data to help students assess and adjust their own learning.</p>	<p>Data monitoring for industry certifications</p> <p>Data Dashboard Monitoring w/ next step planning</p>	<p>- O'Hara (w/Banta & M.Setters support)- (implementation plan monthly monitoring)</p> <p>- Cabinet data review (monthly, trimester, semester)</p>	n/a
	KCWP 5: Design, Align, and Deliver Support	<p>Incorporate professional knowledge of best practice and high yield strategies with knowledge of personalized student needs to procure a unique match that will propel student achievement</p> <p>Create a fluid and systemic functionality enabled by solid academic planning, schedule creation, and collegial participation in PLCs to enhance and promote a culture of/for learning.</p>	<p>Monitoring of Implementation Plan for increasing student internships/apprenticeships</p> <p>Monitor the implementation of One to One/ Personalized Learning Implementation Plan</p>	<p>- O'Hara (w/Banta & M.Setters support)- (implementation plan monthly monitoring)</p> <p>- Chavez (w/Harney support)- (implementation plan monthly monitoring)</p>	n/a