

## 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, 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 1: Increase both the proficiency indicators and the percentage of students scoring proficient in reading and math as measured by KSA tests taken during the sophomore year.**

Content Areas	Spring 2021	Spring 2022	Spring 2025 (3-year goal)	Spring 2027 (5-year goal)
Reading	62.8%	64%	67%	70%
Math	66.7%	62%	65%	67%

<p>Which <b>Strategy</b> 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"> <li>• <a href="#">KCWP 1: Design and Deploy Standards</a></li> <li>• <a href="#">KCWP 2: Design and Deliver Instruction</a></li> <li>• <a href="#">KCWP 3: Design and Deliver Assessment Literacy</a></li> <li>• <a href="#">KCWP 4: Review, Analyze and Apply Data</a></li> <li>• <a href="#">KCWP 5: Design, Align and Deliver Support</a></li> <li>• <a href="#">KCWP 6: Establishing Learning Culture and Environment</a></li> </ul>	<p>Which <b>Activities</b> 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"> <li>• <a href="#">KCWP1: Design and Deploy Standards - Continuous Improvement Activities</a></li> <li>• <a href="#">KCWP2: Design and Deliver Instruction - Continuous Improvement Activities</a></li> <li>• <a href="#">KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities</a></li> <li>• <a href="#">KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities</a></li> <li>• <a href="#">KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities</a></li> <li>• <a href="#">KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities</a></li> </ul>	<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: Increase proficiency indicators in reading and math as measured by the KSA assessments taken during the sophomore year.	<a href="#">KCWP 2: Design and Deliver Instruction</a> <a href="#">KCWP 4: Review, Analyze and Apply Data</a> Create and support school-wide systems to ensure student data is collected, analyzed and utilized to drive classroom instruction, make curricular adjustments and determine professional learning needs/focus.	Ensure that student achievement data is used by PLCs to determine next steps of intervention and enrichment for students.	PLC agenda and meeting notes  Classroom observations and instructional walkthroughs		
		Establish a process whereby needs assessments and data analysis results are reflected in the systematic approach to funding expenditures and resource allocation, specifically in the strategic planning in and around professional learning opportunities, instructional practices and curriculum.	Audits to determine if resources match areas of need		

	<p><a href="#">KCWP 3: Design and Deliver Assessment Literacy</a>  Create and support the work of the PLCs to ensure the development and effectively utilization of common formative assessments for improved student achievement.</p>	<p>Ensure that student achievement data is used by PLCs to determine next steps of intervention and enrichment for students.</p>	<p>PLC agenda and meeting notes   Classroom observations and instructional walkthroughs</p>		
	<p><a href="#">KCWP 1: Design and Deploy Standards</a>  Increase KSA scores in all areas.</p>	<p>Teachers will utilize released items from KDE to bolster their students' readiness for the assessment.</p>	<p>Curriculum guides   PLC meeting agendas</p>		

## 2: Gap

**Goal 2: Increase the percentage of students scoring proficient in reading and math for students with disabilities as measured by the KSA tests taken during each student's sophomore year.**

Content Areas	Spring 2021	Spring 2022	Spring 2023 (goal)
Reading	38.5%		50%
Math	45.5%		55%

Which **Strategy** will the school/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 school/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.*)

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Identify the timeline for the activity or activities, the person(s) responsible for ensuring the fidelity of the activity or activities, and necessary funding to execute the activity or activities.

Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: Increase percentage of students with disabilities in reading and math scoring proficient as measured by the KSA assessments taken during each student's sophomore year.	<a href="#">KCWP 1: Design and Deploy Standards</a> Ensure Tier I curriculum is accessible to all students via the co-teaching model. Instruction and assessments meet the intent and rigor of the standards.	Continue to grow in our understanding and implementation of co-teaching models and processes and provide support to both the regular education and special education teachers through professional learning and monitoring in order to assist both teachers in ensuring curriculum is taught at high levels and evidenced by student performance on rigorous common formative assessments	Instructional walkthroughs and feedback  School co-teaching implementation plan		
		Design a system to frequently measure the achievement/progress monitoring of students with disabilities (SWD) to ensure expected growth.	For every SWD who is not making accelerated growth, a longitudinal student profile will show individualized student plan of action to make accelerated growth through regular reviews of individualized plan and progress monitoring data		

		Provide support through professional learning and monitoring to assist teachers in ensuring curriculum is taught at high levels and evidenced by student performance on rigorous common formative assessments in the resource and highly-structured classrooms.	Instructional walkthroughs and feedback  Increased percentages of ECS teachers trained in evidence-based strategies through participation in district-level LBD and HSC PLCs		
	<a href="#">KCWP 2: Design and Deliver Instruction</a> Create, monitor and refine systems and processes to ensure IEP goals are relevant, rigorous, aligned with standards and monitored.	Provide support through professional learning and monitoring to assist teachers in ensuring IEP goals are written with the appropriate level of rigor and in developing monitoring systems to ensure curriculum is taught at a high level of fidelity so that the intent of the standard is preserved.	Increased focus on the quality of the progress monitoring.  IEP (quality control) review process will show that a student's grade level curriculum are used to develop goals  ECS professional learning will show an emphasis on how to write IEPs that are aligned to standards		
	<a href="#">KCWP 1: Design and Deploy Standards</a> Increase KSA scores in all areas.	Teachers will utilize released items from KDE to bolster their students' readiness for the assessment.	Curriculum guides  PLC meeting agendas		

### 3: Graduation rate

**Goal 3: Increase the 4-year graduation rate for all students and by demographic groups according to the following:**

	Spring 2021	Spring 2022	Spring 2025 (3-year goal)	Spring 2027 (5-year goal)
4-Year Graduation Rate	98.9%	98.3%	100.0%	100.0%
Students with Disabilities	100.0%	88.5%	100.0%	100.0%
Students in Poverty	95.5%	93.1%	100.0%	100.0%

Which **Strategy** will the school/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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Which **Activities** will the school/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.*)

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Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: Increase the overall graduation rate for all students and Students with Disabilities and Students in Poverty.	<a href="#">KCWP 4: Review, Analyze and Apply Data</a> Regularly review the progress of our at-risk students using a data-driven advisement model	Individual monitoring of students' grades, discipline and attendance by the Student Support Teams (associate principal + guidance counselor + mental health consultant)	Weekly Student Support Teams' agendas and meeting notes		
		Evaluation of current advisement model to ensure that students' current levels of performance, goals and interests are aligned with current schedule and post-secondary plan.	Completion of the district's advisement program self-assessment		
		Expand the use of Edgenuity to offer credit recovery and credit accelerations opportunities.	Monitor enrollment and completion of Edgenuity courses		
		Utilize the Early Warning Report, Check and Connect and Chronic Absentee Focus structures to support the success of students at risk of not graduating.	Complete a quarterly checklist on implementation of Early Warning Report, Check and Connect and Chronic Absentee Focus systems/structures		

## 4: Separate Academic Indicator

**Goal 4: Increase proficiency in on-demand writing, science and social studies as measured by the KAS assessments taken during each student's junior year.**

	Spring 2021	Spring 2022	Spring 2025 (3-year goal)	Spring 2027 (5-year goal)
On-Demand Writing	72.6%	45%	67%	75%
Science	48.1%	24%	50%	67%
Social Studies	N/A	60%	70%	75%

Which **Strategy** will the school/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: Increase proficiency in writing as measured by the KPREP On-Demand Writing assessment as well as proficiency marks on the social studies and science assessments taken each student's junior year.	<a href="#">KCWP 4: Review, Analyze and Apply Data</a> <a href="#">KCWP 5: Design, Align and Deliver Support</a> Students will be guaranteed opportunities to become proficient writers through systematic data analysis and intervention by teachers through regular classroom instructional time, EDGE and ESS.	Teachers will ensure instruction around high-quality writing is embedded within core instruction on a regular basis. Teachers collaboratively create and administer CFAs that specifically assess students' level of proficiency as it relates to on-demand writing.	PLC agenda and meeting notes Classroom observations and instructional walkthroughs	Monitored continually throughout the year by through observations and conversations.	
		Collaborative teacher teams analyze data from CFAs to identify and carryout next steps instructionally. Students not meeting standard will be placed in Tier II instruction during EDGE for timely interventions.	PLC agenda and meeting notes Classroom observations and instructional walkthroughs	Monitored continually throughout the year through observations and conversations.	

	<a href="#">KCWP 1: Design and Deploy Standards</a> Increase KSA scores in all areas.	Teachers will utilize released items from KDE to bolster their students' readiness for the assessment.	Curriculum guides PLC meeting agendas		
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## 5: Postsecondary Readiness

### Goal 5: Increase the percentage of all students who are “postsecondary ready.”

ACADEMIC READINESS	Spring 2021	Spring 2022	Spring 2025 (3-year goal)	Spring 2027 (5-year goal)
All Students	No data	84.0%	87%	89%
Students with Disabilities	No data	54.0%	60%	64%
Students in Poverty	No data	76.0%	80%	82%

CAREER READINESS	Spring 2021	Spring 2022	Spring 2025 (3-year goal)	Spring 2027 (5-year goal)
All Students	No data	10.0%	15%	20%
Students with Disabilities	No data	3.0%	10%	20%
Students in Poverty	No data	3.0%	10%	20%

Which **Strategy** will the school/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: Increase the percentage of students who are “postsecondary ready” as measured by college and career readiness.	<a href="#">KCWP 1: Design and Deploy Standards</a> Increase ACT averages in English, Math and Reading.	Teachers will embed ACT-like questions throughout the work they provide their students during the year.	Curriculum guides PLC meeting agendas		

		All freshmen, sophomores and juniors will be provided at least three opportunities each year to take a practice ACT through Naviance. Teachers in the content areas of ELA, math and science will create opportunities within their classes to practice ACT skills and strategies. Each of those PLCs will develop their own remediation plan to fit the needs of their students. The other content areas will identify work they can integrate into their curriculum that supports students' success on the ACT.	School calendar PLC meeting agendas Pre-ACT 8/9 - freshmen Pre-ACT - sophomores Practice ACT - juniors		
	<a href="#">KCWP 5: Design, Align and Deliver Support</a> Increase course offerings and open opportunities for students to demonstrate postsecondary readiness.	Continue to explore new opportunities for students in Advanced Placement and especially dual credit through expanded offerings and increased enrollment in both.	Number of students enrolled in AP and/or dual credit courses		
		Create a new career pathway for the 2023-24 school year.	Number of students enrolled in our first-year pathway courses		
	<a href="#">KCWP 5: Design, Align and Deliver Support</a> Grow our college and career counseling services	Create an intentional monitoring approach for transition readiness using processes/tools such as an early warning report, behavior data walls, chronic absentee focus, etc.	Student-by-student monitoring tool (data wall)  School-wide transition readiness tool		

## 6: English Learner Progress

Goal 6: Each EL student will progress at least 0.5 level or attain proficiency on the ACCESS assessment by June 2023.					
<p>Which <b>Strategy</b> 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"> <li>• <a href="#">KCWP 1: Design and Deploy Standards</a></li> <li>• <a href="#">KCWP 2: Design and Deliver Instruction</a></li> <li>• <a href="#">KCWP 3: Design and Deliver Assessment Literacy</a></li> <li>• <a href="#">KCWP 4: Review, Analyze and Apply Data</a></li> <li>• <a href="#">KCWP 5: Design, Align and Deliver Support</a></li> <li>• <a href="#">KCWP 6: Establishing Learning Culture and Environment</a></li> </ul>		<p>Which <b>Activities</b> 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"> <li>• <a href="#">KCWP1: Design and Deploy Standards - Continuous Improvement Activities</a></li> <li>• <a href="#">KCWP2: Design and Deliver Instruction - Continuous Improvement Activities</a></li> <li>• <a href="#">KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities</a></li> <li>• <a href="#">KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities</a></li> <li>• <a href="#">KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities</a></li> <li>• <a href="#">KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities</a></li> </ul>		<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:</p> <p>Each EL student will progress at least 0.5 level or attain proficiency on the ACCESS for ELLs assessment by June 2023.</p>	<p>KCWP 4: Review, Analyze, and Apply Data by reviewing year-over-year growth on ACCESS for ELLs down to the student level</p>	<p>KCWP 4: Develop a system of review for year-over-year growth on ACCESS for ELLs. Use the results to determine common needs (language domains) for student growth, and align classroom supports and EL instruction to common needs.</p>	<p>2023 ACCESS results</p>	<p>2023 ACCESS results will be reviewed in May 2023 by EL teacher, EL Director, and Principal to determine if students have made progress and assess the rate of progress.</p>	<p>N/A</p>

## 7: Quality of School Climate and Safety

### Goal 7:

	Spring 2021	Spring 2022	Spring 2025 (3-year goal)	Spring 2027 (5-year goal)

Which **Strategy** will the school/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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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:	<a href="#">KCWP 6: Establishing Learning Culture and Environment</a>		2023 Quality of School Climate and Safety survey results		

