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	Progress Monitoring Date & Notes	Funding
Objective 1:	Design and Deploy Standards	Vertical/Horizontal Planning and	Curriculum documents in	Currently taking place. Teachers meet	
Collaborate to increase the		Curriculum Alignment – The district	place for all grade levels,	bi-monthly in district level teams and	
reading proficiency indicator on		will provide a structure where teachers	content areas, and all	bi-monthly in school level teams.	
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	We are a little behind on this. We	
the reading and math KPREP		leaders will assist teachers in grades 3 –	across the district	have completed Live Scoring in 7 th and	
and ACT scores.		8 with the implementation of a formal		8 th grade ELA.	
		system for effectively scoring writing		grade EEr II	
		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	Progress Monitoring Date & Notes	Funding
		allow them to improve in their demonstration of understanding through writing.			
	Design and Deliver Instruction	Book a Week Program – To support	Increased 3 rd Grade	This program is continuing for all	
	Review, Analyze, and Apply	family involvement and connect	Reading Scores	preschool students. With the IAL	
	Data	literacy in the preschool program to the		grant, we are able to give books to	
		home, the district will provide opportunities for preschool teachers to		students in all grade levels.	
		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	These meetings take place weekly.	
		and Building level administrators will	Math Scores in grades 3 -	Teachers are analyzing data each	
		meet with all grade level teachers once per week to review, discuss, and	11	week.	
		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	This program is in place.	
	Support	personnel will participate in the	Scores for 3 rd – 6 th grade		
	Design and Deploy Standards	Reading One to One Program and work with a student each week for thirty	students		
		minutes to improve the child's fluency			
		and comprehension skills.			
		Academic Work Plan – Teachers will	Curriculum documents in	Administration continually works with	
		focus their work during district wide	place for all grade levels	teachers to have all curriculum	
		early release meetings on the Academic	and subject areas	documents in place: Curriculum	
		Work Plan. The Academic Work Plan	throughout the district.	Timeline, Quarterly/Unit Organizers,	
		consists of the following: Quarterly/Unit Organizers, Curriculum		and Assessments uploaded to the	
		Timelines, Creating/Revising Common		OneDrive.	
		Assessments and analyzing assessments			
		and student work.			
Objective 2	Design, Align, and Deliver	Professional Learning Opportunities	Improved Instructional	Two teachers from LES and two	
	Support	– All teachers, including ELA and	Strategies for all teachers	teachers from DHS will be attending a	
	Establishing Learning Culture and Environment	Math Teachers, will be given the	throughout the district.	KAGAN training	
	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.			

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		Deeper Dive Walkthroughs – District and building level administrators will implement a formal system to monitor 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.	Improved Instructional Strategies for all teachers throughout the district	Deeper Dive Walkthroughs were completed during the first semester. Second semester walkthroughs begin this week.	
	Review, Analyze, Apply Data	CASE Testing – The district will monitor the implementation of CASE testing at LES and DMS to provide KPREP-like testing 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.	Increase percentage of students scoring P/D on the KPREP assessment	CASE testing has been administered twice this school year. The third and comprehensive CASE assessment will be administered in March.	

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	Progress Monitoring Date & Notes	Funding
Objective 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 Data	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 th grade, and creating exemplars at each grade level. Analyzing Writing – On Demand 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 th , 8 th , and 11 th grade students by the district office and building administration.	Increase percentage of students scoring P/D on On Demand Writing Increase percentage of students scoring P/D on On Demand Writing	This is a work in progress. Professional Learning in May and over the summer will continue to focus on curriculum alignment. Teachers have been uploading a Low, Medium, and High Writing example from each piece of writing that is completed. On Demand Writing student responses have been scored by district wide ELA teachers. Feedback was given to teachers to share with students about next steps to improve their 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.	Increase percentage of students scoring P/D on On Demand Writing	This is taking place.	

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

Objective	Strategy	Activities to Deploy Strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
		month to review and analyze summative assessment data. Teachers will share their assessment along with student work to analyze specific questions and standards that students are mastering and/or not mastering.	proficient/distinguished on the KPREP assessment.		

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	Progress Monitoring Date & Notes	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 th 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	Progress Monitoring Date & Notes	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	Progress Monitoring Date & Notes	Funding
Objective 1: Collaborate to increase the four year graduation rate from 80.3% to 85% by June 2019.	Review, Analyze, and Apply Data Establishing Learning Culture and Environment	Student Assistance Team - A Student Assistance Team at the high school will monitor academic (i.e., CERT, Quarterly Assessments, and Academic 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.	AND Increased Graduation Rate	The Student Assistance Team is meeting on a regular basis to identify students with behavioral needs.	
		DaytonA – The district will continue to monitor the implementation of programs to support students struggling academically i.e. "DaytonA, Credit Recovery	Increased Graduation Rate	DaytonA is in place for students that are struggling behaviorally and are in danger of not graduating.	
	Establishing Learning Culture and Environment Establishing Learning Culture and Environment	Credit Recovery – A Credit Recovery Program is in place for students falling behind academically. Students having failed classes will be placed in the Credit Recovery Program to prevent these students from falling behind.	Increased Graduation Rate	This program has been effective in allowing students to recover credits and keep students on track for graduation.	

Objective	Strategy	Activities to Deploy Strategy	Measure of Success	Progress Monitoring Date & Notes	Funding	
		School Based Health Center – The	Increased Attendance	The School Based Health Center is at		
		district will continue to provide support	Rate	Lincoln Elementary School on		
		for and monitor the implementation of		Monday and Thursday. They meet		
		the School-based Health Center, designed to help remove barriers that		family's needs by diagnosing illnesses		
		may exist when students are absent		and prescribing medications for		
		from school when medical treatment is		students in need.		
		necessary.				
	Review, Analyze, and Apply	Joint SBDM/Board Meeting – The	All shareholders are	We have not done this yet.		
	Data	district will continue to monitor and	aware of data and school	·		
		support effective communication	needs			
		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.				
		**We have created a Grad Rate Tr	acking System that lists	all students in their correct Cohort Gra	duation year. The	
		administrative team has met twice and plans to meet bi-weekly to identify and follow up with students that are in				
		danger of not graduating.				

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	Progress Monitoring Date & Notes	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		
students meeting Proficiency on the CASE assessment from 47.5% to 55.5% in Math and 45.1% to 53.1% in Reading.	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	Progress Monitoring Date & Notes	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 th 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%.

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Objective	Strategy	Activities to Deploy Strategy	Measure of Success	Progress Monitoring Date & Notes	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	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	Director of Teaching and Learning meets with Counselor and Business Teacher to continually update and track progress towards the HS's transition readiness.	
Readiness Benchmarks.		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	We are partnering with Gateway and other River City school districts to offer a Logistics Career Pathway to junior and/or senior students.	
	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	All juniors are enrolled in this class.	

Objective	Strategy	Activities to Deploy Strategy	Measure of Success	Progress Monitoring Date & Notes	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	HS students just finished taking the third CERT assessment of the year.	
	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	Operation Preparation will take place when the HS has the Senior Signing Day in April.	
		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	Director of Teaching and Learning meets with Counselor and Business Teacher to continually update and track progress towards the HS's transition readiness.	
Objective 2					

Objective	Strategy	Activities to Deploy Strategy	Measure of Success	Progress Monitoring Date & Notes	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	Progress Monitoring Date & Notes	Funding
Objective 1					
Objective 2					