

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: By 2023, 80% of students at Lebanon Elementary School will be proficient in reading, math, social studies, science and writing.					
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:By May of 2018 according to KPREP scores, 63% will be proficient in reading, 63% in math, 56% in Social Studies, and 52% in writing.	KCWP 2 – Design and Deliver Instruction – This strategy is crucial to the growth of all students at Lebanon Elementary School. By improving our abilities to design and implement instruction, students at LES will improve in all content areas.	1.Develop effective PLCs that meet regularly to evaluate student work and instructional effectiveness	Minutes of PLCs	Bi-Monthly	0
		2. Ensure live scorings continue for immediate feedback to students	Live scoring schedule and results	As scheduled with instructional coaches	0
	KCWP 4 – Review, Analyze and Apply Data – This strategy allows LES to continuously monitor student progress so we can effectively plan and implement strategies based on student data.	Review MAP, common assessments, DRA, SRI, KRPEP, Brigance, running records, live scoring data and analyzing results	Student growth in previously mentioned assessments	PLC minutes	0
		Utilize data wise questions to evaluate “as is” state including questions like What does the data tell us? What does the data not tell us? What are causes for celebrations? What are causes for concern? What effective high-yield strategies could be incorporated into lessons?	Student growth in previously mentioned assessments and PLC discussions	Data and PLC minutes	0

2: Gap

State your Gap Goal

Goal 2:By 2023, 60% of students identified in each individual GAP subgroup will reach proficiency in reading, science, and social studies and 65% in math.

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 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? <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 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.
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Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: By May 2018, according to KPREP, the percentage of proficient LES non-duplicated GAP students will be 49% in reading, 62% in math, 45% in Social Studies and 47% in writing.	KCWP 2Design and Deliver Instruction – This strategy is crucial to the growth of all students at Lebanon Elementary School. By improving our abilities to design and implement instruction, students at LES will improve in all content areas.	Teachers will participate in a book study, Who’s Doing the Work? to learn new strategies for literacy in all grades.	Faculty meeting agendas	December 2017 March 2018 May 2018	PD funds
		Ensure that students understand the success criteria for each learning target. (Our learning target today is--- and we will know we are successful when we ---.) Learning targets will be posted and referred to throughout lesson	Learning walks and teacher observations	December 2017 March 2018 May 2018	
		Protocols for RTI Tiers 1,2 and 3 are met and students are identified appropriately with regular reviews 3 times a year after MAP testing	RTI meeting agendas and records	December 2017 March 2018 May 2018	

\		Create and monitor a “Watch (Cusp) List” for students performing below proficiency. Enact communication protocols for parents/guardians regarding placement and progress in intervention support systems	Parent/teacher conferences, RTI meetings, Aimsweb data and watch list data	December 2017 March 2018 May 2018	
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3: Growth

State your *Growth* Goal

Goal 4:Goal 4: By 2023, 80% of students 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? <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 Data	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 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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<ul style="list-style-type: none">• KCWP 5: Design, Align and Deliver Support• KCWP 6: Establishing Learning Culture and Environment		<ul style="list-style-type: none">• 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: By May 2018, 60% of students will reach the student growth norm for their grade level according to MAP research (below).	<ul style="list-style-type: none">• KCWP 5: Design, Align and Deliver Support 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	Goal-setting- Schools will meet in concurrent PLC groups to review and modify established goals based on available data using MAP sand Common Assessments. Additionally teacher and students will collaborate to develop individual growth goals.	PLC minutes, individual student goals, common assessment data	December 2017 March 2018 May 2018	\$0
.Beginning to End of Year		Student Empowerment - provide students with opportunities to make deeper connections with their learning by implementing the Leader in Me model, personalized learning environments, and club opportunities,	Leader in Me activities, PTP/GT opportunities, club offerings	December 2017 March 2018 May 2018	\$5400
Grade Reading Math		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.	PLC minutes, PD Academy offerings. PTP/GT offerings, and RTI model	December 2017 March 2018 May 2018	
K 17.1 19.1	KCWP 2: Design and Deliver Instruction	Family Engagement -Activities such as Family Data Nights, Literacy Events, Reading Celebration, Born Learning, Special Programs events and	Family Night sign-ins, photos and agendas, Born Learning Family Night		
1 16.8 18.4					
2 14 15.2					
3 10.3 13					
4 7.8 11.6					
5 6.1 9.9					

	<p>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?</p> <ul style="list-style-type: none">• KCWP 6: Establishing Learning Culture and Environment <p>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</p>	<p>services to support families and students working together to increase awareness and identify any needed supports.</p>	<p>sign ins and agendas, FRC assistance</p>		
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4: Transition readiness

State your *Transition readiness* 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? <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: By May 2018, 40% of students will reach reading and mathematics transition readiness benchmarks. (College readiness benchmarks will be measured as students reaching the 69th percentiles on MAP;	<ul style="list-style-type: none">KCWP 5: Design, Align and Deliver Support 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 <ul style="list-style-type: none">KCWP 6: Establishing Learning Culture and Environment Enable students to develop leadership roles within the school. . Enable students to	21st Century Learning - Further develop and refine process used to make connections with the content and 21st century skills , (communication, creativity, commitment, collaboration, content, 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.	I-2 Conference, Social skill programs, PLC minutes, integration of technology,	December 2017 March 2018 May 2018	
		College Readiness/transition readiness- College Visits, Technical Schools to create a purposeful vertical approach to transition readiness. 3rd grade- college visit 4th grade- ATC visit 5th grade- Middle school visit - Bump Up Day	Bump up day agendas, college visits and AC visit	December 2017 March 2018 May 2018	
		Leadership -continuation of Leader in Me and Jr. student ambassador programs to provide leadership experiences for students at all grade levels. Lesson planning will reflect student ownership in the learning.	Leader in Me Action Team minutes and Lighthouse minutes, student leadership positions, Jr. ambassadors	December 2017 March 2018 May 2018	

	develop leadership roles within the classroom				
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