

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: Increase the average math K-PREP scores for elementary students to 69.3% in 2019.					
Which Strategy will the school/district use to address this goal? <i>(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.)</i> <ul style="list-style-type: none">KCWP 1: Design and Deploy StandardsKCWP 2: Design and Deliver InstructionKCWP 3: Design and Deliver Assessment LiteracyKCWP 4: Review, Analyze and Apply DataKCWP 5: Design, Align and Deliver SupportKCWP 6: Establishing Learning Culture and Environment		Which Activities will the school/district deploy based on the strategy or strategies chosen? <i>(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.</i> <ul style="list-style-type: none">KCWP1: Design and Deploy Standards - Continuous Improvement ActivitiesKCWP2: Design and Deliver Instruction - Continuous Improvement ActivitiesKCWP3: Design and Deliver Assessment Literacy - Continuous Improvement ActivitiesKCWP4: Review, Analyze and Apply Data - Continuous Improvement ActivitiesKCWP5: Design, Align and Deliver Support - Continuous Improvement ActivitiesKCWP6: 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: Increase the average math K-PREP scores for elementary students to 63.2% in 2018.	Curriculum will be aligned and congruent with the standards to ensure there are no gaps in instruction.	Vertical Alignment/District Math Cadre meetings will be scheduled with elementary, middle and high school representatives to discuss curriculum needs.	Quarterly Meeting minutes	Quarterly TBD	See budget
		PLCs	Meeting minutes/Agendas Walkthroughs	Bi-monthly	See budget
		At least once per quarter teachers will meet with the principal/supervisor.	Pacing guides, lesson plans	Monthly	See budget
		Superintendent One-to-one with Principals	Pacing guides, lesson plans, walkthroughs	Weekly	See budget
		Teachers will check congruency of state assessment results with the classroom performance (grades) of their students.	Congruency of grades to performance	Yearly	See budget
	Teachers will analyze and evaluate instructional resources, including technology resources, for effectiveness in addressing the standards.	PLCs	Meeting minutes/Agendas Walkthroughs	Bi-monthly	See budget
		Principals' PLCs	Meeting minutes/Agendas	Bi-monthly	See budget
	Monitor the relationship of math fluency (multiplication facts) with the overall student	Math fluency (multiplication of 0-9s) assessed with a 1 minute paper/pencil test at the beginning of each year and then at the end of every nine-weeks for grades 3-12.		Quarterly	See budget

Goal 1: Increase the average math K-PREP scores for elementary students to 69.3% in 2019.					
	performance in math.	Development of an assessment for Kindergarten and Primary levels	One-to-one/PLCs/Cadres		See budget
		Assess every student through the 11th grade in reading and math at least three times a year on a nationally norm-referenced test.	STAR (or other)	Fall/Winter/Spring	See budget
	Family First (FRYSC), in partnership with the Community Early Childhood Council, to increase parent involvement for kindergarten readiness.	Partner with the Community Early Childhood Council to provide all students with effective transition to school.	Kindergarten readiness/ Parent involvement	Yearly	See budget
		Implementation of the Born-learning grant to engage families with children in the school system in the earliest years of a child's education to offer them strategies they can use at home to maximize the child's early learning and development.	Kindergarten readiness/ Parent involvement	Yearly	See budget
Objective 2:					

2: Gap

State your

Gap

 Goal

Goal 2: Increase the average math proficiency ratings for elementary students in the non-duplicated gap group to 66.3% in 2019.		
Which Strategy will the school/district use to address this goal? <i>(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.)</i> <ul style="list-style-type: none"> 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? <i>(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.</i> <ul style="list-style-type: none"> 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 	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.

Goal 2: Increase the average math proficiency ratings for elementary students in the non-duplicated gap group to 66.3% in 2019.					
		<ul style="list-style-type: none">KCWP5: Design, Align and Deliver Support - Continuous Improvement ActivitiesKCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities			
Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: Increase the average math proficiency ratings for elementary students in the non-duplicated gap group to 59.6% in 2018.	Design, align, and deliver support to assist the students in need of interventions.	Reducing non-cognitive barriers with the assistance of Family First and FRYSC			See budget
		21 st CCLCs	Grant reports	Annually	See budget
	Design and deliver effective instruction	Existing technology conditions will be monitored, and the district technology staff will provide support in repairing, upgrading and purchasing equipment as requested by the schools' SBDM Councils and approved by the district	Teacher reports One-to-ones Snack-n-chats	Weekly	See budget
		Effective co-teaching/collaborative teaching	Walkthroughs Formative and Summative Assessments	Weekly	See budget
		RtI	Walkthroughs Formative and Summative Assessments	Weekly Monthly Quarterly	See budget
		Active student engagement, application, rigor, questioning, and differentiation.	Walkthroughs, Student Voice, Student Gallup Polls, Student Conferencing	Weekly Monthly Quarterly	See budget
		Formative assessment with teachers providing individualized feedback for students	Walkthroughs, RtI data	Weekly	See budget
Objective 2:					

3: Graduation rate

State your **Graduation rate** Goal

Goal 3: Maintain an average freshman graduation rate of no less than 98% by 2020.					
Which Strategy will the school/district use to address this goal? <i>(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.)</i> <ul style="list-style-type: none">KCWP 1: Design and Deploy StandardsKCWP 2: Design and Deliver InstructionKCWP 3: Design and Deliver Assessment LiteracyKCWP 4: Review, Analyze and Apply DataKCWP 5: Design, Align and Deliver SupportKCWP 6: Establishing Learning Culture and Environment		Which Activities will the school/district deploy based on the strategy or strategies chosen? <i>(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.</i> <ul style="list-style-type: none">KCWP1: Design and Deploy Standards - Continuous Improvement ActivitiesKCWP2: Design and Deliver Instruction - Continuous Improvement ActivitiesKCWP3: Design and Deliver Assessment Literacy - Continuous Improvement ActivitiesKCWP4: Review, Analyze and Apply Data - Continuous Improvement ActivitiesKCWP5: Design, Align and Deliver Support - Continuous Improvement ActivitiesKCWP6: 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: Maintain an average freshman graduation rate of no less than 98% by 2019.	Design, align, and deliver necessary supports to identify and assist all of our students.	Mentoring program.	Interviews and reports		See budget
		PTGT/Early Warning Tool	Students identified, or not identified		See budget
		Credit Recovery Program	Credits recovered		See budget
		Truancy Diversion	Number of truants	Weekly	See budget
		Open Campus	Walkthroughs, Credits earned	Weekly Student goals	See budget
		Reducing non-cognitive barriers with the assistance of Family First and FRYSC			See budget
Objective 2:					

Goal 3: Maintain an average freshman graduation rate of no less than 98% by 2020.					

4: Growth
State your **Growth** Goal

Goal 4: Reduce the percent of elementary school students scoring novice in mathematics to 11% in 2020.						
Which Strategy will the school/district use to address this goal? <i>(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.)</i> <ul style="list-style-type: none">KCWP 1: Design and Deploy StandardsKCWP 2: Design and Deliver InstructionKCWP 3: Design and Deliver Assessment LiteracyKCWP 4: Review, Analyze and Apply DataKCWP 5: Design, Align and Deliver SupportKCWP 6: Establishing Learning Culture and Environment		Which Activities will the school/district deploy based on the strategy or strategies chosen? <i>(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.)</i> <ul style="list-style-type: none">KCWP1: Design and Deploy Standards - Continuous Improvement ActivitiesKCWP2: Design and Deliver Instruction - Continuous Improvement ActivitiesKCWP3: Design and Deliver Assessment Literacy - Continuous Improvement ActivitiesKCWP4: Review, Analyze and Apply Data - Continuous Improvement ActivitiesKCWP5: Design, Align and Deliver Support - Continuous Improvement ActivitiesKCWP6: 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: Reduce the percent of elementary school students scoring novice in mathematics to 13% in 2019	Design, align, and deliver necessary supports to identify and assist students.	Name-and-claim		Formative and Summative Data (STAR)	Weekly, Monthly, Quarterly	See budget
		Mentoring		Formative and Summative Data (STAR)	Weekly, Monthly, Quarterly	See budget
		Design and deliver effective instruction	RtI		Formative and Summative Data (STAR)	Weekly, Monthly, Quarterly
Objective 2:						

Goal 4: Reduce the percent of elementary school students scoring novice in mathematics to 11% in 2020.					

5: Transition readiness

State your *Transition readiness* Goal

Goal 5: Increase the percent of students who are transition ready to 85% by 2020.					
Which Strategy will the school/district use to address this goal? <i>(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.)</i> <ul style="list-style-type: none">KCWP 1: Design and Deploy StandardsKCWP 2: Design and Deliver InstructionKCWP 3: Design and Deliver Assessment LiteracyKCWP 4: Review, Analyze and Apply DataKCWP 5: Design, Align and Deliver SupportKCWP 6: Establishing Learning Culture and Environment		Which Activities will the school/district deploy based on the strategy or strategies chosen? <i>(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.)</i> <ul style="list-style-type: none">KCWP1: Design and Deploy Standards - Continuous Improvement ActivitiesKCWP2: Design and Deliver Instruction - Continuous Improvement ActivitiesKCWP3: Design and Deliver Assessment Literacy - Continuous Improvement ActivitiesKCWP4: Review, Analyze and Apply Data - Continuous Improvement ActivitiesKCWP5: Design, Align and Deliver Support - Continuous Improvement ActivitiesKCWP6: 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: Increase the percent of students who are transition ready to 84.3% by 2019.	Design, align, and deliver support for our students.	Operation Preparation	Student/Community involvement	Pre and post event planning	See budget
		Maintain at least five career pathways for students	Master schedule/staffing formula	Annually	See budget
		Mentoring/career advising and scheduling	Master schedule/student cards/CTE protocols	Winter/Spring (monthly)	See budget
		Test preparation offerings and remediation	Master schedule/sign-in	Quarterly	See

Goal 5: Increase the percent of students who are transition ready to 85% by 2020.					
			sheets		budget
		Maintain offerings at the PATC	Enrollment/master schedule	Annually/pre-registrations	See budget
		Work Ethics Seal innitiative	Sign-ups/Number of recipients	Quarterly	See budget
Objective 2:					

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

Goal 6: Increase student engagement to 4.10 by 2020 as reported on the Student Gallup Poll, thus improving overall public perception of the quality of education for our students.						
Which Strategy will the school/district use to address this goal? <i>(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.)</i> <ul style="list-style-type: none">KCWP 1: Design and Deploy StandardsKCWP 2: Design and Deliver InstructionKCWP 3: Design and Deliver Assessment LiteracyKCWP 4: Review, Analyze and Apply DataKCWP 5: Design, Align and Deliver SupportKCWP 6: Establishing Learning Culture and Environment		Which Activities will the school/district deploy based on the strategy or strategies chosen? <i>(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.</i> <ul style="list-style-type: none">KCWP1: Design and Deploy Standards - Continuous Improvement ActivitiesKCWP2: Design and Deliver Instruction - Continuous Improvement ActivitiesKCWP3: Design and Deliver Assessment Literacy - Continuous Improvement ActivitiesKCWP4: Review, Analyze and Apply Data - Continuous Improvement ActivitiesKCWP5: Design, Align and Deliver Support - Continuous Improvement ActivitiesKCWP6: 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 6:
Increase student engagement to 4.10 by 2020 as reported on the Student Gallup Poll, thus improving overall public perception of the quality of education for our students.

Objective 1: Increase student engagement to 4.00 by 2019 as reported on the Student Gallup Poll.	Design, align, and deliver support.	Ensure staffing and funding allocations are adequate and sustainable	Staffing allocation procedures, District Facilities Plan	Yearly	See budget
		Board meetings, forums, committees, PLCs, Board PLCs, Principal PLCs, One-to-one, Snack-n-chats, Chamber of Commerce, Work Ready, RtI, PtG Tool/Early Warning, Assessments, PBIS,	Agendas and minutes	Weekly, monthly, quarterly, yearly	See budget
		Improve communications	Communication logs	Monthly	See budget
	Establish Learning Culture and Environment	Ensure that student conferencing occurs on a regular basis to support a culture for and of learning	Student Voice Surveys Student Gallup Poll Meetings Minutes	Monthly, Yearly	See budget
		Enable students to develop leadership roles within the classrooms and schools	Student Voice, Student Gallup Poll, Walkthroughs	Weekly, Monthly, Yearly	See budget
Objective 2:					