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.

Goal 1: Increase the combined reading and math KPREP scores for Lincoln Elementary School from 47 to 70.8.

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: Reading Proficiency Collaborate to increase the combined reading and math KPREP scores for Lincoln Elementary School from 47 to 65	Review, Analyze, and Apply Data	**Flashback Meetings -** Teachers in all grade levels will meet weekly to identify the standards that they will be teaching in the upcoming week. Teachers will also analyze formative assessment data on specific standards and determine next steps for students. Teachers will also determine activities to do to "flashback" to previous standards that have already been taught.	Decrease the percentage of students scoring Novice on KPREP		$0
	Design and Deliver Instruction	**Live Scoring -** All teachers in grades 3 through 6 will do live scoring twice a year to give students immediate feedback and to model for students what a score of 3 or 4 looks like.	Decrease the percentage of students scoring Novice on On Demand Writing and KPREP		$0
	Design and Deploy Standards	**Academic Work Plan -** Teachers will focus their work during district wide early release meetings on the Academic Work Plan. The Academic Work Plan consists of the following: Quarterly/Unit Organizers, Curriculum Timelines, Creating/Revising Common Assessments and analyzing assessments and student work.	Curriculum documents in place for all grade levels and content areas, so a clearer system is in place when teachers leave Dayton Schools.		$0
	Design and Deliver Instruction	**Common Writing Expectations** – the writing CISP will committee will focus it's work around creating common writing expectations for all students, creating a continuum beginning in Kindergarten through 6th grade,	A clear progression of writing skills from K – 6th grade.		$0

Goal 1: Increase the combined reading and math KPREP scores for Lincoln Elementary School from 47 to 70.8.					
		and creating exemplars at each grade level.			
	Establishing Learning Culture and Environment	**Posting Student Work** – Quarterly, each teacher will post student work in classrooms and in common areas. The student work will be posted with scoring guides and standards.	Students take more ownership of their own.		$0
	Design and Deliver Instruction and Review, Analyze, and Apply Data	**Analyzing Writing** – 5th Grade On Demand Writing prompts will be scored by English teachers and administrators throughout the district. The scores, strengths and areas of growth, and next steps will be shared with 5th grade students by the district office and building administration.	Improved 5th grade On Demand Writing Scores.		
Objective 2: Math Proficiency Collaborate to increase the combined reading and math KPREP scores for Lincoln Elementary School from 47 to 65	Review, Analyze, and Apply Data	**Flashback Meetings** - Teachers in all grade levels will meet weekly to identify the standards that they will be teaching in the upcoming week. Teachers will also analyze formative assessment data on specific standards and determine next steps for students. Teachers will also determine activities to do to "flashback" to previous standards that have already been taught.	Decrease the percentage of students scoring Novice on KPREP		
	Design and Deliver Instruction	**Live Scoring** - All teachers in grades 3 through 6 will do live scoring twice a year to give students immediate feedback and to model for students what a score of 3 or 4 looks like.	Decrease the percentage of students scoring Novice on On Demand Writing and KPREP		
	Design and Deploy Standards	**Academic Work Plan -** Teachers will focus their work during district wide early release meetings on the Academic Work Plan. The Academic Work Plan consists of the following: Quarterly/Unit Organizers, Curriculum Timelines, Creating/Revising Common Assessments and analyzing assessments and student work.	Curriculum documents in place for all grade levels and content areas, so a clearer system is in place when teachers leave Dayton Schools.		
	Design and Deliver Instruction	**Math Facts in a Flash** – Students in grades 2 – 6 will work on an individualized computer based program called Math Facts in a Flash to learn and review basic addition, subtraction, multiplication, and division facts.	Increased percentages of students scoring Proficient and Distinguished on State Testing.		
	Establishing Learning Culture and Environment	**Posting Student Work -** Quarterly, each teacher will post student work in classrooms and in common areas. The student work will be posted with scoring guides and standards.	Students take more ownership of work		

2: Gap
State your Gap Goal

Goal 2: GAP Reduction – collaborate to increase proficiency for students in identified gap groups from 42.1% to 69.5% at LES

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: Collaborate to increase proficiency for all students in identified GAP groups at all grade levels by 5/31/17	Design and Deploy Standards	**School Wide RTI** – Lincoln Elementary School will participate in reading and math school wide RTI in which all students scoring below grade level on KPREP and the MAP assessments will participate in research based interventions	Decrease the percentage of students scoring Novice on KPREP		
	Review, Analyze, Apply Data	**Advisory Team Meetings** – Lincoln Elementary School will conduct Advisory Team Meetings with all grade level teachers to determine appropriate interventions for students that are in a Tier II or Tier III intervention. Additionally, Advisory Team Meetings will be held for students with an IEP to determine next steps in ensuring those students are scoring above the Novice Performance Level.	All teachers are aware of student data and appropriate interventions for all students		
	Design and Deliver Instruction	**Lexia/Reading Plus** – Students in grades 3 through 6 will participate in the computer intervention program, Lexia and/or Reading Plus. These students will be determined by teacher referral and performance on KPREP, MAP, AIMSweb, and other classroom data.	Decrease the percentage of students scoring Novice on KPREP		
	Establishing Learning Culture and Environment	**PBIS/Core Life** – Students K – 6th grade participate in character skill education through Core Life and practice responsibility and respect in daily	Decrease the amount of office referrals for all		

	Goal 2: GAP Reduction – collaborate to increase proficiency for students in identified gap groups from 42.1% to 69.5% at LES				
		school life as outlined through PBIS expectations. This is the framework for school wide social and emotional learning delivered in classroom guidance and small group opportunities.	students		
	Establishing Learning Culture and Environment	**Contracts to Pass** - Students in grades 4 - 6 who are failing one or more core classes will work with the school counselor to write a Contract to Pass which is a specific plan outlining next steps to reduce their barriers to learning. Next steps could include: ESS tutoring, Study Skills classes, Weekly meetings with teacher/school leader to check academic progress, etc.	Decrease the percentage of students failing classes		
	Design, Align, and Deliver Support	**ESS** - ESS will be provided before school, after school, and during the summer for those students who are having difficulty in one or more content	Decrease the percentage of students failing classes		
	Design, Align, and Deliver Support	**Family Engagement -** Our school will offer a multitude of opportunities for families to be involved within our school community. Opportunities include, but are not limited to: Borne Learning, Family Literacy Night, Strengthening Families Workshop, Healthy Family Series, and various volunteer opportunities.	Increased parental involvement at family engagement nights		
	Design, Align, and Deliver Support	**Community Outreach -** We will collaborate with a multitude of community agencies to utilize their supports and provide opportunities for our students. Partnerships include but are not limited to: 21st Century Grant, NKYEC One to One Reading/Math, United Way Grant, Family Nurturing Center, etc.	Increased involvement from outside agencies at LES		
	Design, Align, and Deliver Support	**21st Century Program –** This program supports students in grades K – 6th grade and provides academic enrichment opportunities for students during non-school hours. For this school year we received an enhancement grant which will support this program for an additional five years at LES.	Decrease the percentage of students failing classes		

3: Graduation rate
State your <mark>Graduation rate</mark> **Goal**

Goal 3:		
Which **Strategy** will the school/district use to address this goal? *(The*	Which **Activities** will the school/district deploy based on the strategy or strategies	Identify the timeline for the activity or activities, the person(s)

<table>
<tr><td colspan="4">Goal 3:</td></tr>
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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	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	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:					

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

Goal 4: Collaborate to increase the percentage of students meeting the grade level benchmark scores on the MAP assessment from 38.5% to 45% in Math and from 44.6% to 50% in Reading.

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: Collaborate to increase the percentage of students meeting the grade level benchmark scores on the MAP assessment from 38.5% to 45% in Math and from 44.6% to 50% in Reading.	Review, Analyze, and Apply Data	**MAP Goal Setting –** Using the NWEA student goal setting worksheet and collaborating with their teacher, students will develop benchmark goals for each round of MAP testing.	Students having greater ownership of MAP testing		
	Establishing Learning Culture and Environment	**MAP Ribbons –** Students will be given MAP ribbons based on their performance on each MAP assessment that is taken. Students will earn MAP ribbons for reaching their individual goals or reaching the grade level benchmark.	Students having greater ownership of MAP testing		
	Design and Deliver Instruction	**Lexia/Reading Plus -** Students in grades 3 through 6 will participate in the computer intervention program, Lexia and/or Reading Plus. These students will be determined by teacher referral and performance on KPREP, MAP, AIMSweb, and other classroom data.	Decrease the percentage of students scoring Novice on KPREP		
	Design and Deliver Instruction	**Compass Learning –** All students will work in Compass Learning, which is an online interactive program that enhances learning through the use of content based lessons as well as individual learning paths.	Decrease the percentage of students scoring Novice on State Assessments		
	Design and Deliver Assessment	**Flashback Meetings -** Teachers in all grade levels will meet weekly to	Increased Reading and		

Goal 4: Collaborate to increase the percentage of students meeting the grade level benchmark scores on the MAP assessment from 38.5% to 45% in Math and from 44.6% to 50% in Reading.					
	Literacy AND Review, Analyze, and Apply Data	identify the standards that they will be teaching in the upcoming week. Teachers will also analyze formative assessment data on specific standards and determine next steps for students. Teachers will also determine activities to do to "flashback" to previous standards that have already been taught.	Math Scores in grades 3 - 6		
	Review, Analyze, and Apply Data	**Advisory Team Meetings** – Lincoln Elementary School will conduct Advisory Team Meetings with all grade level teachers to determine appropriate interventions for students that are in a Tier II or Tier III intervention. Additionally, Advisory Team Meetings will be held for students with an IEP to determine next steps in ensuring those students are scoring above the Novice Performance Level.	All teachers are aware of student data and appropriate interventions for all students		

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

Goal 5: Collaborate to increase the percentage of students in 5th grade meeting grade level benchmarks on the MAP assessment from 58.7% to 60% on the Math MAP and from 50.7% to 55% on the Reading 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.)* • 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

Goal 5: Collaborate to increase the percentage of students in 5th grade meeting grade level benchmarks on the MAP assessment from 58.7% to 60% on the Math MAP and from 50.7% to 55% on the Reading MAP.					
Objective 1:	Design and Deliver Instruction and Review, Analyze, and Apply Data	**Analyzing Writing** – 5th Grade On Demand Writing prompts will be scored by English teachers and administrators throughout the district. The scores, strengths and areas of growth, and next steps will be shared with 5th grade students by the district office and building administration.	Decrease the percentage of students scoring Novice on KPREP		
	Design and Deliver Assessment Literacy	**Quarterly Benchmark Assessments** – Students will be given a benchmark assessment each quarter, and the results of this assessment will show which standards students have mastered and which standards students are struggling with. The results of these assessments will enhance instruction moving forward.	Ensure all standards are learned		
	Review, Analyze, and Apply Data	**Student Self-Reflection** – Using Gradecam and other strategies, students will self-reflect on class work and assessments to monitor their own progress on meeting 5th grade standards. Students will also set goals based on this data and they will conduct student led conferences with their parents and teachers. Teachers will also conduct weekly student-teacher conferences with students to discuss progress.	Students take more ownership of assessment data		
	Design and Deliver Instruction	**Interactive Notebooks** – All teachers will have the 5th grade students work with an interactive notebook which will enable students to become creative, independent thinkers and writers. These notebooks will be used for class notes and for other activities where the students will be asked to express their own ideas as well as process information that was presented in class.	Students take more ownership of assessment data		
	Design and Deliver Assessment Literacy AND Review, Analyze, and Apply Data	**Flashback Meetings -** Teachers in all grade levels will meet weekly to identify the standards that they will be teaching in the upcoming week. Teachers will also analyze formative assessment data on specific standards and determine next steps for students. Teachers will also determine activities to do to "flashback" to previous standards that have already been taught.	Improved Instructional Strategies for all teachers throughout the district		

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:					