

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

Goal 1: Increase the Elementary Reading Proficiency scores on K-PREP from 52.1% in 2016-2017 to 73.1% in 2020-2021 and for Middle Reading from 65.0% in 2020-2021 to 78.4% in 2020-2021. Increase the Elementary Math Proficiency scores on K-PREP from 34.3% in 2016-2017 to 65.2% in 2020-2021 and for Middle Math from 42.0% in 2016-2017 to 65.3% in 2020-2021.					
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> 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? <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> 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		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: Collaborate to increase the Elementary Reading Proficiency scores on K-PREP to 57.4% in 2017-2018 and for Middle Reading to 68.4% in 2017-2018 by 06/30/2018 as measured by the School Report Card.	KCWP 1: Design and Deploy Standards	Professional Development -K-8 reading teachers will attend content specific professional development. Reading teachers will receive research based strategies specific to SFA Reading program.			\$6000 District
		Professional Learning Communities -ELA teachers will participate in school level Reading PLC meetings as well as district level Vertical Team Meetings to share ideas, analyze data, and address instructional gaps.			\$0
	KCWP 2: Design and Deliver Instruction	Research Based Curriculum and Instructional Strategies for Reading -Teachers will implement research based Success for All with fidelity. Students will be placed in reading groups based on their reading level using a cooperative learning framework.			\$0
		Reading Support - Primary teachers will receive coaching support from Reading Facilitator in the form of observations, modeling and recommendations. District Reading Coach and SFA Consultant will provide Reading Facilitator support with data and teacher support recommendations. Read to Achieve Coach will provide RTA teacher support.			\$1500 District \$16000 RTA

Goal 1:
Increase the Elementary Reading Proficiency scores on K-PREP from 52.1% in 2016-2017 to 73.1% in 2020-2021 and for Middle Reading from 65.0% in 2020-2021 to 78.4% in 2020-2021. Increase the Elementary Math Proficiency scores on K-PREP from 34.3% in 2016-2017 to 65.2% in 2020-2021 and for Middle Math from 42.0% in 2016-2017 to 65.3% in 2020-2021.

Objective 2: Collaborate to increase the Elementary Math Proficiency scores on K-PREP to 42.0% and for Middle Math to 47.9% 2017-2018 by 06/30/2018 as measured by the School Report Card.	KCWP 1: Design and Deploy Standards	Professional Development -K-8 math teachers will attend content specific professional development. Math teachers will receive research based strategies specific to Singapore Math in Focus and Success for All PowerTeaching Math program in 6 th -8 th grade.			\$6000 District
		Professional Learning Communities -Math teachers will participate in school level Reading PLC meetings as well as district level Vertical Team Meetings to share ideas, analyze data, etc.			\$0
	KCWP 2: Design and Deliver Instruction	Research Based Curriculum and Instructional Strategies for Math -Teachers will implement research based Singapore Math in Focus in K-8 and Success for All PTM in 6-8 with fidelity. Students will be placed in math groups and instruction will incorporate the cooperative learning framework.			\$0
		Math Support - Math teachers will receive coaching support from Primary Math Coach, District Math Coach and Assistant Principal in the form of observations, modeling, recommendations, etc. PowerTeaching Math teachers will receive quarterly coaching visits from SFA PTM Coach and District Math Coach and will create coaching plans to improve instructional delivery.			\$0

2: Gap
State your Gap Goal

Goal 2: Increase the Elementary Reading Proficiency scores for the Non-Duplicated Gap Group from 60.7% in 2016-2017 to 71.9% in 2020-2021 and for Middle Reading from 64.2% in 2016-2017 to 74.9% in 2020-2021. Increase the Elementary Math Proficiency scores for the Non-Duplicated Gap Group from 33.1% in 2016-2017 to 40.1% in 2016-2017 and for Middle Math from 40.9% in 2016-2017 to 64.5% in 2020-2021.					
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> 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? <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> 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		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: Collaborate to Increase the Elementary Reading Proficiency scores for the Non-Duplicated Gap Group from to 63.5% in 2017-2018 and for Middle Reading from to 66.9% in 2017-2018 as measured by the School Report Card.	KCWP 2: Design and Deliver Instruction	Supplementary Reading Programs -K-3 students below the 25 th Percentile on MAP assessment will receive additional reading instruction using the Reading Mastery direct instruction remediation program. Once on level as well as students on level, will proceed in the Novel Studies. Targeted students in 1 st -3 rd may also receive additional support through SFA Lightning Squad. Targeted 1 st graders will receive additional support using the Read to Achieve curriculum and provided by RTA teacher. Targeted students in K-5 will do reading lessons in SuccessMaker and Moby Max on a weekly basis. Students will also participate in Accelerated Reader by reading books on their reading level and then taking quizzes.			\$20000 GEAR UP \$16000 RTA
	KCWP 4: Review, Analyze and Apply Data	Response to Intervention -Teachers will analyze K-PREP and MAP data to determine students not meeting proficiency. Teachers will use this data to develop strategies to improve instruction to meet individual needs within the regular classroom, adjust RtI groupings and supplemental programs.			\$0

Goal 2:
 Increase the Elementary Reading Proficiency scores for the Non-Duplicated Gap Group from 60.7% in 2016-2017 to 71.9% in 2020-2021 and for Middle Reading from 64.2% in 2016-2017 to 74.9% in 2020-2021. Increase the Elementary Math Proficiency scores for the Non-Duplicated Gap Group from 33.1% in 2016-2017 to 40.1% in 2016-2017 and for Middle Math from 40.9% in 2016-2017 to 64.5% in 2020-2021.

	KCWP 6: Establishing Learning Culture and Environment	Professional Development -Reading teachers will attend professional development focused on strategies for working with students in poverty.			\$2000 District
Objective 2: Increase the Elementary Math Proficiency scores for the Non-Duplicated Gap Group to 34.9% in 2017-2018 and for Middle Math to 46.0% in 2017-2018 as measured by the School Report Card.	KCWP 2: Design and Deliver Instruction	Supplementary Math Programs -K-8 students below the 25 th Percentile on MAP assessment will receive additional math instruction as RtI small group pull-out. SuccessMaker and Moby Max computer-based practice to remediate.			\$20000 GEAR UP
		Instructional Strategies -Teachers will implement Automaticity, Everyday Calendar Math and other instructional strategies to provide additional instructional support for student gaps.			\$0
	KCWP 4: Review, Analyze and Apply Data	Response to Intervention -Teachers will analyze K-PREP and MAP data to determine students not meeting proficiency. Teachers will use this data to develop strategies to improve instruction to meet individual needs within the regular classroom, adjust RtI groupings and supplemental programs.			\$0
	KCWP 6: Establishing Learning Culture and Environment	Professional Development -Math teachers will attend professional development focused on strategies for working with students in poverty.			\$2000 District

3: Graduation rate
State your Graduation rate Goal

Goal 3: Not Applicable					
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.) - 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		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:					
Objective 2:					

4: Growth
State your **Growth** Goal

Goal 4: Increase the averaged combined reading and math K-Prep Proficiency scores for elementary school students from 43.2% in 2016-2017 to 69.2% in 2020-2021 and for middle from 53.5% in 2016-2017 to 71.9% in 2020-2021.					
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> 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? <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> 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		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: Collaborate to increase the averaged combined math and reading K-Prep Proficiency Scores for elementary to 49.7% and increase middle to 58.1% by 06/30/2018 as measured by the School Report Card.	KCWP 2: Design and Deliver Instruction	Learning Targets -Construct student-friendly learning targets. Teachers will refer to learning targets during each lesson.			\$0
		Fidelity in Teaching to the Standards -Administrators, Reading Facilitator, District Reading/Math Coaches and Program Consultants will monitor classroom instruction (observations, coaching plans, feedback, modeling).			\$0
	KCWP 3: Design and Deliver Assessment Literacy	Professional Development -Teachers will attend formative assessment professional development provided by the district in order to improve assessment literacy.			\$2000
		Formative and Summative Assessment -Teachers will incorporate formative assessment (flashbacks, quizzes, etc) on a daily basis and summative assessments on a regular basis. Summative assessments will be conducted at the end of each cycle/chapter/unit and used to inform instruction.			\$0

Goal 4:
Increase the averaged combined reading and math K-Prep Proficiency scores for elementary school students from 43.2% in 2016-2017 to 69.2% in 2020-2021 and for middle from 53.5% in 2016-2017 to 71.9% in 2020-2021.

	KCWP4: Review, Analyze and Apply Data	SFA Reading Data -Teachers will gather reading data (fluency checks, read & respond, cycle assessments, pacing guides) and submit into Member Center each quarter. Data will be used to adjust reading groups in order to meet student needs.			\$0
		Math Chapter Assessment Data -Teachers will determine math chapter assessment data and data will be organized into school wide display. Data will be used to determine classes that are struggling as well as during district math leadership meetings to make district math decisions.			\$0
		MAP Data -Teachers will analyze MAP data to determine student present level on MAP. Student data will be individually displayed on MAP data board (Fall, Winter, Spring) to determine which students are progressing and which ones are not.			\$0
		“Watch List” -Teachers will create a “Watch (Cusp) List” for students performing below proficiency on K-PREP/MAP and will monitor throughout the year.			\$0
	KCWP 6: Establishing Learning Culture and Environment	Progress Reporting -Parents will be informed of their child’s progress through the following: MAP individual reporting, K-PREP, six weeks grades reports. Open House will be scheduled for the 1 st , 3 rd and 5 th six weeks of school. Teacher/Parent conferences will be held as needed for low achieving students.			\$2500 School
		Social Media Communication -The school will utilize the new improved school website, FaceBook and the Remind app to increase parent involvement. This will allow the school to communicate announcements and activities to keep all students informed of school events and to help engage parents. The Remind App allows teachers and administration to remind students and parents of upcoming tests, assignments, and activities to help parents be more involved in school progress and to help students be more successful at school.			\$0

5: Transition readiness

State your **Transition readiness** Goal

Goal 5: Increase the percentage of students that are entering Kindergarten as “Kindergarten Ready” from 56.7% on grade level in Reading and Math combined in Fall of 2017 to 71.7% in Fall of 2020 as measured by MAP. Increase the percentage of students that are exiting 8th Grade as College and Career Ready from 32.2% on grade level in Reading, Math, and Language combined in Spring 2017 to 47.2% in Spring of 2021.

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>) 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? (<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>) 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	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.
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Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: Collaborate to Increase the percentage of students that are “Kindergarten Ready” in Reading and Math combined to 61.7% in Fall of 2018 as measured by MAP.	KCWP 1: Design and Deploy Standards	SFA Curiosity Corner -Preschool teachers will utilize the Success for All Curiosity Corner Program within the Preschool curriculum. This will create a smooth transition into SFA KinderCorner curriculum in Kindergarten.			\$0
		Five Day Preschool -Through KDE Preschool Partnership Tier II grant, our school will provide a 5 th full day of preschool to 4 and 5 year olds that will be entering Preschool.			\$20000 Grant
	KCWP 6: Establishing Learning Culture and Environment	Transition Meeting with Students -Kindergarten teachers will bring incoming Kindergarteners to their class in the Spring to demonstrate what they are to expect next year when they come to Kindergarten.			\$0
		Transition Meeting with Parents -Kindergarten teachers will meet with parents of incoming Kindergarteners in the Spring to explain the expectations and curriculum in Kindergarten.			\$0

Goal 5: Increase the percentage of students that are entering Kindergarten as “Kindergarten Ready” from 56.7% on grade level in Reading and Math combined in Fall of 2017 to 71.7% in Fall of 2020 as measured by MAP. Increase the percentage of students that are exiting 8th Grade as College and Career Ready from 32.2% on grade level in Reading, Math, and Language combined in Spring 2017 to 47.2% in Spring of 2021.

Objective 2: Collaborate to increase the percentage of students that are exiting 8 th Grade as College and Career Ready in Reading, Math, Language combined to 37.2% in Spring of 2018 as measured by MAP.	KCWP2: Design and Deliver Instruction	College and Career Visits -Sixth, seventh and eighth graders will attend a college and career institution each year.			\$6000
		Career Research -Middle grades students will research and give a presentation about the career of their choice.			Grant
		ILP Development -All students in grades 6-8 will complete computer based ILPs as part of their technology class.			\$0
	KCWP 4: Review, Analyze and Apply Data	Goal Setting -Eighth grade homeroom teachers will conference with students to discuss Reading, Math and Language goals for MAP. Students will learn how close they are to being College and Career Ready as well as set goals for Spring MAP assessment.			\$0
	KCWP 6: Establishing Learning Culture and Environment	Transition Meeting for 8th Grade -A transition meeting at the district high school will be held for 8 th grade students and parents to help students transitioning to 9 th grade.			\$0

6: Other (optional)
State your **Other Goal** (optional)

Goal 6:					
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>) 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? (<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>) 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		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.	
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