## 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 2020, North Middle School will increase the number of students scoring proficient/distinguished in reading and math by a combined 5% on the KPREP assessment.  |
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| 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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* [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)
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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 | Progress Monitoring Date & Notes | Funding |
| Objective 1: By 2018, North Middle School will increase the number of students scoring proficient/distinguished in reading and math by a combined 2.5% on the KPREP assessment.  | KCWP 4: Review, Analyze, and Apply Data | Utilize “data wise” questions (What does the data tell us? What does the data not tell us? What are causes for celebration? What are causes for concern? What are the next steps for school improvement?) to evaluate “as is” state every 30 days. (PLC training, PLC agendas and minutes, data charts/sheets, assessment data, “as is” template) | Changes in instruction/learning are data driven | PLCs to monitor monthly | N/A |
| Ensure proper data collection efforts are implemented in Running Record format.(Running record format/template, PLC training, PLC agendas and minutes, assessment data) | Running Records held by teachers | PLCs | N/A |
|  | Ensure that all users of assessment data use information to benefit student learning. (Lesson planning, PLC agendas and minutes, assessment data) | Correlation between data and instruction | PLCs | N/A |
| Objective 2: By May 2019, North Middle School will increase the number of students scoring proficient/distinguished in reading and math by a combined 2.5% on the KPREP assessment.  | KCWP 4: Review, Analyze, and Apply Data |  |  |  |  |
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## 2: Gap

State your *Gap* **Goal**

| Goal 2:By 2020, North Middle School will increase the percentage of students, in gap groups not showing growth, scoring proficient/distinguished in and math, reading, writing, and social studies by 5% on the KPREP assessment. |
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| 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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 | 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 2018, North Middle School will increase the percentage of students, in gap groups not showing growth, scoring proficient/distinguished in and math, reading, writing, and social studies by 2.5% on the KPREP assessment. | KCWP 5: Design, Align, and Deliver Support | Implement data teaming methodologies, including collection and charting of data, analysis of strengths and obstacles to student learning (using SWOT analysis), creation of SMART goals for improvement, and development of a method of quality assurance monitoring. (PLC training, PLC agendas and minutes, data charts/sheets, assessment data, SWOT format/template, SMART goal format/template) | SMART goal creation and SWOT analysis | PLCsAdmin team | N/A |
| Encourage participation by all stakeholders in open forums focused on continuous improvement planning, including evaluating the current state, triangulating data sources, identifying the desired state, creating action steps for goal attainment, establishing a periodic monitoring timeline (30-60-90 day planning), and defining timelines for communication updates. (PLC training, PLC agendas and minutes, 30-60-90 day format/template, school wide calendar, data charts/sheets, assessment data). | Participation in evaluating current state and action plan | PLCsAdmin team | N/A |
| Objective 2: By 2019, North Middle School will increase the percentage of students, in gap groups not showing growth, scoring proficient/distinguished in and math, reading, writing, and social studies by 2.5% on the KPREP assessment. | KCWP 5: Design, Align, and Deliver Support | Create and monitor a “watch list” for students performing below proficiency. (Google sheets, KPREP and MAP, and other assessment data) | Creation and maintenance of “watch list”  | PLCsAdmin team | N/A |

## 3: Graduation rate

State your *Graduation rate* **Goal**

| Goal 3: |
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| 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 | Progress Monitoring Date & Notes | Funding |
| Objective 1: |  |  |  |  |  |
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| Objective 2: |  |  |  |  |  |
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## 4: Growth

State your *Growth* **Goal**

| Goal 4: By 2020, North Middle School will increase the average combined reading and math growth by 5% on the KPREP assessment. |
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| 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 | Progress Monitoring Date & Notes | Funding |
| Objective 1: By 2018, North Middle School will increase the average combined reading and math growth by 2.5% on the KPREP assessment. | KCWP 2: Design and Deliver Instruction | 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. (PLC trainings, Kagan strategies, Enrichment/Enhancement block, Hatti strategies, Master schedule, walkthroughs) | Implementation of best practice/high yield instructional strategies | PD committeeAdmin team | PD funds |
| Plan strategically in the selection of high yield instructional strategy usage within lessons. (Kagan and Hatti strategies, collaboration, lesson plans with best practices) | Implementation of best practice/high yield instructional strategies | PLCsTeachers/lesson plans |  |
| Utilize knowledge of best practice/high yield instructional strategy usage within lessons. (Best practices and strategies such as Kagan and Hatti) | Higher student performance  | PLCsTeachers |  |
| Objective 2: By 2019, North Middle School will increase the average combined reading and math growth by 2.5% on the KPREP assessment. | KCWP 2: Design and Deliver Instruction | Ensure formative assessment measures are within lesson planning practices for each phase of explicit instruction (before, during, and after). (PLC agendas and minutes, lesson plans) | Cohesive lessons/units | PLCsTeachers/lesson plans |  |
| Ensure that instructional modifications are made based upon the immediate feedback gained from formative assessments. (PLC agendas and minutes, lesson plans) | Data driven instruction | PLCsTeachers |  |
| Use formative and summative assessment evidence to inform what comes next for individual students and groups of students. (PLC agendas and minutes, lesson plans)Ensure that all users of assessment data use information to benefit student learning. (PLC agendas and minutes, lesson plans) | Data driven instruction | PLCsTeachers |  |

## 5: Transition readiness

State your *Transition readiness* **Goal**

| Goal 5: By 2020, North Middle School will increase the number of transition readiness activities at both entry and exit levels.  |
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| 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 | Progress Monitoring Date & Notes | Funding |
| Objective 1: By 2020, North Middle School will increase its number of transition readiness activities for incoming sixth graders.  | KCWP 6: Establishing Learning Culture and Environment. | Ensure that 5th grade students from our feeder schools tour the building prior to becoming 6th graders. (Coordinated efforts between school counselors/ schedules) | Incoming students feel comfortable at NMS | May Counselors | N/A |
| Host “Operation Middle School” wherein students can become familiar with the building and staff prior to becoming 6th graders. (FRYSC and counselors’ schedules) | Incoming students feel comfortable at NMS | July Family resource | FRC  |
| Ensure that student conferencing, by middle school personnel, regarding transition to middle school occurs. (middle school counselors’ schedules) | Outgoing students feel comfortable at HS | Teachers, AdminCounselors | N/A |
| Objective 2: By 2020, North Middle School will increase its number of transition readiness activities for outgoing 8th graders. | KCWP 6: Establishing Learning Culture and Environment. | Ensure that student conferencing, by high school personnel, regarding transition to high school occurs. (high school counselors’ schedules) | Outgoing students feel comfortable at HS | AdminCounselors | N/A |
| Provide 8th grade students an opportunity to explore career pathways by touring EC3. (Coordinated efforts between school counselors/schedules) | 8th graders have an idea of career pathways | Counselors | N/A |
| Ensure that student conferencing, by middle school personnel, regarding transition to high school occur at student request. (middle school counselors’ schedules) |  |  |  |

## 6: Other (optional)

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

| Goal 6: |
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| 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 | Progress Monitoring Date & Notes | Funding |
| Objective 1: |  |  |  |  |  |
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| Objective 2: |  |  |  |  |  |
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