

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: Increase achievement for all student groups in Reading Proficient/Distinguished from 39.8% in 2017 to 74.7% in 2018-19 school year as measured by the school report card.					
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> <ul style="list-style-type: none">KCWP 1: Design and Deploy StandardsKCWP 2: Design and Deliver InstructionKCWP 3: Design and Deliver Assessment LiteracyKCWP 4: Review, Analyze and Apply DataKCWP 5: Design, Align and Deliver SupportKCWP 6: Establishing Learning Culture and Environment		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> <ul style="list-style-type: none">KCWP1: Design and Deploy Standards - Continuous Improvement ActivitiesKCWP2: Design and Deliver Instruction - Continuous Improvement ActivitiesKCWP3: Design and Deliver Assessment Literacy - Continuous Improvement ActivitiesKCWP4: Review, Analyze and Apply Data - Continuous Improvement ActivitiesKCWP5: Design, Align and Deliver Support - Continuous Improvement ActivitiesKCWP6: 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: 69.6% of Tenth grade students will demonstrate a proficiency in Common Core Standards in Reading by 06/01/2018 as measured by the EOC.	Reading Progress Monitoring - Teachers in Professional Learning Communities will collaborate by analyzing common assessments that provide both constructive responses and multiple choice questions (Dufour, NCTE).	English PLC Collaboration - Teachers will collaborate weekly to examine/deconstruct key standards, develop learning targets and tasks, create common assessments, and determine student competency of each. Through each PLC, teachers will analyze student data and develop strategies to address individual needs of intervention, remediation, and enrichment.	KPREP, Common Formative Assessments, Analyzing Data Results in PLC, Principal walk-through tool	Ongoing monitoring by Goal Clarity and Administration (1/2/2018-12/21/2018).	General Funds
		English Common Planning - Teachers will collaborate through a common planning period to determine focus (selecting key standards), plan for instruction (identify trends and strategies), map instruction and assessment (formative and summative), share student data to review progress, and develop strategies to address identified needs.	KPREP, Common Formative Assessments, Analyzing Data Results in PLC, Principal walk-through tool	Ongoing monitoring by Goal Clarity and Administration (1/2/2018-12/21/2018).	General Funds
	Formative/Summative Assessments - All English teachers will administer both formative and summative assessments	Teachers will use formative assessments to monitor daily progress. The proficiency assessment will be given as a summative evaluation after the standards have been taught for that time period. Results will then be analyzed in the grade level PLC.	KPREP, Common Formative Assessments, Analyzing Data Results in PLC, Principal walk-through tool	Ongoing monitoring by Goal Clarity and Administration (1/2/2018-12/21/2018).	General Funds

Goal 1: Increase achievement for all student groups in Reading Proficient/Distinguished from 39.8% in 2017 to 74.7% in 2018-19 school year as measured by the school report card.					
	following the district curriculum guide and assessment schedule (Dufour, NCTE).				
Objective 2:					

2: Gap
State your Gap Goal

Goal 2: By 2020, students in the GAP group will meet their 2018-2019 delivery and proficiency targets.		
<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 	<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>

Goal 2: By 2020, students in the GAP group will meet their 2018-2019 delivery and proficiency targets.					
		<ul style="list-style-type: none"> 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: 64.9% of Black or African-American, Economically Disadvantaged, Hispanic or Latino and Students with Disabilities students will demonstrate a proficiency in the Common Core Standards in Reading by 06/01/2018 as measured by EOC.	English Focused Interventions - Targeted intervention, remediation, and enrichment based on PLC tasks, formative assessments, and Proficiency assessments. Targeted support includes intervention period, Study Island resources, Close Reader strategies, specific student scheduling, and one on one tutoring when necessary after school (Dufour, Marzano, NCTE).	Teachers will continue implementing remediation/enrichment through the tiered programs which include the Intervention period, ESS, and after school sessions. Additional interventionist to support reading instruction addressing standards (KL).	KPREP, Common Formative Assessments, Analyzing Data Results in PLC, Principal walk-through tool	Ongoing monitoring by Goal Clarity and Administration (1/2/2018-12/21/2018).	63,900 Add-On
		Study Island will transition more from a selective after-school based program to a more inclusive activity among all sophomore teachers during and after school.	Study Island data review.	Ongoing monitoring by Goal Clarity and Administration (1/2/2018-12/21/2018).	0
		Teachers will participate in Professional Development sessions that support intervention needs identified through PLCs.	Professional Development sign-in sheets, evaluations.	Ongoing monitoring by ILT and Administration (1/2/2018-12/21/2018).	5,000 PD
Objective 2:					

3: Graduation rate

State your **Graduation rate** Goal

Goal 3: Increase the average “four-year adjusted cohort graduation rate” from 88.8% to 90.1% by 2018.		
Which Strategy will the school/district use to address this goal? (<i>The</i>	Which Activities will the school/district deploy based on the strategy or strategies	Identify the timeline for the activity or activities, the person(s)

Goal 3: Increase the average “four-year adjusted cohort graduation rate” from 88.8% to 90.1% by 2018.					
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.) <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 		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. <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 		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: Collaborate to increase graduation rate to 90.1% by 06/01/2018 as measured by AFGR.	Transitions from Grade to Grade - Scheduled events and planned programs will be directly related to students successfully transitioning from one grade level to the next (Dufour, Marzano).	Students will take two semester introductory courses in selected Career Pathways. During each class students will have the opportunity to discover talents and interests.	Student credit list, Retained student list, ESchool rosters, Counselor Lack Card/Transcripts.	Ongoing monitoring by Counselors and Administration (End of each Semester/ Summer)(1/2/2018-12/21/2018).	0
		Teachers will continue implementing credit remediation through ESS.	Student credit list, Retained student list, ESS rosters.	Ongoing monitoring by Counselors and ESS Coordinator (End of each Semester/ Summer)(1/2/2018-12/21/2018).	45,480 ESS Funds
Objective 2:	Course and Credit Recovery - Students will be enrolled in eSchool courses when possible to recover failed courses (Dufour, Marzano).	Students who have failed courses may have the opportunity to enroll in eSchool to make up the credit before it affects their grade level and graduation plan. Counselors, parents and students will make this choice based on availability of space, students’ learning style and teachers’ recommendations.	Student credit list, Retained student list, ESchool rosters, Counselor Lack Card/Transcripts.	Ongoing monitoring by Counselors and Administration (End of each Semester/ Summer)(1/2/2018-12/21/2018).	5,000 General Funds

Goal 3: Increase the average “four-year adjusted cohort graduation rate” from 88.8% to 90.1% by 2018.					

4: Growth

State your **Growth** Goal

Goal 4: High Schools do not complete						
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> <ul style="list-style-type: none">KCWP 1: Design and Deploy StandardsKCWP 2: Design and Deliver InstructionKCWP 3: Design and Deliver Assessment LiteracyKCWP 4: Review, Analyze and Apply DataKCWP 5: Design, Align and Deliver SupportKCWP 6: Establishing Learning Culture and Environment		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> <ul style="list-style-type: none">KCWP1: Design and Deploy Standards - Continuous Improvement ActivitiesKCWP2: Design and Deliver Instruction - Continuous Improvement ActivitiesKCWP3: Design and Deliver Assessment Literacy - Continuous Improvement ActivitiesKCWP4: Review, Analyze and Apply Data - Continuous Improvement ActivitiesKCWP5: Design, Align and Deliver Support - Continuous Improvement ActivitiesKCWP6: 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:						

Goal 4: High Schools do not complete					
Objective 2:					

5: Transition readiness

State your **Transition readiness** Goal

Goal 5: Increase the percentage of students who are college and career ready from 77.8% to 78.8 by 2018.						
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> <ul style="list-style-type: none">KCWP 1: Design and Deploy StandardsKCWP 2: Design and Deliver InstructionKCWP 3: Design and Deliver Assessment LiteracyKCWP 4: Review, Analyze and Apply DataKCWP 5: Design, Align and Deliver SupportKCWP 6: Establishing Learning Culture and Environment		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> <ul style="list-style-type: none">KCWP1: Design and Deploy Standards - Continuous Improvement ActivitiesKCWP2: Design and Deliver Instruction - Continuous Improvement ActivitiesKCWP3: Design and Deliver Assessment Literacy - Continuous Improvement ActivitiesKCWP4: Review, Analyze and Apply Data - Continuous Improvement ActivitiesKCWP5: Design, Align and Deliver Support - Continuous Improvement ActivitiesKCWP6: 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: 100% of Ninth, Tenth, Eleventh and Twelfth grade Black or	Course and Assessment Alignment - Core and CTE teachers will align their	Core Content and CTE Teachers will plan units of study utilizing differentiated instructional practices based of best practices to prepare students for the ACT, KOSSA and Industry Certification		Common Formative Assessments, Analyzing Data Results in PLC, ACT, KOSSA and	Ongoing monitoring by CCR Committee and Administration (1/2/2018-	General Funds

Goal 5: Increase the percentage of students who are college and career ready from 77.8% to 78.8 by 2018.					
African-American, Asian, White, Economically Disadvantaged, Gifted and Talented, Hispanic or Latino, Students with Disabilities, English Learners, Two or More Races, American Indian or Alaska Native and Native Hawaiian or Other Pacific Islander students will collaborate to Increase proficiency with all Content areas in Career & Technical by 06/01/2018 as measured by the College Readiness benchmark percentage of all Tenth, Eleventh and Twelfth grade students in English, Math, Reading, Social Studies and Science on the ACT, KOSSA, and Industry Certifications.	curriculum with the appropriate standards to meet CCR needs (High Schools That Work, Perkins, Dufour).	assessments given annually.	Industry Certifications.	12/21/2018).	
		Teachers will continue implementing remediation/enrichment through the tiered programs which include the Intervention period, ESS, and after school sessions. Additional interventionist to support math instruction addressing CCR standards (AB).	ACT, KOSSA, Ind. Cert., Common Formative Assessments, Analyzing Data Results in PLC, Principal walk-through tool	Ongoing monitoring by CCR Committee and Administration (1/2/2018-12/21/2018).	63,900 Add-On
		Pathway teachers will continue implementing certification enrichment through industry training software - addressing CCR standards.	KOSSA, Industry Certification Assessments, Analyzing Data Results in PLC.	Ongoing monitoring by CCR Committee and Administration (1/2/2018-12/21/2018).	44,213 Perkins
Objective 2:		Teachers will participate in Industry Certification related professional development sessions that support needs identified through (enrichment and course recovery) PLCs.	Professional Development sign-in sheets, evaluations.	Ongoing monitoring by ILT and Administration (1/2/2018-12/21/2018).	44,213 Perkins

6: Other (optional)

State your **Other Goal** (optional)

Goal 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 StandardsKCWP 2: Design and Deliver InstructionKCWP 3: Design and Deliver Assessment LiteracyKCWP 4: Review, Analyze and Apply DataKCWP 5: Design, Align and Deliver SupportKCWP 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 ActivitiesKCWP2: Design and Deliver Instruction - Continuous Improvement ActivitiesKCWP3: Design and Deliver Assessment Literacy - Continuous Improvement ActivitiesKCWP4: Review, Analyze and Apply Data - Continuous Improvement ActivitiesKCWP5: Design, Align and Deliver Support - Continuous Improvement ActivitiesKCWP6: 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
Objective 1:					
Objective 2:					