## 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:  **John Hardin High School will increase the academic proficiencies in the areas of reading, math and writing for a combined reading and math score from 45.8% to 71.2% in 2020.** | | | | | |
| --- | --- | --- | --- | --- | --- |
| 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](http://education.ky.gov/school/csip/Documents/KCWP%201%20DesignandDeployStandards.pdf) * [KCWP 2: Design and Deliver Instruction](http://education.ky.gov/school/csip/Documents/KCWP%202%20DesignandDeliverInstruction.pdf) * [KCWP 3: Design and Deliver Assessment Literacy](http://education.ky.gov/school/csip/Documents/KCWP%203%20DesignandDeliverAssessmentLiteracy.pdf) * [KCWP 4: Review, Analyze and Apply Data](http://education.ky.gov/school/csip/Documents/KCWP%204%20ReviewAnalyzeApplyData.pdf) * [KCWP 5: Design, Align and Deliver Support](http://education.ky.gov/school/csip/Documents/KCWP%205%20DesignAlignDeliverSupport.pdf) * [KCWP 6: Establishing Learning Culture and Environment](http://education.ky.gov/school/csip/Documents/KCWP%206%20EstablishingLearningCultureandEnvironment.pdf) | | 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](http://education.ky.gov/school/csip/Documents/KCWP%201%20DesignandDeployStandards_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP2: Design and Deliver Instruction - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%202%20DesignandDeliverInstruction_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%203%20DesignandDeliverAssessmentLiteracy_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%20%204%20Review%2c%20Analyze%2c%20and%20Apply%20Data_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%205%20DesignAlignDeliverSupport_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%206%20EstablishingLearningCultureandEnvironment_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) | 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 and Responsible Person(s) | Progress Monitoring Date & Notes | Funding |
| 1: Increase proficiency in Reading from 54.2 to 65.1 by 2019.  2: Increase proficiency in Math from 37.4 to 51.9 by 2019.  3: Increase proficiency in writing from 72.7 to 72.8 by 2019. | KCWP 2: Design and Deliver Instruction  KCWP 3: Design and Deliver Assessment Literacy | *Utilize knowledge of best practice/high yield instructional strategies to aid in curricular adjustments when students fail to meet mastery.*  Activity: Carnegie Math  All 9th grade students enrolled in Algebra I will attend math lab at least once a week to work on individualized math skills needed to be successful in Algebra I.  Activity: Intensive Reading  9th & 10th grade students scoring at least 2 grades below grade level will be enrolled in an intensive reading class.  *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.*  Activity: Writing  English teachers will guide staff members in a variety of writing strategies to be implemented across the disciplines.  *Control bias in assessment creation and delivery.*  Activity: Target-bases Assessments  All core content math teachers (Algebra I, II & Geometry) will implement target-based assessments designed to monitor student growth. | Math Department  English Department  English Department  Math Department |  | $10,000  $0  $0  $0 |

## 2: Gap

State your *Gap* **Goal**

| Goal 2: **John Hardin High School will increase the average combined reading and math proficiency ratings for all students in the non duplicated gap group from 37.4% in 2017 to 64.3% by 2020.** | | | | | |
| --- | --- | --- | --- | --- | --- |
| 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](http://education.ky.gov/school/csip/Documents/KCWP%201%20DesignandDeployStandards.pdf) * [KCWP 2: Design and Deliver Instruction](http://education.ky.gov/school/csip/Documents/KCWP%202%20DesignandDeliverInstruction.pdf) * [KCWP 3: Design and Deliver Assessment Literacy](http://education.ky.gov/school/csip/Documents/KCWP%203%20DesignandDeliverAssessmentLiteracy.pdf) * [KCWP 4: Review, Analyze and Apply Data](http://education.ky.gov/school/csip/Documents/KCWP%204%20ReviewAnalyzeApplyData.pdf) * [KCWP 5: Design, Align and Deliver Support](http://education.ky.gov/school/csip/Documents/KCWP%205%20DesignAlignDeliverSupport.pdf) * [KCWP 6: Establishing Learning Culture and Environment](http://education.ky.gov/school/csip/Documents/KCWP%206%20EstablishingLearningCultureandEnvironment.pdf) | | 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](http://education.ky.gov/school/csip/Documents/KCWP%201%20DesignandDeployStandards_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP2: Design and Deliver Instruction - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%202%20DesignandDeliverInstruction_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%203%20DesignandDeliverAssessmentLiteracy_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%20%204%20Review%2c%20Analyze%2c%20and%20Apply%20Data_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%205%20DesignAlignDeliverSupport_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%206%20EstablishingLearningCultureandEnvironment_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) | 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 and Responsible Person(s) | Progress Monitoring Date & Notes | Funding |
| Increase combined reading and math for non-duplicated gap group from 37.4% to 50.8%by 2019. | KCWP 2: Design and Deliver Instruction  KCWP 5: Design, Align and Deliver Support | *Develop assignments and activities that reflect the learning targets students have had the opportunity to learn.*  Activity: Intervention  Embedded reading and/or math intervention program to provide support for struggling students and allow for more individualized instruction.  Activity: Enrichment  Students will receive 1 hour of enrichment services in math or reading per week based on their tested benchmark scores.  *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.*  Activity: Homework Help  After-school program, offered twice a week, designed to help students maintain educational growth.  Activity: Name & Claim  Administrators and counselors will meet with teachers to identify strengths/weaknesses of each student and create an individualized plan for each student to promote success at the high school level. | English & Math Department  English & Math Department  Homework Help Teachers  Administrators, Counselors & Teachers |  | $101,340  $0 |

## 3: Graduation rate

State your *Graduation rate* **Goal**

| Goal 3: **John Hardin High School will increase the cohort graduation rate from 92.9% to 96.2 by 2020.** | | | | | |
| --- | --- | --- | --- | --- | --- |
| 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](http://education.ky.gov/school/csip/Documents/KCWP%201%20DesignandDeployStandards.pdf) * [KCWP 2: Design and Deliver Instruction](http://education.ky.gov/school/csip/Documents/KCWP%202%20DesignandDeliverInstruction.pdf) * [KCWP 3: Design and Deliver Assessment Literacy](http://education.ky.gov/school/csip/Documents/KCWP%203%20DesignandDeliverAssessmentLiteracy.pdf) * [KCWP 4: Review, Analyze and Apply Data](http://education.ky.gov/school/csip/Documents/KCWP%204%20ReviewAnalyzeApplyData.pdf) * [KCWP 5: Design, Align and Deliver Support](http://education.ky.gov/school/csip/Documents/KCWP%205%20DesignAlignDeliverSupport.pdf) * [KCWP 6: Establishing Learning Culture and Environment](http://education.ky.gov/school/csip/Documents/KCWP%206%20EstablishingLearningCultureandEnvironment.pdf) | | 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](http://education.ky.gov/school/csip/Documents/KCWP%201%20DesignandDeployStandards_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP2: Design and Deliver Instruction - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%202%20DesignandDeliverInstruction_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%203%20DesignandDeliverAssessmentLiteracy_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%20%204%20Review%2c%20Analyze%2c%20and%20Apply%20Data_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%205%20DesignAlignDeliverSupport_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%206%20EstablishingLearningCultureandEnvironment_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) | 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 and Responsible Person(s) | Progress Monitoring Date & Notes | Funding |
| Collaborate to increase the cohort graduation rate as measured by the school report card from 92.9% to 95.1% by 2019. | KCWP 5: Design, Align and Deliver Support | *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.*  Activity: APEX Credit Recovery  Students who are deficient in credits required for graduation can utilize APEX to recover credits.  Activity: FRYSC Assistance  The FRYSC will provide assistance to students by removing the non-academic barriers that impede academic success.  *Increase collaboration in data analysis and student progress towards standards mastery, including identification of students in need of intervention support.*  Activity: Graduation Grid  Administrators and counselors will monitor academic progress of students as they progress toward graduation and provide interventions as needed. | Administrators & Counselors  FRYSC Coordinator  Graduation Grid  Administrators & Counselors |  | $15,000  $0  $0  $0 |

## 4: Transition readiness

State your *Transition readiness* **Goal**

| Goal 5: **John Hardin High School will increase the percentage of students who are successfully transitioning to college, career or the military from 59.3% to 76.3% by 2020.** | | | | | |
| --- | --- | --- | --- | --- | --- |
| 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](http://education.ky.gov/school/csip/Documents/KCWP%201%20DesignandDeployStandards.pdf) * [KCWP 2: Design and Deliver Instruction](http://education.ky.gov/school/csip/Documents/KCWP%202%20DesignandDeliverInstruction.pdf) * [KCWP 3: Design and Deliver Assessment Literacy](http://education.ky.gov/school/csip/Documents/KCWP%203%20DesignandDeliverAssessmentLiteracy.pdf) * [KCWP 4: Review, Analyze and Apply Data](http://education.ky.gov/school/csip/Documents/KCWP%204%20ReviewAnalyzeApplyData.pdf) * [KCWP 5: Design, Align and Deliver Support](http://education.ky.gov/school/csip/Documents/KCWP%205%20DesignAlignDeliverSupport.pdf) * [KCWP 6: Establishing Learning Culture and Environment](http://education.ky.gov/school/csip/Documents/KCWP%206%20EstablishingLearningCultureandEnvironment.pdf) | | 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](http://education.ky.gov/school/csip/Documents/KCWP%201%20DesignandDeployStandards_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP2: Design and Deliver Instruction - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%202%20DesignandDeliverInstruction_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%203%20DesignandDeliverAssessmentLiteracy_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%20%204%20Review%2c%20Analyze%2c%20and%20Apply%20Data_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%205%20DesignAlignDeliverSupport_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%206%20EstablishingLearningCultureandEnvironment_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) | 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 and Responsible Person(s) | Progress Monitoring Date & Notes | Funding |
| Collaborate to increase the percentage of students who are successfully transitioning to college, career or military from 59.3% to 70.6% by 2019. | KCWP 5: Design, Align and Deliver Support | *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.*  Activity: Advanced classes to accelerate towards college preparedness (Dual Credit, Advanced Placement, EC3 Career Pathways, Industry Certification)  Activity: Career Major Completion  CTE teachers and counselors will strategically schedule students to ensure completion of career majors.  Activity: KOSSA Preparation  KOSSA students will participate in a twelve week enrichment course to prepare them for the KOSSA exam. | Administrators, Counselors & CTE teachers  CTE Teachers  CTE Teachers |  | $0  $0  $0 |

## 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](http://education.ky.gov/school/csip/Documents/KCWP%201%20DesignandDeployStandards.pdf) * [KCWP 2: Design and Deliver Instruction](http://education.ky.gov/school/csip/Documents/KCWP%202%20DesignandDeliverInstruction.pdf) * [KCWP 3: Design and Deliver Assessment Literacy](http://education.ky.gov/school/csip/Documents/KCWP%203%20DesignandDeliverAssessmentLiteracy.pdf) * [KCWP 4: Review, Analyze and Apply Data](http://education.ky.gov/school/csip/Documents/KCWP%204%20ReviewAnalyzeApplyData.pdf) * [KCWP 5: Design, Align and Deliver Support](http://education.ky.gov/school/csip/Documents/KCWP%205%20DesignAlignDeliverSupport.pdf) * [KCWP 6: Establishing Learning Culture and Environment](http://education.ky.gov/school/csip/Documents/KCWP%206%20EstablishingLearningCultureandEnvironment.pdf) | | 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](http://education.ky.gov/school/csip/Documents/KCWP%201%20DesignandDeployStandards_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP2: Design and Deliver Instruction - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%202%20DesignandDeliverInstruction_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%203%20DesignandDeliverAssessmentLiteracy_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%20%204%20Review%2c%20Analyze%2c%20and%20Apply%20Data_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%205%20DesignAlignDeliverSupport_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) * [KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities](http://education.ky.gov/school/csip/Documents/KCWP%206%20EstablishingLearningCultureandEnvironment_CONTINUOUS%20IMPROVEMENT%20Activities.pdf) | 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 1: |  |  |  |  |  |
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|  |  |  |  |
| Objective 2: |  |  |  |  |  |
|  |  |  |  |
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