## 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**

<table>
<tr><td colspan="3">Goal 1:<br>By the year 2023 80% of Calvary students will be proficient in reading, writing, math, and social studies.</td></tr>
<tr><td>Which <strong>Strategy</strong> will the school/district use to address this goal? <em>(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.)</em><br><ul><li>KCWP 1: Design and Deploy Standards</li><li>KCWP 2: Design and Deliver Instruction</li><li>KCWP 3: Design and Deliver Assessment Literacy</li><li>KCWP 4: Review, Analyze and Apply Data</li><li>KCWP 5: Design, Align and Deliver Support</li><li>KCWP 6: Establishing Learning Culture and Environment</li></ul></td><td>Which <strong>Activities</strong> will the school/district deploy based on the strategy or strategies chosen? <em>(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.</em><br><ul><li>KCWP1: Design and Deploy Standards - Continuous Improvement Activities</li><li>KCWP2: Design and Deliver Instruction - Continuous Improvement Activities</li><li>KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities</li><li>KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities</li><li>KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities</li><li>KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities</li></ul></td><td>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.</td></tr>
<tr><th>Objective</th><th>Strategy</th><th>Activities to deploy strategy</th><th>Measure of Success</th><th>Progress Monitoring Date & Notes</th><th>Funding</th></tr>
<tr><td rowspan="2">Objective 1: By May of 2018 according to KPREP Scores Calvary will achieve 69.7 percent proficient and distinguished in reading, 82.9 percent proficient and distinguished in math, 80.9 percent proficient and distinguished in social studies, 90.2 percent proficient and distinguished in writing,</td><td rowspan="2">KCWP 2: Design and Deliver Instruction.<br><br>This strategy is critical to the growth of all students. By improving in our ability to design and implement instruction Calvary students will effectively grow in all contents.</td><td>KCWP2: Design and Deliver Instruction – Continuous Improvement Activities.</td><td>Growth on KPREP assessments, MAP scores, and common assessments.</td><td>December 2017:<br><br>March 2018:<br><br>May 2018:</td><td></td></tr>
<tr><td>To achieve this goal Calvary will continue to focus on a strong tier 1 RTI instruction, differentiated instruction, project based learning, focusing on specific student needs, and the effective use of technology in 21$^{st}$ century learning. CES will also develop effective bi-monthly PLC's to measure data from common assessments, live scoring's (as scheduled by coaches), and common assessments.</td><td></td><td></td><td></td></tr>
<tr><td></td><td>KCWP 4: Review, Analyze and Apply Data<br><br>Reviewing, analyzing and applying data allows Calvary to continuously monitor student progress so that we can effectively plan and implement</td><td>KCWP 4: Review, Analyze and Apply Data – Continuous Improvement Activities.</td><td>Student growth on previously mentioned assessments.</td><td>December 2017:<br><br>March 2018:<br><br>May 2018:</td><td></td></tr>
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| | strategies based on data to improve student abilities in all content areas | This will be achieved through analyzing results from MAP, common assessments, Brigance, live scoring data, SRI, DRA, KPREP assessments, and Leader in Me strategies to empower student engagement and success. Utilize data wise questions to evaluate as is state including questions. What does the data tell us? What does the data not tell us? What are causes for celebrations? What are concerns? What effective high yield strategies could be incorporate into lesson? | Student growth on previously mentioned assessments, and PLC discussions. | Data and PLC minutes. | |
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## 2: Gap
State your <mark>Gap</mark> Goal

| Goal 2: |
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| By the year 2023 80% of Calvary non-duplicated GAP students will be proficient or distinguished in reading, writing, math, and social studies. |

| 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.)*<br>● KCWP 1: Design and Deploy Standards<br>● KCWP 2: Design and Deliver Instruction<br>● KCWP 3: Design and Deliver Assessment Literacy<br>● KCWP 4: Review, Analyze and Apply Data<br>● KCWP 5: Design, Align and Deliver Support<br>● 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.*<br>● KCWP1: Design and Deploy Standards - Continuous Improvement Activities<br>● KCWP2: Design and Deliver Instruction - Continuous Improvement Activities<br>● KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities<br>● KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities<br>● KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities<br>● 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. |
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| Objective | Strategy | Activities to deploy strategy | Measure of Success | Progress Monitoring Date & Notes | Funding |
|---|---|---|---|---|---|
| Objective 1: By May of 2018 according to KPREP Scores Calvary' non-duplicated GAP students will achieve 58.9 percent proficient and distinguished in reading, 73.4 percent proficient and distinguished in math, 68 percent proficient and | KCWP 2: Design and Deliver Instruction<br><br>As educators it is our responsibility to give every child a quality education. By designing and delivering quality instruction all students at Calvary will be given the | KCWP2: Design and Deliver Instruction –Continuous Improvement Activities. | Growth on KPREP assessments, MAP scores, and common assessments. | December 2017:<br><br>March 2018:<br><br>May 2018: | |
| | | To achieve this goal CES will: Utilize knowledge of best practice/high yield instructional strategies to aid in curricular adjustments when students fail to meet mastery, use formative and summative evidence to inform what | | | |

| distinguished in social studies, 79.1 percent proficient and distinguished in writing, | opportunity to grow, and become more successful students. | comes next for individual students and groups of students, 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, and ensure monitoring measures are in place to support holistic planning for high fidelity instructional delivery of the standards. CES will enact additional instructional time through strategy groups, and implement continuous professional learning. Finally, Born Learning will give parents an opportunity to learn how to better prepare their child/children for starting school. | | | |
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| | KCWP 4: Review, Analyze and Apply Data<br><br>Data is a driving force of instruction for Calvary. By effectively review, analyzing, and apply data Calvary is able to monitor student progress so that we are able to more efficiently grow our students. | KCWP 4: Review, Analyze and Apply Data – Continuous Improvement Activities. | Growth on KPREP assessments, MAP scores, and common assessments. | December 2017:<br><br>March 2018:<br><br>May 2018: | |
| | | To achieve this goal CES will: Ensure that formative, interim, summative assessment results, as well as universal screener data, are used appropriately to determine tiered intervention needs. Develop a progress monitoring system to monitor standards mastery for each student. Create intentional opportunities for students to receive and offer effective feedback during learning, and increase collaboration in data analysis and student progress towards standards mastery, including identification of students in need of intervention supports while holding high expectations for all students. | | | |
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**3: Growth**
State your Growth **Goal**

**Goal 4:**

By the year 2023 80% of Students attending Calvary will reach the student growth norm for their grade level according to MAP research.

| Beginning to End of Year | | |
|---|---|---|
| Grade | Reading | Math |
| K | 17.1 | 19.1 |
| 1 | 16.8 | 18.4 |
| 2 | 14 | 15.2 |
| 3 | 10.3 | 13 |
| 4 | 7.8 | 11.6 |
| 5 | 6.1 | 9.9 |

| 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. |
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| • KCWP 1: Design and Deploy Standards<br>• KCWP 2: Design and Deliver Instruction<br>• KCWP 3: Design and Deliver Assessment Literacy<br>• KCWP 4: Review, Analyze and Apply Data<br>• KCWP 5: Design, Align and Deliver Support<br>• KCWP 6: Establishing Learning Culture and Environment | • KCWP1: Design and Deploy Standards - Continuous Improvement Activities<br>• KCWP2: Design and Deliver Instruction - Continuous Improvement Activities<br>• KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities<br>• KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities<br>• KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities<br>• 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: By May 2018, 60% of students will reach the student growth norm for | • KCWP 5: Design, Align and Deliver Support<br>• What system or processes are in place to | **Goal-setting**- Schools will meet in concurrent PLC groups to review and modify established goals based on available data using the Activate, Inference, ( MAP, Common Assessment) Additionally teacher and students will collaborate to develop individual growth goals. | PLC meetings, individually student goals, common assessment data | December 2017:<br><br>March 2018: | |

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| their grade level according to MAP research (above). | ensure appropriate academic interventions are taking place to meet the needs of all students? What data is monitored and evaluated to ensure high levels of teacher effectiveness and student learning? What data points inform modification to curriculum and instructional practices? | | | | May 2018: |
| | | **Student Empowerment** - provide students with opportunities to make deeper connections by implementing the Leader in Me model, PTP/GT opportunities, and club offerings. | Leader in Me activities, PTP/GT opportunities, club offerings | December 2017:<br><br>March 2018:<br><br>May 2018: | |
| | | **Evidence-based strategies-** Strategies will be utilized that are grounded in research so that skill-deficit(s) are addressed through targeted interventions and acceleration opportunities for exposure to advanced content.<br><br>**Family Engagement**-Activities such as Family Data Nights, Literacy Events, Reading Celebration, Born Learning, Special Programs events and services to support families and students working together to increase awareness and identify any needed supports. | PLC minutes, PD Academy offerings, faculty meetings, PTP/GT opportunities, RtI model | December 2017:<br><br>March 2018:<br><br>May 2018:<br><br><br>December 2017:<br><br>March 2018:<br><br>May 2018: | |
| | KCWP 2: Design and Deliver Instruction<br><br>What is the process classroom teachers use when measuring instructional effectiveness based on student data? How does the teacher ensure lessons are designed with students' cultural, social, and developmental needs in mind? How do teachers determine the most appropriate and effective high yield strategies in order to ensure congruency to the intent of the learning target? What system is in place to ensure students take responsibility for their own learning?<br><br><br>● KCWP 6: Establishing Learning Culture and Environment | | | | |

| | What processes are in place to communicate with parents in order to address barriers to learning?  What processes are in place to communicate with students in order to address barriers to learning? Ensure that all available resources are deployed to assist students in need, i.e. FRYSC, DPP, Cabinet for Family and Children, etc | | | | |
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## 4: Transition readiness

State your <mark>Transition readiness</mark> **Goal**

Goal 5:  By 2023, 75% of students will reach reading and mathematics transition readiness benchmarks.  (College readiness benchmarks will be measured as students reaching the 69th percentiles on MAP)

| 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.)*<br>● KCWP 1: Design and Deploy Standards<br>● KCWP 2: Design and Deliver Instruction<br>● KCWP 3: Design and Deliver Assessment Literacy<br>● KCWP 4: Review, Analyze and Apply Data<br>● KCWP 5: Design, Align and Deliver Support<br>● 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.*<br>● KCWP1: Design and Deploy Standards - Continuous Improvement Activities<br>● KCWP2: Design and Deliver Instruction - Continuous Improvement Activities<br>● KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities<br>● KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities<br>● KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities<br>● 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. |
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| Objective | Strategy | Activities to deploy strategy | Measure of Success | Progress Monitoring Date & Notes | Funding |
|---|---|---|---|---|---|
| Objective 1: By May 2018, 40% of students will reach | ● KCWP 5: Design, Align and Deliver Support | **21ˢᵗ Century Learning** - Further develop and refine process used to make connections with the content and 21st century skills , (communication, creativity, commitment, collaboration, content, | PLC minutes, I2 conference, integration of new technology. | December 2017:<br><br>March 2018: | |

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| reading and mathematics transition readiness benchmarks. (College readiness benchmarks will be measured as students reaching the 69th percentiles on MAP) | Implement and commit to purposeful, scheduled monitoring efforts in accordance with continuous improvement needs. Identify curricular modification needs using pre-assessment strategies, and use data results to "frontload" concepts where high levels of below proficient prerequisite skills are identified. 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<br><br>• KCWP 6: Establishing Learning Culture and Environment<br><br>Enable students to develop leadership roles within the school. . Enable students to develop leadership roles within the classroom | critical thinking ). School personnel will engage in professional learning in the areas of redefining readiness, the changing nature of work, acceleration of technology, core social emotional skills. | | May 2018: | |
| | | **College Readiness/transition readiness**-<br>College Visits, ATC visits, and district middle school visit to create a purposeful vertical approach to transition readiness.<br>3rd grade- college visit<br>4th grade- ATC visit<br>5th grade- Middle School Visit | College visit, ATC visit, bump up day agenda. | | |
| | | **Leadership**-continuation of Leader in Me programs to provide leadership experiences for students at all grade levels. Lesson planning will reflect student ownership in the learning. | Leader In Me student binders, leadership roles/jobs, action teams, and lighthouse minutes. | | |