

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 2024, the district will increase the combined (reading and math) percentage of proficient/distinguished students in the Elementary Schools from : 47% to 57%. Middle Schools from 49% to 59%. High School from 46% to 56%.

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](#)
- [KCWP2: Design and Deliver Instruction Classroom Activities](#)
- [KCWP3: Design and Deliver Assessment Literacy Classroom Activities](#)
- [KCWP4: Review, Analyze and Apply Data Classroom Activities](#)
- [KCWP5: Design, Align and Deliver Support Classroom Activities](#)
- [KCWP6: Establishing Learning Culture and Environment Classroom Activities](#)

In the following chart, 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: Demonstrate student proficiency in combined math and reading at the elementary level with a score of 50% by 2020 as measured by state assessment results.	KCWP 2: Develop a system of checks and balances for the design and delivery of instruction in order to ensure that all students are being taught with research based instructional strategies as well as using research based materials.	Use phonics resources with fidelity with the help of a literacy coach in grades K-5.	STAR and Aims Web Data	Administrators Teachers Personalized Learning Coach	\$45,000 for STAR and AIMS testing for students.
		Use research based instructional strategies for math with fidelity. (Standford “How to Learn Math for Teachers”, KCM Math Strategies.	STAR and Aims Web Data, classroom observations.	Administrators Teachers Personalized Learning Coach	\$10,000 for Stanford training.
		Differentiated core instruction to meet the students learning level.	Student goal setting sheets	Administrators Teachers	No additional cost.
		RTI system to address mastery of essential skills with interventions in place for Tier 2 and Tier 3.	Progress monitoring data.	Administrators Teachers Personalized Learning Coach	No additional cost.
		The Eureka Math Curriculum will be used in 4 of our		Administrators Teachers	\$10,000 for Eureka training.

Objective 2: Demonstrate student proficiency in combined math and reading at the middle school with a score of 52% and 49% at the high school by 2020 as measured by state assessment results.	KCWP 2: Develop a system of checks and balances for the design and delivery of instruction in order to ensure that all students are being taught with research based instructional strategies as well as using research based materials.	Use research based instructional strategies for math with fidelity (Stanford “How to Learn Math for Teacher” and KCM math strategies)	STAR and ACT practice test data.	Administrators Teachers	\$10,000 for Stanford Training.
		RTI system to address mastery of essential skills with interventions in place for Tier 2 and Tier 3.	District RTI meetings	District and School Administrators Teachers Personalized Learning Coach Counselors	No cost.
		Edmentum, Khan Academy, Math in Focus, and Summitt are used to assist students who are below proficiency.	RTI committee meetings at the school level	School Administrators Teachers Counselors	\$40,000 for Edmentum
		Semester RTI classes at the high school in English and math for students who are in Tier 3.	SUCCESS Lab teachers	Administrators Teachers	No cost.

2: Separate Academic Indicator

Goal 2: MCSD will increase the elementary Separate Academic Indicator from 59.5 to 69 by 2024; MCSD will increase the middle school Separate Academic Indicator from 69.8 to 78 by 2024; MCSD will increase the high school writing scores from 63.3% P/D to 73% P/D by 2024.

<p>Which Strategy will the 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 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 Classroom Activities • KCWP2: Design and Deliver Instruction Classroom Activities • KCWP3: Design and Deliver Assessment Literacy Classroom Activities • KCWP4: Review, Analyze and Apply Data Classroom Activities • KCWP5: Design, Align and Deliver Support Classroom Activities • KCWP6: Establishing Learning Culture and Environment Classroom Activities 	<p>In the following chart, 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> <p>District and school administrators will be responsible for ensuring these activities are completed.</p>
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Objective	Strategy	Activities to Deploy Strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: MCSD will increase the elementary science scores from 25.1% P/D to 28% P/D by 2020.	KCWP 1: Design and Deploy Standards	Schools will use PBL to help students raise their level of knowledge in their science academic areas.	PLC's will meet to discuss how to remediate the students falling below proficiency at least every 6 weeks.	Administrators Teachers Counselors	\$7,000 on PBL training for teachers.
Objective 2: MCSD will increase the middle school science scores from 24.2% P/D to 27% P/D by 2020.	KCWP 1: Design and Deploy Standards	Common assessments are used and checked for reliability as well as remediation on Essential Standards in PLC's.	PLC's will meet to discuss how to remediate the students falling below proficiency at least every 6 weeks.	Administrators Teachers Counselors	No cost.
Objective 3: MCSD will increase the elementary social studies scores from 35.3% P/D to 38% P/D by 2020.	KCWP 1: Design and Deploy Standards	Schools will use PBL to help students raise their level of knowledge in their social studies academic areas.	PLC's will meet to discuss how to remediate the students falling below proficiency at least every 6 weeks.	Administrators Teachers	\$7,000 on PBL training for teachers.
Objective 4: MCSD will increase the middle school social studies	KCWP 1: Design and Deploy Standards	Common assessments are used and checked for reliability as well as remediation on Essential Standards in PLC's.	PLC's will meet to discuss how to remediate the students falling below proficiency at least every 6 weeks.	Administrators Teachers	No cost.

scores from 69.9% P/D to 73% P/D by 2020.					
Objective 5: MCSD will increase the elementary writing scores from 33.5% P/D to 36.5% P/D by 2020.	KCWP 1: Design and Deploy Standards	Common On-Demand prompts will be used at all grade levels. Students will be engaged in reading, writing, speaking, listening and observing in classrooms across all content areas.	PLC's and writing committees will be used to discuss students who are scoring a 1 or 2 on the common rubric.	Administrators Teachers	No cost.
Objective 6: MCSD will increase the middle school writing scores from 44.7% P/D to 49% P/D by 2020.	KCWP 1: Design and Deploy Standards	Common On-Demand prompts will be used at all grade levels. Students will be engaged in reading, writing, speaking, listening and observing in classrooms across all content areas.	PLC's and writing committees will be used to discuss students who are scoring a 1 or 2 on the common rubric.	Administrators Teachers	No cost.
Objective 7: MCSD will increase the high school writing scores from 63.3% P/D to 67% P/D by 2020.	KCWP 1: Design and Deploy Standards	Common On-Demand prompts will be used for 9 th , 10 th and 11 th grade students. Students will be engaged in reading, writing, speaking, listening and observing in classrooms across all content areas.	PLC's and writing committees will be used to discuss students who are scoring a 1 or 2 on the common rubric.	Administrators Teachers	No cost.

3: Gap

Goal 3: By 2024, the district will increase the combined reading and math proficiency rates for all students in the Consolidated Student Group:
 Elementary schools from 30% to 40%.
 Middle school from 31% to 41%.
 High school from 12% to 22%.

<p>Which Strategy will the 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 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 Classroom Activities KCWP2: Design and Deliver Instruction Classroom Activities KCWP3: Design and Deliver Assessment Literacy Classroom Activities KCWP4: Review, Analyze and Apply Data Classroom Activities KCWP5: Design, Align and Deliver Support Classroom Activities KCWP6: Establishing Learning Culture and Environment Classroom Activities 	<p>In the following chart, 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> <p>District and school administrators will be responsible for ensuring these activities are completed.</p>
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Objective	Strategy	Activities to Deploy Strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: Demonstrate student proficiency in consolidated student group combined math and reading at the elementary level with a score of 44 % by 2020 as measured by state assessment results.	KCWP 2: Design an instructional program that delivers intentional and high quality instruction in order to ensure that students receive highly effective, culturally responsive, evidence-based core instruction.	Lessons are designed with differentiation and high engagement with assistance from a personalized learning coach.	Classroom Visits		No cost.
		PBL meetings meet at least quarterly to review tier 2 and tier 3 intervention plans and make decisions based on progress monitoring data collected on each student with a plan.	PLC meeting notes		No cost.
		STAR and State Assessment data will be used to set individual goals for each student in the gap group. Smart goals will be encouraged.	PLC Meetings and District Admin. meetings		No cost.
Objective 2: Demonstrate student proficiency in consolidated student group combined math and reading at the middle school with a score of 42% and 12% at the high school by 2020 as measured by state assessment results.	KCWP 2: Design an instructional program that delivers intentional and high quality instruction in order to ensure that students receive highly effective, culturally responsive, evidence-based core instruction.	Lessons are designed with differentiation and high engagement with the assistance from a personalized learning coach.	Classroom Visits		No cost.
		Progress monitoring occurs timely.	PLC meeting notes		No cost.
		STAR and State Assessment data will be used to set individual goals for each student in the gap group.	PLC and District Admin. Meetings		No cost.

		Tier 2 and 3 intervention groups are meeting regularly and adjust students on an as needed basis.			
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4: Graduation rate

Goal 4: MCSD will continue to increase the Graduation Rate from 94.7% to 98.7% by 2024, as measured by the 4-Year Cohort Graduation Rate.

<p>Which Strategy will the 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 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 Classroom Activities • KCWP2: Design and Deliver Instruction Classroom Activities • KCWP3: Design and Deliver Assessment Literacy Classroom Activities • KCWP4: Review, Analyze and Apply Data Classroom Activities • KCWP5: Design, Align and Deliver Support Classroom Activities • KCWP6: Establishing Learning Culture and Environment Classroom Activities 	<p>In the following chart, 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> <p>Activity #1 – Each school will collect data and design a plan for monitoring.</p> <p>Activity #2 – District Administration, Building Level Administration, and/or program directors will continue implementation of approved programs.</p> <p>Activity #3 – CCMS A-Team will continue with efforts throughout the school year.</p>
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Objective	Strategy	Activities to Deploy Strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: MCHS will increase the 4-year adjusted graduation rate to 97.0% by May 31, 2019.	MCHS will continue to implement Success Labs for students who are not reaching CPE benchmark on the ACT math and reading tests.	Staff will continue to be allocated for Success Lab positions.	Data will show the reading benchmark gap between the identified Success Lab students and the general population declining.	Administrators Teachers Counselors	Allocation.
		Success Lab faculty will continue to receive focused professional development in order to implement the curriculum with fidelity	The number of gap students needing the Success Lab curriculum in reading will decrease as the class progresses through its four years at MCHS.	Administrators Teachers Counselors	Allocation.

Objective 2: MCHS will improve the graduation rate of all special education students to a commensurate rate with their peers.	The progress of special education students toward graduation requirements will be tracked by MCHS staff.	Special education case managers will work in coordination with the appropriate guidance counselor to develop a "check and connect" program for special education students who are not making adequate progress toward graduation.	The percentage of special education students not making adequate progress toward graduation will decrease.		IDEA B	
	Mental health services will be provided for special education students in need.	Two mental health providers will be hired to accentuate the guidance department at MCHS as well as pre-existing Mountain Comprehensive Care counselors.	Mental health barriers to graduation will be reduced for special education students.		Grant money.	
	Attendance for special education students will be tracked and incentivized. (What Works Clearinghouse: Component of "Reconnecting Youth")	Special education case managers will track the attendance of all students on their caseloads. An incentive program for attendance will be implemented at MCHS.	All special education students will have attendance rates equal to the general student population.	Special education and general student attendance rates will increase.		Allocation.

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5: Growth

<p>Goal 5: By 2024, MCSD will increase growth at the elementary and middle school level in reading and math by meeting projected growth according to STAR and AIMS WEB at all assessed grade levels.</p>		
<p>Which Strategy will the 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 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 Classroom Activities • KCWP2: Design and Deliver Instruction Classroom Activities • KCWP3: Design and Deliver Assessment Literacy Classroom Activities • KCWP4: Review, Analyze and Apply Data Classroom Activities • KCWP5: Design, Align and Deliver Support Classroom Activities • KCWP6: Establishing Learning Culture and Environment Classroom Activities 	<p>In the following chart, 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> <p>District administrators</p>

Objective	Strategy	Activities to Deploy Strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: Increase the average combined elementary reading and math growth by meeting projected growth in 3 of the 5 grades assessed on STAR/AIMS in 2020.	KCWP 4: Student STAR/AIMS data is collected 3 times per year.	Students are placed in Tier levels based on STAR/AIMS data as well as Essential Standards checks.	Student growth in reading and math as measured in STAR/AIMS.		\$45,000
		The STAR/AIMS learning continuum and skills checklist will be used to identify skill deficits.	Standards checklist progress report will be monitored.		
		STAR/AIMS growth goals will be utilized for students who are well below proficiency.	Students meet their stretch goals and move out of Tier 2 or 3.		
Objective 2: Increase the average combined middle school reading and math growth by meeting projected growth in 2 of the 3 grades assessed on STAR/AIMS in 2020.	KCWP 4: Student STAR/AIMS data is collected 3 times per year.	Students are placed in Tier levels based on STAR/AIMS data as well as standards based grading.	Student growth in reading and math as measured in STAR/AIMS.		\$45,000
		The STAR/AIMS standard continuum that is adapted to the standards that students need and skills checklist will be used to identify skills deficits.	Standards checklist progress report will be monitored.		

		STAR/AIMS growth goals will be utilized for students who are well below proficiency.	Students meet their stretch goals and move out of Tier 2 or 3.		
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6: Transition Readiness

Goal 6: MCSD will increase the percentage of students at MCHS/STAR Academy transition ready from 64% to 74% by 2024.

<p>Which Strategy will the 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 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 Classroom Activities • KCWP2: Design and Deliver Instruction Classroom Activities • KCWP3: Design and Deliver Assessment Literacy Classroom Activities • KCWP4: Review, Analyze and Apply Data Classroom Activities • KCWP5: Design, Align and Deliver Support Classroom Activities • KCWP6: Establishing Learning Culture and Environment Classroom Activities 	<p>In the following chart, 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> <p>District and school administrators will be responsible for ensuring these activities are completed.</p>
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Objective	Strategy	Activities to Deploy Strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
<p>Objective 1: Increase HS Transition Readiness from 64% to 67% by 2020.</p>	<p>KCWP 5: Involving higher ed in the conversation to determine the dual credit opportunities to help students reach transition readiness.</p>	<p>Increase opportunities for dual and articulated credit through CTE programs (i.e. Murray State University Racer Academy/KOSSA-Industry Certification and the statewide dual credit agreement with KCTCS and TEDS data. High School school students will also participate in Operation Preparation with community stakeholders.</p> <p>Time will be spent making sure that all of the high school students are connect to a career pathway.</p>	<p>New courses are added that enable more dual credit opportunities, which will increase transition readiness.</p>	<p>Administrators Teachers Counselors SIS Director</p>	<p>No cost.</p>
<p>Objective 2: Continue vertical curriculum work to ensure alignment of standards.</p>	<p>KCWP 1: SBDM council has reviewed course offerings and sequencing to better meet the needs of the students</p>	<p>Course codes have been updated.</p>	<p>IC Course Code Error Report has zero errors</p>	<p>Administrators Teachers Counselors SIS Director</p>	<p>No cost.</p>

		Articulated agreements are being reviewed and revised.	New courses are added that enable more dual credit opportunities.	Administrators Teachers Counselors SIS Director	No cost.
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