# **Comprehensive Improvement Plan for Districts**

#### Rationale

District improvement efforts focus on student needs through a collaborative process involving all stakeholders to establish and address priority needs, district funding, and closing achievement gaps between identified subgroups of students. Additionally, districts build upon their capacity for high-quality planning by making connections between academic resources and available funding to address targeted needs.

## Operational definitions of each area within the plan

Goal: Long-term three to five year target based on Kentucky Board of Education required 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 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.

Measure of Success: the criteria that you believe shows the impact of our work. The measures may be quantifiable or qualitative, but they are observable in some way. Without data on what is being accomplished by our deliberate actions, we have little or no foundation for decision-making or improvement.

Progress Monitoring: is used to assess the plan performance, to quantify a rate of improvement based on goals and objectives, and to evaluate the effectiveness of the plan.

# **Guidelines for Building an Improvement Plan**

- There are 6 required District Goals: Proficiency, Separate Academic Indicator, Achievement Gap Closure, Graduation rate, Growth, and Transition readiness.
- There are 5 required school-level goals: For elementary/middle school: Proficiency, Separate Academic Indicator, Gap, Growth, and Transition readiness. For high school: Proficiency, Separate Academic Indicator, 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 Goal

Goal 1: By the end of the 2020 school year, Lincoln Elementary School will improve the reading and math proficiency indicator from 63 to 71; Dayton Middle School will improve the MS Proficiency Indicator score on KPREP from 66.4 to 74; and DHS will improve the HS Proficiency Indicator score on the ACT from 60.6 to 67.

Which **Strategy** will the 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
- 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 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 Classroom Activities
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Objective	Strategy	Activities to Deploy Strategy	Measure of Success	<b>Progress Monitoring Date &amp; Notes</b>	Funding
Objective 1:	Design and Deploy Standards	Vertical/Horizontal Planning and	Curriculum documents in		
Collaborate to increase the		Curriculum Alignment – The district	place for all grade levels,		
reading proficiency indicator on		will provide a structure where teachers	content areas, and all		
KPREP at LES from 63% to		can meet in vertical and horizontal	classes taught at Dayton		
65% and the math proficiency		planning meetings to plan for	Independent Schools		
indicator on KPREP from 63%		instruction and to create and refine			
to 65%.		Quarterly/Unit Organizers and			
Collaborate to increase the		Curriculum Timelines, as outlined by			
reading and math Proficiency		the Academic Work Plan. District			
indicator on KPREP scores for		administrators will provide ongoing			
Dayton Middle School from		coaching and feedback to teachers on			
66.4% to 67.9% and Dayton		effective practices for Tier I instruction			
High School from 60.6% to		and curriculum alignment to KCAS.			
62.1% by 6/1/8 as measured by		Live Scoring – School and district	Improved Writing Scores		
the reading and math KPREP		leaders will assist teachers in grades 3 –	across the district		
and ACT scores.		8 with the implementation of a formal			
		system for effectively scoring writing			
		in the classroom and using feedback to			
		improve student understanding of			
		content. Teachers will utilize Live			
		Scoring twice per academic year for the			
		purpose of assessing instruction and			
		coaching students to proficiency by			
		providing them with descriptive,			
		effective feedback in ways that will			

Objective	Strategy	Activities to Deploy Strategy	Measure of Success	<b>Progress Monitoring Date &amp; Notes</b>	Funding
		allow them to improve in their			
		demonstration of understanding			
		through writing.			
	Design and Deliver Instruction	<b>Book a Week Program</b> – To support	Increased 3rd Grade		
	Review, Analyze, and Apply	family involvement and connect	Reading Scores		
	Data	literacy in the preschool program to the			
		home, the district will provide			
		opportunities for preschool teachers to			
		provide students with one book to take			
		home each week. Teachers will design			
		and deploy weekly activities to			
		coincide with the book of the week.			
		Flashback/PLC Meetings – District	Increased Reading and		
		and Building level administrators will	Math Scores in grades 3 -		
		meet with all grade level teachers once	11		
		per week to review, discuss, and			
		analyze the standards being taught and			
		the student assessment data around			
		those standards.			
	Design, Align, and Deliver	Reading One to One – District office	Increased Reading		
	Support	personnel will participate in the	Scores for 3 <sup>rd</sup> – 6 <sup>th</sup> grade		
	Design and Deploy Standards	Reading One to One Program and work	students		
		with a student each week for thirty			
		minutes to improve the child's fluency			
		and comprehension skills.			
		Academic Work Plan – Teachers will	Curriculum documents in		
		focus their work during district wide	place for all grade levels		
		early release meetings on the Academic	and subject areas		
		Work Plan. The Academic Work Plan	throughout the district.		
		consists of the following:			
		Quarterly/Unit Organizers, Curriculum			
		Timelines, Creating/Revising Common			
		Assessments and analyzing assessments			
		and student work.			
Objective 2	Design, Align, and Deliver	<b>Professional Learning Opportunities</b>	Improved Instructional		
	Support	<ul> <li>All teachers, including ELA and</li> </ul>	Strategies for all teachers		
	Establishing Learning Culture	Math Teachers, will be given the	throughout the district.		
	and Environment	opportunity to attend professional			
		learning opportunities to improve their			
		instructional practice. Some of those			
		trainings consist of: KAGAN, Shared			
		Inquiry, Eric Jensen Book Study.			

Objective	Strategy	Activities to Deploy Strategy	Measure of Success	<b>Progress Monitoring Date &amp; Notes</b>	Funding
		<b>Deeper Dive Walkthroughs</b> – District	Improved Instructional		
		and building level administrators will	Strategies for all teachers		
		implement a formal system to monitor	throughout the district		
		effective instructional practices and			
		systems for assessment of learning.			
		Using the district created "Deeper			
		Dive" Walkthrough protocol, district			
		and school leaders will observe			
		teachers and collect evidence to make			
		decisions regarding professional			
		learning and additional district support			
		to teachers.			
	Review, Analyze, Apply Data	<b>CASE Testing</b> – The district will	Increase percentage of		
		monitor the implementation of	students scoring P/D		
		CASE testing at LES and DMS to	on the KPREP		
		provide KPREP-like testing	assessment		
		opportunities for students in grades			
		K-8, review students mastery			
		towards standards, and to have			
		intentional discussions with teachers			
		to determine instructional changes			
		that need to occur based on the data			
		from CASE testing.			

## 2: Separate Academic Indicator

Goal 2: By the spring of 2020, Lincoln Elementary School will improve the Separate Indicator score from 62 to 70, and Dayton Middle School will improve the Separate Academic Indicator Score from 54.8 to 63.8.

Which **Strategy** will the 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.)* 

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Objective	Strategy	Activities to Deploy Strategy	Measure of Success	<b>Progress Monitoring Date &amp; Notes</b>	Funding
Objective 1: Writing Collaborate to increase the writing scores at LES from 38.5% P/D to 43% P/D on the 5th grade On Demand Writing Assessment, and at DMS from 17.3% P/D to 30% PD for the 2018 – 2019 school year	Design and Deploy Standards  Review, Analyze, and Apply	Common Writing Expectations – the district will lead work focused around creating common writing expectations for all students, creating a continuum beginning in Kindergarten through 12 <sup>th</sup> grade, and creating exemplars at each grade level.  Analyzing Writing – On Demand	Increase percentage of students scoring P/D on On Demand Writing  Increase percentage of	Trogress Montering Date & Notes	Tunuing
	Data	Writing prompts will be scored by English teachers and administrators throughout the district. The scores, strengths and areas of growth, and next steps will be shared with 5 <sup>th</sup> , 8 <sup>th</sup> , and 11 <sup>th</sup> grade students by the district office and building administration.	students scoring P/D on On Demand Writing		
	Design and Deploy Standards	Writing Across the Curriculum – Students in each grade level will write all three forms of writing: Narrative, Informative, and Persuasive. In grades 4 – 12, these pieces will be written across all content areas.  District Wide Feedback – teachers in	Increase percentage of students scoring P/D on On Demand Writing  Increase percentage of		
		grades 4 – 12 meet bi-monthly to review, score, and analyze student	students scoring P/D on On Demand Writing		

Objective	Strategy	Activities to Deploy Strategy	Measure of Success	<b>Progress Monitoring Date &amp; Notes</b>	Funding
		writing samples. Teachers discuss			
		strengths and areas of growth that are then given to back to the students.			
		5			
Objective 2: Social Studies	Design and Deliver	<b>Flashbacks</b> – students will complete opening activities that "Flashback" to	Increase the percentage		
Collaborate to increase the 5 <sup>th</sup> grade social studies scores	Instruction	content standards that have previously	of students scoring P/D on the Social Studies		
from 56.9% P/D to 61% P/D		been taught. These flashback cover all	KPREP assessment		
and the 8 <sup>th</sup> grade social		standards but focus mainly on standards	THE TEET WOODSHIP		
studies scores from 48.1% to	Design and Deliver	students are not mastering.  Extended Response Questions –	Increase the percentage		
49.6% on the KPREP	Instruction	Students will complete extended	of students scoring P/D		
assessment.		response questions on assessments	on the Social Studies		
		throughout the year. Students also complete the RACE strategy (Restate,	KPREP assessment		
		Answer, Cite, Explain) on opening			
		activities.			
	Design and Deliver	Cold Reads – Students complete "Cold	Increase the percentage		
	Instruction	Reads" on passages they have not seen before to improve their confidence and	of students scoring P/D on the Social Studies		
		ability in reading content passages.	KPREP assessment		
		Charts, Graphs, Maps – Throughout	Increase the percentage		
		the year, students are completing assessment questions that incorporate	of students scoring P/D		
		charts, graphs, and maps in an attempt	on the Social Studies KPREP assessment		
		to improve students ability to read and	Krker assessment		
		interpret these types of questions.			
Objective 3: Science	Design, Analyze and Apply	Self-Reflections – Students complete	Increase percentage of		
Collaborate to increase the 4 <sup>th</sup>	Data	self-reflections on all 10 for 10	students scoring		
grade science scores from		formative assessments and summative assessments to evaluate mastery	proficient/distinguished		
18.8% P/D to 25% P/D and the 7 <sup>th</sup> grade science scores		towards standards.	on the KPREP assessment.		
from 22.5% to 30% P/D on	Design, Analyze and Apply	Summative Assessment Analysis –	Increase percentage of		
the KPREP assessment.	Data	Science teachers will meet in district	students scoring		
		wide teams, grades 4 – 12, twice a	proficient/distinguished		
		month to review and analyze summative assessment data. Teachers	on the KPREP		
		will share their assessment along with	assessment.		

Objective	Strategy	Activities to Deploy Strategy	Measure of Success	<b>Progress Monitoring Date &amp; Notes</b>	Funding
		student work to analyze specific questions and standards that students are mastering and/or not mastering.			

## **3: Gap**

Goal 3: By the spring of 2020, increase the percentage of students with disabilities at Lincoln Elementary School scoring P/D from 35.3% to 50%.and at Dayton MS increase the proficiency indicator for students on Free/Reduced Lunch from 56.4 to 64.4, and at DHS and from 64.6 to 72.6.

Which **Strategy** will the 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.)* 

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Objective	Strategy	Activities to Deploy Strategy	Measure of Success	<b>Progress Monitoring Date &amp; Notes</b>	Funding
At LES, Collaborate to increase the percentage of students with disabilities scoring at the P/D Level from 35.3% to 40%.  At DHS, Collaborate to increase the proficiency indicator for Free/Reduced lunch students in the MS from 64.6 to 68.6 and in the HS from 56.4 to 60.4 by 5/31/19.	Review, Analyze, and Apply Data Design and Deliver Instruction	Advisory Team Meetings – The district will monitor the use of Advisory Team Meetings at Lincoln Elementary School between teachers of all grade levels to determine appropriate interventions for all students scoring below grade level.  RTI – The district will monitor the intervention that is taking place at all three levels. The district will monitor school wide RTI at LES, the double block of reading and math taking place at DMS, and the 4 <sup>th</sup> bell RTI block taking place at the high school. Students, who are not meeting grade level benchmarks, are placed in interventions	All teachers are aware of student data and appropriate interventions for all students  Decrease the percentage of students scoring Novice on KPREP		
	Design and Deliver Instruction Review, Analyze, and Apply Data	Lexia/Reading Plus – The district will monitor the use of Lexia/Reading Plus throughout the district. All students in grades 3 – 11 not meeting grade level reading benchmarks will be placed on Lexia/Reading Plus to assist in	Decrease the percentage of students scoring Novice on KPREP		

Objective	Strategy	Activities to Deploy Strategy	Measure of Success	<b>Progress Monitoring Date &amp; Notes</b>	Funding
		improving students' fluency and comprehension.			
		Professional Learning Day – The November Professional Learning Day will be designated to analyze KPREP scores, review individual student scores, and determine next steps for reducing novice percentages in all content areas.	All teachers are aware of student data		
	Design, Align, and Deliver Support Design, Align, and Deliver Support	Engaging Students With Poverty in Mind Resources – The district purchased Eric Jensen's book, "Poor Students, Richer Teaching," for all staff members in the district, and the district will lead all staff members through a book study using this book.	Improved Instructional Strategies for all teachers throughout the district		
		PBIS Implementation – the Director of Student Services will continue to monitor and support work with school personnel to implement PBIS in both school buildings, in order to track progress towards the long term goal of advancing through the next Tier of PBIS intervention based on benchmark assessment from the PBIS committee.	Decrease the amount of office referrals for all students		
	Design, Align, and Deliver Support	KAGAN Training – The district will continue the initiative of sending all teachers in the district to KAGAN training to learn about cooperative learning and decreasing the percentage of students not meeting grade level benchmarks.	Decrease the percentage of students scoring Novice on KPREP		

#### 4: Graduation rate

Goal 4 By the spring of 2020, Dayton High School will improve its 4 year graduation rate from 80.3% to 90%.

Which **Strategy** will the 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.)* 

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Objective	Strategy	Activities to Deploy Strategy	Measure of Success	<b>Progress Monitoring Date &amp; Notes</b>	Funding
Objective 1:	Review, Analyze, and Apply	Student Assistance Team - A Student	Reduce barriers to		
Collaborate to increase the four	Data	Assistance Team at the high school will	learning for students		
year graduation rate from 80.3%	Establishing Learning Culture	monitor academic (i.e., CERT,	AND Increased		
to 85% by June 2019.	and Environment	Quarterly Assessments, and Academic	Graduation Rate		
		Progress) and nonacademic (i.e.,			
		behavior and attendance) data of all			
		students to support learning with			
		targeted academic and behavioral			
		intervention and enrichment. The			
		district will monitor to ensure program			
		effectiveness and an increase in the			
		Academic achievement of all students.			
		<b>DaytonA</b> – The district will continue to	Increased Graduation		
		monitor the implementation of	Rate		
		programs to support students struggling			
		academically i.e. "DaytonA, Credit			
		Recovery			
	Establishing Lauring Cultura	Condit December A Condit December	Increased Graduation		
	Establishing Learning Culture and Environment	Credit Recovery – A Credit Recovery			
		Program is in place for students falling	Rate		
	Establishing Learning Culture and Environment	behind academically. Students having			
	and Environment	failed classes will be placed in the			
		Credit Recovery Program to prevent			
		these students from falling behind.			

Objective	Strategy	Activities to Deploy Strategy	Measure of Success	<b>Progress Monitoring Date &amp; Notes</b>	Funding
•	- Gy	School Based Health Center – The district will continue to provide support for and monitor the implementation of the School-based Health Center, designed to help remove barriers that may exist when students are absent from school when medical treatment is	Increased Attendance Rate		
	Review, Analyze, and Apply Data	necessary.  Joint SBDM/Board Meeting – The district will continue to monitor and support effective communication between the SBDM councils, the Board of Education, and the district office personnel with bi-annual reviews of the district mission statement, school/district goals, and assessment data.	All shareholders are aware of data and school needs		

#### 5: Growth

Goal 5: By the spring of 2020, 50% of students in grades K – 6 will be proficient and/or distinguished on the CASE Reading and Math assessment, and DMS will increase the percentage of students scoring proficient and/or distinguished on the CASE Assessment from 47.5% to 55.5% in Math and 45.1% to 53.1% in Reading.

Which **Strategy** will the 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.)* 

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Objective	Strategy	Activities to Deploy Strategy	Measure of Success	<b>Progress Monitoring Date &amp; Notes</b>	Funding
Objective 1 At LES, Collaborate to increase the percentage of students meeting the Proficient and/or Distinguished level on the CASE assessment from 33.3% to 40% in Math and	Design and Deliver Instruction Design and Deliver Assessment Literacy	Lexia/Reading Plus - Students in grades 3 through 11 will participate in the computer intervention program, Lexia and/or Reading Plus. These students will be determined by teacher referral and performance on KPREP, MAP, AIMSweb, and other classroom data.	Decrease the percentage of students scoring Novice on KPREP		
from 36.2% to 43% in Reading. At DMS, For the 2018 – 2019 school year, collaborate to increase the percentage of		District Wide Assessment Analysis – Teachers in grades 4 – 12 will meet twice a month in content alike groups to analyze assessments, assessment data, and student work.	Decrease the percentage of students scoring Novice on the On Demand portion of KPREP		
· ·	Review, Analyze, and Apply Data Design and Deliver Instruction	Analyzing Writing – ELA teachers district wide will score On Demand Writing prompts written by students throughout the district. The scores, strengths and areas of growth, and next steps will be shared with the students by the district office and building administration.	Decrease the percentage of students scoring Novice on KPREP		

Objective	Strategy	Activities to Deploy Strategy	Measure of Success	<b>Progress Monitoring Date &amp; Notes</b>	Funding
		RTI – The district will monitor the intervention that is taking place at all three levels. The district will monitor school wide RTI at LES, the double block of reading and math taking place at DMS, and the 4 <sup>th</sup> bell RTI block taking place at the high school. Students, who are not meeting grade level benchmarks, are placed in interventions	Decrease the percentage of students scoring Novice on KPREP		
	Review, Analyze, and Apply Data	Flashback/PLC Meetings – District and Building level administrators will meet with all grade level teachers once per week to review, discuss, and analyze the standards being taught and the student assessment data around those standards.	Improved Instructional Strategies for all teachers throughout the district		

### **6: Transition Readiness**

Goal 6: By the spring of 2020, Dayton High School will increase its Transition Readiness percentage from 82.9% to 90%.

Which **Strategy** will the 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.)* 

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Objective	Strategy	Activities to Deploy Strategy	Measure of Success	<b>Progress Monitoring Date &amp; Notes</b>	Funding
Objective 1 Increase our Transition Readiness percentage from 82.9% to 85% as measured by the percentage of graduating seniors that meet Academic Readiness Benchmarks and Career Readiness Benchmarks.	Review, Analyze, and Apply Data Design, Align, and Deliver Support	Transition Readiness Training and Support – District and school leaders, in collaboration with the guidance office, will monitor graduation data, academic progress, and transition readiness (through an analysis of ACT, KOSSA, Industry Certification, and the ASK Assessment)	Increased Transition Readiness percentage		
		Career Pathways Communication – The district will support Transition Readiness communication between teachers to provide students access to programs that align with career pathways identified in their ILP. The TEDS Coordinator/High School Business Teacher will track the students and progress in these career pathways to make decisions requiring additional district support.	Increased Transition Readiness percentage		
	Design and Deliver Instruction Design, Align, and Deliver Support	Junior CCR Class – All juniors will take a Transition Readiness Class in which they will focus on test taking	Increased percentage of students meeting Transition Readiness Benchmarks		

Objective	Strategy	Activities to Deploy Strategy	Measure of Success	<b>Progress Monitoring Date &amp; Notes</b>	Funding
		strategies and reading, math, and English skills.			
		CERT Testing – the district will continue to provide support to school administration and teachers during CERT Testing, a formal system for measuring progress of students in English, Reading, and Mathematics and to determine transition readiness and appropriate interventions for students not meeting benchmarks.	Increased percentage of students meeting Transition Readiness Benchmarks		
	Design, Align, and Deliver Support Design, Align, and Deliver Support	Operation Preparation – District Administrative Team (Superintendent, Director of Teaching and Learning, and Director of Student Services) will develop and promote Operation Preparation district wide to promote transition readiness. Through the use of a monitoring system within the guidance office at each school, the district will provide support to students regarding their ILP completion status, career interests, and their progress towards meeting Transition Readiness benchmarks as needed.	Increased percentage of students meeting Transition Readiness Benchmarks		
		Transition Readiness Monitoring — The district will continue to support and monitor Transition Readiness programs. The Director of Teaching and Learning and the School Counselor will continue to create and update a Transition Readiness Spreadsheet that will be shared with staff members during weekly PLC's. The Transition Readiness Spreadsheet will be updated each time new transition readiness measures are met by students.	Increased percentage of students meeting Transition Readiness Benchmarks		
Objective 2					

Objective	Strategy	Activities to Deploy Strategy	Measure of Success	<b>Progress Monitoring Date &amp; Notes</b>	Funding

# 7: Other (optional)

Goal 7 (State your goal):

Which **Strategy** will the 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.)* 

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Objective	Strategy	Activities to Deploy Strategy	Measure of Success	<b>Progress Monitoring Date &amp; Notes</b>	Funding
Objective 1					
Objective 2					