##  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 2019, the district will increase the combined (Reading and Math) percentage of proficient/distinguished students to **76.4%** (elementary), **74.7%** (middle), and **79.9%** (high).  |
| --- |
| 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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* [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, the district will increase the combined (Reading and Math) percentage of proficient/distinguished students from* ***46.7%*** *to* ***71.6%*** *for elementary, from* ***57.9%*** *to* ***69.6%*** *for middle,* *and from* ***62.3%*** *to* ***75.8%*** *for high.* | KCWP 1: Design and Deploy Standards | **Core Curriculum**: Beginning at the elementary level, a district team will collaborate to review current curricula, write learning targets for the purpose of scaffolding low, middle, to high thinking targets across a unit of instruction, identify essential standards, and develop integrated vocabulary processes.  | Curricula revisions and documents with appropriate additions/changes |  | $10,000General |
| **District Model of Instruction:** The district will develop a model and language of instruction for school/teacher implementation based on L2L elements and characteristics. Additionally, the district will establish a process for ensuring monitoring measures are in place to support high fidelity teaching to the curriculum by way of observations, classroom data, and standards mastery checks.  | Model, Monitoring Process Document |  | NA |
| **Curriculum Communication:** The district will communicate curricula plans and processes district-wide through various avenues to include through trainings and online resource banks.  | Trainings and resource banks |  | NA |
| **PLCs:** District lead teachers will hold ongoing monthly PLC sessions to facilitate collaboration and discussions regarding standards alignment, engagement and thinking level rigor of lesson plan and task design.  | Lesson Plans and Students Task shared at PLCs, PLC minutes |  | NA |
| **Look 2 Learning Support**: The district L2L team comprised of the Assistant Superintendent for Student Learning, Director of Special Programs, and Professional Development Facilitator will provide ongoing support to schools by holding monthly or quarterly Lead Teacher Training sessions and monthly L2L walks to collect student learning data for each school. Data collection may include reviews of student tasks.  | L2L Data |  | $500 |

## 2: Gap

State your *Gap* **Goal**

| Goal 2: Increase the average combined Reading and Math proficiency rates for all students in the Gap Group (non-duplicated): elementary schools to **69.5%,** middle schools to **66.9%,** and high school to **68.5%** in 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)
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| Objective | Strategy | Activities to deploy strategy | Measure of Success | Progress Monitoring Date & Notes | Funding |
| Objective 1: *By 2018, increase the combined (Reading and Math) percentage of* ***non-duplicated gap*** *proficient/distinguished students from* ***32.4%*** *to* ***63.3%*** *for elementary, from* ***42.3%*** *to* ***60.3%*** *for middle,* *and from* ***43.6%*** *to* ***62.1%*** *for high.* | KCWP 2: Design and Deliver Instruction | **Vocabulary Instruction:** The district will establish a process to identify essential curricula vocabulary and establish a practice to ensure high yield instructional vocabulary development strategies occur within lessons. | Vocabulary lists, vocabulary lessons |  |  |
| KCWP 5: Design, Align, and Deliver Support | **Response to Learning:** A district team will meet on a quarterly basis to examine the effectiveness of the district’s Response to Learning Program. Develop clearly defined checklists and documentations tools to for examinations and reviewing and revising procedures as well as analyzing STAR 360 assessment data and protocols for teacher utilization of data for providing Core, Core + and Core ++ services to students.  | Checklists, tools, revisions to plan |  | NA |
| **Response to Learning School Support:** School administrators will receive support for RtL implementation each month at the school’s 30 60 90 day meetings with the Assistant Superintendent for Student Learning.  | 30 60 90 Meeting Notes |  | NA |
| Objective 2: *By 2018, increase the combined (Reading and Math) percentage of* ***African American*** *proficient/distinguished students from* ***18.8%*** *to* ***53.7%*** *for elementary, from* ***28.5%*** *to* ***58.2%*** *for middle,* *and from* ***34.2%*** *to* ***59.6%*** *for high.* | KCWP 6: Establishing Learning Culture and Environment | **Connecting and Relationship Building**: The district will provide professional development to ensure that culturally responsive behaviors are modeled among faculty, staff, and students. Consultant Tara Brown will provide 6 hours of training for all EIS faculty and staff. | August 2018 Training |  | $6000 |
| **Inclusive Community Culture:** The district will ensure that schools operate within guidelines of cultural responsiveness and inclusivity by developing relationships with student families and community through meaningful parent academic events, positive personal contacts, and regular school to family communication. | Events, contacts, and communication documents |  |  |
| **Diverse Staff:** The district will establish workplace conditions that attract diverse staff to include review of annual salaries for possible improvement, creation of Future Teachers Club, encouragement of diverse students to consider Fundamentals of Teaching Pathway, and development/practice of policies and procedures that emphasize inclusivity.  | 1% gain in minority staffing |  |  |
| Objective 3: *Decrease the percent of discipline resolutions for African American students* *so that a disproportionality does not exist; from* ***34%*** *to* ***5.8%*** *for out of school suspension and from* ***35%*** *to* ***5.8%*** *for in school removals.* | KCWP 5: Design, Align, and Deliver Support | **Response to Behavior:** The district will partner with GRREC’s PBIS consultant to design and refine Core, Core +, and Core++ program processes with the district team. The district will ensure that refinements to school plans include PBIS essential components to include major and minor behavior definitions, academic and social behavior expectations, school wide rewards systems, and annual fidelity inventory implementation. | PBIS Tier I Action Plans, Complete TFIs, School PBIS documents |  | NA |
| **Response to Behavior School Support:** School administrators will receive support for RtB implementation each month at the school’s 30 60 90 day meetings with the Assistant Superintendent for Student Learning. Tier II and Tier III training will also be scheduled for ongoing development and support.  | 30 60 90 Meeting Notes, Completed training |  | $1000 |

## 3: Graduation rate

State your *Graduation rate* **Goal**

| Goal 3: Increase the Graduation Rate from **95.6%** to **95.9%** by 2020, as measured by the 5-Year Cohort Graduation Rate.  |
| --- |
| 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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 | 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: *Maintain the current Graduation Rate at* ***95.6%*** *for the 2018 year, as measured by the 5-Year Cohort Graduation Rate.* | KCWP 1: Design and Deploy Standards | **Career Pathways:**  The district will ensure the maintenance of high quality, high student interest career pathway options for high school students that match community needs through collaboration with the community and local higher education institutions.  | Increase of student rates in pathway participation, certifications, etc.  |  | $10,000General and Ins. Resource |
| **On-Line Student Opportunities:** The district will ensure that processes are in place for schools to utilize on-line resources for students needing virtual learning, particularly in alternative settings.  | Increase in student participation rates |  | $30,000 Ins. Resource |
| KCWP 4: Review, Analyze and Apply Data  | **College and Career Readiness Progress Monitoring:** The district will establish conditions that will increase collaboration in data analysis and student progress toward meeting benchmarks, mastering progress towards standards, career pathway status, etc. including identification of students in need of intervention supports.  | Progress monitoring documentation  |  | NA |

## 4: Growth

State your *Growth* **Goal**

| Goal 4: Increase the average combined Reading and Math growth percentages by **10%** all elementary and middle students by 2020. For Categorical Growth percentage, elementary schools from **51.3%** to **61.3%** and middle schools from **63.2%** to **73.2%.** For Student Growth percentage, for elementary schools from **54.4%** to **64.4%** and middle schools from **61.7%** to **71.7%.**  |
| --- |
| 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, increase the average combined Reading and Math Categorical Growth percentages by* ***3%:*** *elementary schools to* ***54.3%*** *and middle schools to* ***66.2%.*** | KCWP 2: Design and Deliver Instruction | **Vocabulary Instruction:** The district will establish a process to identify essential curricula vocabulary and establish a practice to ensure high yield instructional vocabulary development strategies occur within lessons. | Vocabulary lists, vocabulary lessons |  | $10,000General |
| KCWP 5: Design, Align, and Deliver Support | **Response to Learning:** A district team will meet on a quarterly basis to examine the effectiveness of the district’s Response to Learning Program. Develop clearly defined checklists and documentations tools to for examinations and reviewing and revising procedures as well as analyzing STAR 360 assessment data and protocols for teacher utilization of data for providing Core, Core + and Core ++ services to students.  | Checklists, tools, revisions to plan |  | NA |
| **Response to Learning School Support:** School administrators will receive support for RtL implementation each month at the school’s 30 60 90 day meetings with the Assistant Superintendent for Student Learning.  | 30 60 90 Meeting Notes |  | NA |
| Objective 2: *By 2018, increase the average combined Reading and Math Student Growth percentages by* ***3%:*** *elementary schools to* ***57.4%*** *and middle schools to* ***64.7%.*** | KCWP 2: Design and Deliver Instruction | **Vocabulary Instruction:** The district will establish a process to identify essential curricula vocabulary and establish a practice to ensure high yield instructional vocabulary development strategies occur within lessons. | Vocabulary lists, vocabulary lessons |  | $10,000General |
| KCWP 5: Design, Align, and Deliver Support | **Response to Learning:** A district team will meet on a quarterly basis to examine the effectiveness of the district’s Response to Learning Program. Develop clearly defined checklists and documentations tools to for examinations and reviewing and revising procedures as well as analyzing STAR 360 assessment data and protocols for teacher utilization of data for providing Core, Core + and Core ++ services to students.  | Checklists, tools, revisions to plan |  | NA |
| **Response to Learning School Support:** School administrators will receive support for RtL implementation each month at the school’s 30 60 90 day meetings with the Assistant Superintendent for Student Learning.  | 30 60 90 Meeting Notes |  | NA |

## 5: Transition readiness

State your *Transition readiness* **Goal**

| Goal 5: Increase the percentage of students who are College and Career Ready (CCR) from 80.0% to 85.0 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)
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| Objective | Strategy | Activities to deploy strategy | Measure of Success | Progress Monitoring Date & Notes | Funding |
| Objective 1*: Increase the percentage of students who are College and Career Ready (CCR) from* ***80.0%*** *to* ***82.5*** *by 2018.* | KCWP 1: Design and Deploy Standards | **Life Skills Programs:** The district will establish a process by which schools establish a program within the school’s Response to Behavior Core instructional plan to deliver life skills standards.  | Completed school RtB plans |  | NA |
| **Financial Literacy:** The district will increase collaboration with community and legislators to find feasible options for providing financial literacy life skills curriculum to all students prior to graduation. | 100% participation in EHS financial literacy class for graduates |  | NA |
| **Advance Placement Courses:** The district will ensure increased collaboration with Advance Kentucky to provide a variety of AP courses and Pre-AP courses and increase student participation in under-represented demographic student groups. | Increased student participation in AP courses and AP exams |  | $2,500General(exams) |
| KCWP 4: Review, Analyze and Apply Data  | **College and Career Readiness Progress Monitoring:** The district will establish conditions that will increase collaboration in data analysis and student progress toward meeting benchmarks, mastering progress towards standards, career pathway status, etc. including identification of students in need of intervention supports.  | Progress monitoring documentation  |  | NA |
| KCWP 5: Design, Align, and Deliver Supports | **Career Showcase:** The district will increase collaboration to provide supports through the Workforce Readiness Coordinator in planning and implementing an annual career showcase for students. The showcase will ensure equal access and opportunity to district career pathways.  | Annual Showcase event |  | $500General |

## 6: Other (optional)

***High Quality Staff* Goal** (optional)

| Goal 6: Increase the percentage of certified staff members, both administrators and teachers, scoring at the exemplary level on overall professional practice by 2020. For teachers, increase by **10%** from **16.4%** to **26.4%.** For principals, increase by **40%** from **20%** to **60%.**  |
| --- |
| 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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 | 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 | Progress Monitoring Date & Notes | Funding |
| Objective 1: *Increase the percentage of teachers scoring at the exemplary level on overall professional practice by* ***3%*** *from* ***16.4%*** *to* ***19.4%*** *by 2018.* | KCWP 2: Design and Deliver Instruction | **Action Research:** The district will develop and adopt a specific approach to build a district culture that embraces collective continuous inquiry regarding improvement of pedagogical skills, particularly regarding systems to ensure students have an understanding of learning targets and criteria for success, protocols to ensure student engagement, and processes to promote cognitive rigor.  | Voluntary teacher participation in program |  | $5,000 Title II |
| **Differentiated Professional Development:** The district will ensure ongoing professional development for teachers by providing opportunities to attend content specific or individualized need training through district funded grants (beyond the mandatory 24 hours) as well as through the flexible professional development program (6 hours of mandatory 24).  | Professional Development certificates and documentation |  | $10,000 Title II |
| Objective 2: *Increase the percentage of principals scoring at the exemplary level on overall professional practice by* ***3%*** *from* ***20%*** *to* ***30%*** *by 2018.* |  | **Leadership Professional Development:** The district will ensure ongoing professional learning in the area of best practice leadership strategies to aid in the overall effectiveness of principals when leading school improvement.  | Principal participation in monthly sessions |  | $1,000 Title II |
| **District Leadership Support:** School administrators will receive support each month at the school’s 30 60 90 day meetings with the Assistant Superintendent for Student Learning. | 30 60 90 Meeting Notes |  | NA |