## 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**

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| Goal 1: Increase the percent of students who score proficient or distinguished in combined reading and math from 53.4% to 75.3% by 2019. |
| 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)
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* [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)
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* [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 |
| Objective 1:Increase percent of students scoring proficient/distinguished in reading from 53.4% to 60.0% | KCWP2 | Plan strategically in the selection of high yield instructional strategy usage within lessons. Model lessons and professional development in high yield instructional strategies. Focus on the following strategies:* Vocabulary Strategies
* KAGAN Cooperative Learning Strategies
* Writing to Demonstrate Learning Strategies (Writing Plan)
 | Walkthrough DataPrincipalAssistant Principal |  | PDTitle I Title II |
| KCWP1 | Ensure that vertical curriculum mapping is occurring to identify instructional gaps, including planning for the introduction of the standard, development and gradual release phases, and arrival at standards mastery.* Pacing Guides
* Lesson Plans on Team Drive
* Alignment to Resources (HMH Journeys, Lexia, etc.)
 | Lesson PlansPrincipalPLCs |  | PD |
| Ensure that students and staff have access to 21st century technology resources and tools to enhance reading instruction and promote student engagement.* HCS Innovate Fellow
* Google Educator Certification
 | HCS Innovate FellowGoogle Educator Certification |  | KETSTitle I |
| Objective 2:Increase percent of students scoring proficient/distinguished in math from 49.3% to 60.0% | KCWP2 | Plan strategically in the selection of high yield instructional strategy usage within lessons. Model lessons and professional development in high yield instructional strategies. Focus on the following strategies:* Vocabulary Strategies
* KAGAN Cooperative Learning Strategies
* Writing to Demonstrate Learning Strategies (Writing Plan)
 | Walkthrough DataPrincipalAssistant Principal |  | PD Title ITitle II |
| KCWP1 | Ensure that vertical curriculum mapping is occurring to identify instructional gaps, including planning for the introduction of the standard, development and gradual release phases, and arrival at standards mastery.* Pacing Guides
* Lesson Plans on Team Drive
* Alignment to Resources (HMH Go Math, Reflex, etc.)
 | Lesson PlansPrincipalPLCs |  | PD |
| Ensure that students and staff have access to 21st century technology resources and tools to enhance mathematics instruction and promote student engagement.* HCS Innovate Fellow
* Google Educator Certification
 | HCS Innovate FellowGoogle Educator Certification |  | KETSTitle I |

## 2: Gap

State your *Gap* **Goal**

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| Goal 2: Reduce percent of students in gap groups who score novice in reading, writing and math. Gap Groups: Low socioeconomic students and special education students |
| 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)
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 | 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 |
| Objective 1: Reduce the percent of students scoring novice in reading in each gap group:Low Socioeconomic: From 30.3% to 20%Disability: From 44.6% to 35% | KCWP5 | Create and monitor a watch list for students performing below proficiency and increase collaboration in data analysis and student progress towards standards mastery, including identification of students in need of intervention supports..* Name and Need List
* What I Need Time (intervention/enrichment time daily for ALL students)
* Reading interventionist, speech/language interventionist
* Kentucky System of Interventions Plan and Quarterly Student Data Meetings with Interventionist Team
* Extended school opportunities (after/before school programs, summer learning)
 | MAP Assessments & Progress Monitoring DataCounselorPrincipalInterventionists |  | Title IESSRead to Achieve |
| Objective 2: Reduce the percent of students scoring novice in math in each gap group:Low socioeconomic: From 16.7% to 12%Disability: From 21.4% to 15% | KCWP5 | Create and monitor a watch list for students performing below proficiency and increase collaboration in data analysis and student progress towards standards mastery, including identification of students in need of intervention supports..* Name and Need List
* What I Need Time (intervention/enrichment time daily for ALL students)
* Math interventionist
* Kentucky System of Interventions Plan and Quarterly Student Data Meetings with Interventionist Team
* Extended school opportunities (after/before school programs, summer learning)
 | MAP Assessments & Progress Monitoring DataCounselorPrincipalInterventionists |  | Title IESS |
| Objective 3: Reduce the percent of students scoring novice in writing in each gap group:Low socioeconomic: From 29.2% to 20%Disability: From 62.5% to 40% | KCWP5 | Create and monitor a watch list for students performing below proficiency and increase collaboration in data analysis and student progress towards standards mastery, including identification of students in need of intervention supports..* Name and Need List
* What I Need Time (intervention/enrichment time daily for ALL students)
* Writing/fine motor interventionist
* Kentucky System of Interventions Plan and Quarterly Student Data Meetings with Interventionist Team
* Extended school opportunities (after/before school programs, summer learning)
 | MAP Assessments & Progress Monitoring DataCounselorPrincipalInterventionists |  | Title I ESS |

## 3: Graduation rate

State your *Graduation rate* **Goal**

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| Goal 3:NA--Elementary School |
| 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)
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| Objective | Strategy | Activities to deploy strategy | Measure of Success and Responsible Person(s) | Progress Monitoring Date & Notes | Funding |
| Objective 1: |  |  |  |  |  |
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| Objective 2: |  |  |  |  |  |
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## 4: Growth

State your *Growth* **Goal**

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| Goal 4: Increase the percent of students who are making growth towards proficiency in reading and math. |
| 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)
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 | 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 |
| Objective 1:Increase the percent of students making typical yearly growth in reading from 61.5% to 75% | KCWP4 | Develop a system for student monitoring using data notebooks* Goal setting with students, classrooms and teams
* Student leadership notebooks with data tracking
 | Goal Setting SheetsLeadership NotebooksPrincipalCounselorAssessment Committee |  | Title IPD |
| Ensure that all users of assessment data use information to benefit student learning.Students will utilize instructional technology programs to access materials/activities that meet their individual needs. Teachers will access reports produced by the instructional technology programs for each program and determine next steps for instruction.* Lexia Core 5
* Moby Max
 | Data Reports from Instructional Technology ProgramsLibrary Media SpecialistCurriculum and Instruction Committee |  | Title IKETSESS |
| Ensure that effective communication regarding assessments and student performance are shared with appropriate stakeholders to guide instructional planning, student grouping, etc* Student-led conferences
* Leadership Events
* Parent involvement activities
 | PrincipalEfficiency CommitteeAssessment CommitteeFRC Advisory Council |  | Title IFRYSC |
| Objective 2:Increase the percent of students making typical yearly growth in math from 52.8% to 65% | KCWP4 | Develop a system for student monitoring using data notebooks* Goal setting with students, classrooms and teams
* Student leadership notebooks with data tracking
 | PrincipalCounselorAssessment Committee |  | Title IPD |
| Ensure that all users of assessment data use information to benefit student learning.Students will utilize instructional technology programs to access materials/activities that meet their individual needs. Teachers will access reports produced by the instructional technology programs for each program and determine next steps for instruction.* Dreambox
* Reflex Math
* Moby Max
* Math 180
 | Library Media SpecialistCurriculum and Instruction Committee |  | Title IKETSESS |
| Ensure that effective communication regarding assessments and student performance are shared with appropriate stakeholders to guide instructional planning, student grouping, etc* Student-led conferences
* Leadership Events
* Parent involvement activities
 | PrincipalEfficiency CommitteeAssessment CommitteeFRC Advisory Council |  | Title IFRYSC |

## 5: Transition readiness

State your *Transition readiness* **Goal**

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| Goal 5: Provide transition opportunities to all incoming preschool, kindergarten and new to Lakewood students and exiting 5th grade students. |
| 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)
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 | 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 |
| Objective 1:Provide early childhood and kindergarten transition activities for ALL incoming preschool, kindergarten and new to Lakewood students. | KCWP5 | Assure consideration and addressment of non-academic barriers to learning.* Cradle School
* KinderKamp and KinderKollege
* Home Visits and Kindergarten Readiness Parent Involvement
* Open House Events
* School Tours
 | Brigance AssessmentParent SurveysFRC CoordinatorPreschool TeachersPrincipal |  | FRYSCUnited WayTitle I  |
| Objective 2:Provide transition activities for ALL students exiting fifth grade | KCWP5 | Assure consideration and addressment of non-academic barriers to learning.* Laker FUN Day (Middle school transition)
* School visits to middle school (Band concerts, school tours, etc.)
 | Parent/Student SurveysFRC Coordinator5th grade teachersPrincipal |  | FRYSCTitle I |

## 6: Other (optional)

State your *Other* **Goal** (optional)

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| Goal 6: Increase the percent agreement on the statement “Students at this school understand expectations for their conduct,” from 65.8% to 90% by March 2019 as measured by the Kentucky TELL survey. |
| 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)
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| Objective | Strategy | Activities to deploy strategy | Measure of Success and Responsible Person(s) | Progress Monitoring Date & Notes | Funding |
| Objective 1: Decrease the percent of office referrals in the areas of disrespect/defiance and physical aggression from 14% to less than 10% |  | Ensure the expectations of students are clearly defined, and that group norms have been established within the classroom * Positive Behavior and Intervention Support Systems
* Discipline Policy
 | ABE Discipline DataAssistant PrincipalLearning Environment Committee |  | NA |
| Enable students to develop leadership roles within the school. * Leader in Me
* Leadership Events
 | Leader in Me Survey DataPrincipalLighthouse Team |  | Title ITitle IIPD |
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| Objective 2:  |  |  |  |  |  |
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