

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**

<p>Goal 1: Increase the averaged combined reading and math K-Prep scores for elementary and middle students to 73.3% by 2019.</p>					
<p>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></p> <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 		<p>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></p> <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 • KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities • KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities 		<p>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.</p>	
Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding

<p>Objective 1: demonstrate a proficiency in the combined reading and math</p> <p>Elementary from 56.3 to 66.4 BCMS from 50.9 to 67.9 BCHS from 39.8 to 65.0</p> <p>as measured by K-PREP.</p>	<p>Curriculum Alignment - Schools will review the Kentucky Core Academic Standards and work in horizontal and vertical teams to align the standards and develop pacing guides, curriculum units, lesson plans and assessments.</p>	<p>District CIA team will assist and support principals in monitoring to ensure that teachers implement the curriculum documents, use best practices for instruction, develop and analyze congruent assessments through semester District site visits, attending PLC's, walkthroughs and giving timely feedback.</p>			
		<p>District CIA team will work with principals using evidence gathered through site visits, walkthroughs, PLC attendance and overall monitoring to help support teachers and principals in selecting differentiated Professional Learning opportunities for teachers to implement engaging instructional strategies with the aligned curriculum in the classroom.</p>			
<p>Objective 2: collaborate to decrease students with disabilities suspensions from</p>	<p>Decrease of Special Need Student's Suspension - Decreasing the suspensions</p>	<p>School level administrators will receive professional learning on alternatives to suspension and positive behavior supports presented by KEDC Special Education Co-op and/DOSE.</p>			

6.57% to 5% by 12/31/2018 as measured by Infinites Campus Ad Hoc Report	given to special needs students will allow them to be in the classroom for instruction in order to help them obtain the goal of proficiency.				
		DOSE will email each principal, assistant principal, superintendent and DPP semester suspension reports for each school			

Objective 3: Attendance Improvement -	Attendance Improvement - Students attendance at school is important to move them toward proficiency	Each school will develop and turn in a strategic plan to the DPP each year to increase daily student attendance at their school			
		District will provide a variety of incentives for schools to push their attendance toward the goal: Traveling banner for the school with the highest attendance each month, traveling banner for the most improved attendance for the month, attendance bulletin board at the Board Office Annex to track attendance pencils for class with the highest attendance for the month, traveling megaphone for grade level with the best attendance for month, and recognition of school with the highest overall attendance for the year and grade level with highest attendance for year at the opening day ceremonies			
		DPP develops a report each month with attendance and enrollment to present at the District Meetings and to share with staff district wide.			

Objective 4: Early Learning Readiness	Helping teachers and parents become aware of the developmentally appropriate skills needed for students to enter Kindergarten Category: Early Learning	The district provides a Developmental Manual for 3-4 year olds that attend preschool to parents.			
		The district offers several Pre-School Screenings and Orientation sessions over the period of spring and summer to pull students and parents into the education program and discuss developmentally appropriate activities to prepare their children for Kindergarten			
		The district will implement STARS into all pre-school programs beginning			

		A monthly newsletter will be sent home to Preschool parents giving activities for parents to use at home to help their child with Kindergarten Readiness.			190
		Preschool Director and Elementary Director will develop a task force team of parents, community stakeholders/partners and staff to review current Kindergarten Readiness practices in the district and develop a strategic 5 year plan using guiding principles from KIDS Now Initiative through the Governor Task Force.			

Objective 5: Whole Child Strategies through all Core	Incorporating the other content areas with the Math and ELA core areas to develop the whole child toward proficiency.	District will monitor District Writing/Communication Plan as written to help improve On-Demand Scores, move Writing Program Reviews toward Proficiency, and meet state statutes.			
		The district will work with Kentucky Shape and combine the Nutrition Director's Report with the Practical Living & Career Studies Program Review. A Superintendent's Coordinated School Health Council has been developed to provide guidance through developing a plan using Alliance for a Healthier Generation analysis to guide the district's next steps for student and staff wellbeing in the plan. All of this information will be made available to stakeholders via the District Web Site.			
		The district will support schools in aligning and working with the new Arts & Humanities Standards through NGLN. District will support schools in distributing the standards across the school grade levels because of the funds not available to support teachers in all of the art areas (dance, media arts, music, theatre and visual art)			
		District will support school councils and school administrators in creative ways to use school allocations to support their World Language and Global Competency programs within their budgets.			
		District CIA team will monitor Program Reviews at schools through School Site Visits and give schools feedback.			
		District will send administrators to Professional Learning about changes for Program Reviews. District will pull administrators together and develop a protocol for the district in completion and monitoring of Program Reviews. The protocol will be put on district website.			
		Develop a district Primary Plan (K-3) that encompasses district end of year grade level benchmarks in literacy and math for all primary students for the elementary schools to use in developing their Primary SBDM Policy and plans.			
Objective 6: District Site Visits	District will complete two visits per year in the schools and give the schools feedback on what is positively happening in the schools and areas of concern for the schools to address. This will address all parts of the school	All district office staff will go into the schools and do two site visits per year (fall and spring). District staff will gather observations and develop feedback on promising practices and areas of concerns and share with school administrators.			

	environment to support the whole child. Category: Continuous Improvement				
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Objective 7: Teacher Mentoring	Decrease teacher turnover across the district	Develop, implement and monitor a teacher mentoring program designed to support new teachers in the first 3 years of their career in the district.			

2: Gap

State your **Gap** Goal

Goal 2:
 Increase the average combined reading and math proficiency ratings for all students in the non duplicated gap group from 33% in 2012 to 72% in 2019.

<p>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></p> <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 	<p>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></p> <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 • KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities • KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities 	<p>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.</p>
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Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
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<p>Objective 1: collaborate to assist schools in increasing the average combined reading and math proficiency scores for ALL students in the non-duplicated gap group Elementary: 57.2 % BCMS: 63 % BCHS: 59.3 % by 12/31/2018 as measured by K-PREP.</p>	<p>Classroom Instruction Monitoring - The district will provide support to schools by assisting with classroom Instruction monitoring.</p>	<p>The ISLN team will develop and use a comprehensive walk through process to deepen professional learning and monitoring the delivery of aligned curriculum, instructional strategies and assessment across the schools. An intentional schedule will be developed in using the walk through instrument along with unannounced walk throughs.</p>			
		<p>District Academic Team will attend and monitor PLC meetings and give feedback to the school administrators</p>			

	<p>Standards Based Grading - All students master the KCAS Standards</p>	<p>District will continue to support the implementation of Standards Based Grading and practices in all schools.</p>			
		<p>District will review current grading policy and amend accordingly to be congruent with Standards Based Grading</p>			

	Parent / Stakeholder Involvement - To increase parent and stakeholder involvement in the schools to help ALL students be successful	District will assist and support schools in reviewing and making amendments as needed to their Parent Involvement Policy/Plan			
		District will assist and support schools in reviewing and making revisions if needed on their Title 1 School Compacts			
Objective 2: Professional Learning	Professional Learning for Special Education Teachers and Administrators - Provide job-embedded professional learning	DOSE provides professional learning for teachers to keep them updated on current needs of the Special Needs Program			
		DOSE provides training for administrators in regards to Special Education Program needs			
		DOSE will pull Special Needs teachers together to review students scores and cut scores to develop strategies to move students to meeting proficiency.			
Objective 3: Class size reduction	Class Size Reduction - The district will use Title II funds to reduce classroom sizes	The district will support schools in reducing classroom size.			115000
Objective 4: FRYSC	FRYSC - FRYSC will work with students and families to reduce barriers to learning	FRYSC Coordinators and staff will provide support to all students in their schools to reduce barriers to learning, this may be to serve on committees that meet about students, doing home visits, provide food in school backpack program, provide school supplies, clothing, help with attendance etc. in order to help students perform their academic best.			
Objective 5: Assessment	Assessment - Improving assessment strategies to guide teachers in helping students in becoming proficient	Continue providing professional development to build teacher capacity in assessment literacy, including the development and use of formative, authentic, performance-based assessments and the use of rubrics and the importance of providing exemplars for students to observe when completing the mastery of standards.			
		Students with IEP's that are prescribed readers shall use a reader based technology program when completing assessments to prepare for K-PREP			

3: Graduation rate

State your **Graduation rate** Goal

Goal 3:
Increase the average freshman graduation rate to 95% by 2020

<p>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>)</p> <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 	<p>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>)</p> <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 • KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities • KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities 	<p>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.</p>
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Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: collaborate to achieve a graduation rate of 91.6% by 12/31/2017 as measured by 4 year adjusted cohort rate.	Targeted Intervention - Special needs students will work with advisors to schedule courses based on their ILP's. Category: Persistence to Graduation	Special need students will work with an advisor (teacher or guidance counselor) and schedule courses targeting their ILP's			
Objective 2: collaborate to increase the Freshman graduation to 92.5% by 12/31/2018 as measured by 4 year cohort Freshman rate.	Student Support Programs - Bath County School District will continue to support the Second Chance Academy, Night School Program and Graduation Success Academy to provide our at-risk students options to complete their graduation requirements beyond the traditional classroom setting.	<p>The district will fund a teacher to operate night school at Bath County High School.</p> <p>District will provide teachers for Second Chance Academy for those students that have behaviors that will not allow them to be successful in the regular classroom</p> <p>District will provide administrators and teachers to provide students with an alternate route for graduation if barriers come up for student to attend regular classes</p>			

Objective 3: Academic and Career Advising -	Teachers and Counselor will advise students on courses that target their ILP's, Interest Surveys,	District will provide funds for high school to hire a Career Pathways Guidance Counselor to assist the school to help students choose classes based on their ILP's, career interests. Career Pathways Guidance Counselor will also work with teachers to help mentor students.			62000

4: Growth

State your **Growth Goal**

Goal 4:
Reduce novice by 50% by 2020.

<p>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></p> <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 	<p>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></p> <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 • KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities • KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities 	<p>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.</p>
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Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
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<p>Objective 1: collaborate to reduce novice students by 10% for the next 5 years by 05/29/2020 as measured by K-PREP.</p>	<p>Name and Claim - After benchmark and summative assessments teachers will meet in PLC's and "name and claim" students that need Rti services or that extra push to move them toward proficiency.</p>	<p>Students will be given MAP 3 times a year to monitor progress</p>			20000
		<p>After benchmark and summative assessments teachers will meet in PLC's to review and analyze data. Teachers will "name and claim" students that need extra work to master the targets. Teachers will develop a plan to help students. Plan will come back to PLC's to be reviewed and look at progress of "name and claimed" students</p>			
		<p>Within the District Primary Plan it will address targeting students in 3rd grade that are not on literacy and math grade level - an intensive plan will be developed for these students to help them get to grade level and the students will continue to be a focus during their school career to support them in becoming and staying proficient.</p>			
		<p>Through ESS Daytime Waivers and after school services their will be provided extended learning opportunities for students at elementary, middle</p>			28000

		and high school who are not performing at proficient levels in reading and math.			
		Within the District Primary Plan it will address targeting students in 3rd grade that are not on literacy and math grade level - an intensive plan will be developed for these students to help them get to grade level and the students will continue to be a focus during their school career to support them in becoming and staying proficient.			

Objective 2: RTI	RtI Plan - Response to Intervention District Plan will guide all individual schools to address RtI and develop their own plans within their schools.	District CIA team will work with principals in monitoring Tier 1 instruction through walkthroughs, District Site Visits and giving feedback to the principals. Team will look for researched based strategies completed with fidelity and the instructional cycle of direct instruction-guided practice, and independent practice. Evidence gathered will drive professional learning for schools and teachers.			
		Ensure that all district and school administrators walk throughs are occurring because "what isn't monitored, doesn't happen"			
		District will provide ongoing Professional Learning to include training and monitoring on differentiated instruction based in areas of literacy and math needs as determined by student data analysis for Tier 1 and Tier 2 students.			1000

5: Transition readiness

State your **Transition readiness** Goal

<p>Goal 5: Increase the percentage of students who are college-and-career-ready to 73.1% by 2020.</p>					
<p>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>)</p> <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 		<p>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>)</p> <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 • KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities • KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities 		<p>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.</p>	
Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: demonstrate a proficiency of Bath County High School students scoring 60.3% by 12/31/2018 as measured by K-PREP.	Academic and Career Advising - Students will receive assistance in career preparation.	Develop, promote and implement Operation Preparation for 8th and 10th grade students.			2000
		The schools team together and have a career day where different community partners come in and share their career and give information to the students.			
Objective 2: CTE	CTE Advisory Councils - Representatives from the district will serve on the CTE advisory councils.	Representatives from the district will serve on the CTE advisory councils to improve programs and increase the number of students receiving KOSSA and industry certifications.			
		District Office Staff will support high school personnel and students in giving and analyzing KOSAA Mock Testing, practice ACT tests, WorkKeys, ASVAB, and KOYTE to help place students in the correct Study Zone classes			

Objective 3: Study Zone	Study Zone - Students will be placed in RtI programs based upon ACT scores and Career Pathways	Students will be placed in Study Zone classes based on ACT scores and career paths to increase College and Career accountability			
Objective 4: College and Career Testing Support -	District will support high school in giving of several types of assessments	District Office Staff will support high school personnel and students in giving and analyzing KOSAA Mock Testing, practice ACT tests, WorkKeys, and ASVAB to help place students in the correct Study Zone classes			

6: Other (optional)

State your **Other Goal** (optional)

Goal 6:		
<p>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>)</p> <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 	<p>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>)</p> <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 • KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities • KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities 	<p>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.</p>

Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1:					
Objective 2:					