

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: Garth Elementary will decrease the number of students scoring in the novice classification by 14.1% on Reading and 12.7% on Math as demonstrated on the 2017-18 KPREP state assessment.

<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: Build the capacity of the Professional Learning Community to design, deliver and assess more aligned and rigorous instruction	KCWP 2 - Using research based best practice, specifically the SCS framework; build KPREP like assessments to measure student understanding and align instruction for student needs	Ensure congruency is present between standards, learning targets, and assessment measures - newly created assessments will be aligned to standards and accurate measures of student progress.	Increase in proficiency as demonstrated by teacher created formative assessment and MAP.	see grade level PLC meeting schedule	\$1425
		Develop a clearly defined RtI school process for students needing intervention with applicable checklists and documentation tools, including frequency, intervention programs/strategies, and weekly progress monitoring checks - using data to run the RtI program with fidelity.	Consistent meetings to discuss student progress and tier movements among all grade levels.	see RtI meeting schedule	None
	KCWP 4 - Exercise data based decision making for student instructional design	Assess with formative and summative assessments that are aligned to the standards and learning targets - created and reviewed in PLC meetings.	Gradual student mastery increase on standard based assessments created by grade level PLCs; Winter/Spring MAP decrease in novice scoring students.	see grade level PLC meeting schedule; MAP window schedule	None
		Implement data teaming methodologies, including collection and charting of data, analysis of strengths and obstacles to student learning.	All grade levels will consistently meet to discuss current progress on standards.	Thursday meetings with PLCs and administration	None

Objective 2: Instructional changes designed to increase student engagement and mastery.	KCWP 2 - Implementation of the SCS framework	Ensure monitoring measures are in place to support high fidelity in teaching to the standards, by way of peer observations, formal and informal observations, classroom data/running records, and standards mastery checks.	Instructional changes documented via walkthroughs, formal observations and data meetings	Observation tools data	None
		More opportunities for students to work and learn in collaborative settings.	Instructional changes documented via walkthroughs and formal observations	Observation tools data	None
	KCWP 2 - Increase the opportunities for more guided practice in Reading and Math	Develop a tracking system for monitoring of student achievement progress by learning target and by standard - consistent progress monitoring for learning.	Higher percentage of students reading at or above grade level.	see grade level PLC meeting schedule; MAP window schedule; Guided reading level data and Running Records data	None
		Appropriately designed instruction for the needs of students.	Decrease the number of novice scoring students as demonstrated through CFA, MAP and KPREP.	Lesson plans, CFA	None

2: Gap

State your **Gap Goal**

Goal 2: Garth Elementary will decrease the number of students in the Free/Reduced lunch category scoring in the novice classification by 9% in Reading and 14% in Math as demonstrated on the 2017-18 KPREP state assessment.

<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 	<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
		<ul style="list-style-type: none"> KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities 			
Objective 1: Teachers will work in Professional Learning Communities to examine different forms of assessment data to properly align instruction for the individual needs of students.	KCWP 3 - Teachers will create instruction aligned with state standards and pacing guides. Assessment will be created/analyzed to accurately predict mastery of the material and to determine instructional next steps.	Weekly PLC meetings focused around the “Defours’ Four” - What do we expect our students to learn? How will we know they are learning? How will we respond when they don’t learn? How will we respond if they already know it?	Teachers will meet weekly to analyze assessment data and to plan using the backwards design model.	Administrative planning with PLCs and record keeping for Thursday meetings.	\$1425
		Commitment to Common Formative Assessment process; design assessments according to grade level and subject standards	Growth and progress through data analysis; reduction of novice performers.	Administrative planning with PLCs and record keeping for Thursday meetings; submission of Reading and Math data to Admin.	\$1425
Objective 2: Garth Elementary Response to Intervention team will implement the RtI process with more fidelity and attention to individual student data	KCWP 4 -Progress monitoring will occur weekly for targeted students to determine intervention needs and placement	Defined time for intermediate and primary RtI support for struggling students in Reading	Reduction of novice scoring student specifically in gap areas.	Administrative observation and designated time on the Master Schedule	None
		Weekly monitoring through the FastBridge progress monitoring	Increase support and fidelity of programming.	Fast Bridge Monitoring data	None
		Monthly meetings to discuss progress and to collaborate between Regular Education and the RtI Team for the best path forward for struggling students	Better communication and support for targeted students.	Records and notes from RtI meeting dates	None

3: Graduation rate

State your **Graduation rate** Goal

Goal 3:		
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>)	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>)	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.
<ul style="list-style-type: none"> KCWP 1: Design and Deploy Standards 	<ul style="list-style-type: none"> KCWP1: Design and Deploy Standards - Continuous Improvement Activities KCWP2: Design and Deliver Instruction - Continuous Improvement Activities 	

<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 				
Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1:					
Objective 2:					

4: Growth

State your **Growth Goal**

<p>Goal 4: Garth Elementary will improve it's combined Reading and Math P/D actual score from a 36.2 to a 46.2 in grades 3-5 as determined by KPREP testing.</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 	<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 	<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
		<ul style="list-style-type: none"> KCWP 5: Design, Align and Deliver Support KCWP 6: Establishing Learning Culture and Environment 			
		<ul style="list-style-type: none"> KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities 			
Objective 1: Improve reading proficiency from an actual score of 38.3 (2016-17) to 48.3 (2017-18).	KCWP 2 - Using research based best practice, specifically the SCS framework; build KPREP like assessments to measure student understanding and align instruction for student needs	Ensure congruency is present between standards, learning targets, and assessment measures - newly created assessments will be aligned to standards and accurate measures of student progress.	PLC weekly meetings to discuss instruction, assessment and intervention	Agenda notes, meeting notes, data sheets and analysis	None
		Develop a tracking system for monitoring of student achievement progress by learning target and by standard - consistent progress monitoring for learning.	Steady improvement in mastery as demonstrated through CFA results	Data sheets and analysis in association with content standards	None
		Ensure monitoring measures are in place to support high fidelity in teaching to the standards, by way of peer observations, formal and informal observations, classroom data/running records, and standards mastery checks.	Administrative walkthroughs and formal observations	Observation walkthrough data and google forms	None
Objective 2: Improve math proficiency from an actual score of 34.0(2016-17) to 44.0 (2017-18).	KCWP 2 - Using research based best practice, specifically the SCS framework; build KPREP like assessments to measure student understanding and align instruction for student needs	Ensure congruency is present between standards, learning targets, and assessment measures - newly created assessments will be aligned to standards and accurate measures of student progress.	PLC weekly meetings to discuss instruction, assessment and intervention	Agenda notes, meeting notes, data sheets and analysis	None
		Develop a tracking system for monitoring of student achievement progress by learning target and by standard - consistent progress monitoring for learning.	Steady improvement in mastery as demonstrated through CFA results	Data sheets and analysis in association with content standards	None
		Ensure monitoring measures are in place to support high fidelity in teaching to the standards, by way of peer observations, formal and informal observations, classroom data/running records, and standards mastery checks.	Administrative walkthroughs and formal observations	Observation walkthrough data and google forms	None

5: Transition readiness

State your **Transition readiness** Goal

Goal 5: In the 2017-18 school year, Garth Elementary fifth grade students will increase the number of students scoring at or above the 60th percentile in Reading from 31% (Fall) to 41% (Spring) and from 23% (Fall) to 33% (Spring) in Math according to MAP testing.

<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
<p>Objective 1: Reading - Improve the number of students scoring at or above the 60th percentile from 23 in the Fall to 30 in the Spring, according to MAP.</p>	<p>KCWP 3 - Teachers will create instruction aligned with state standards and pacing guides. Assessment will be created/analyzed to accurately predict mastery of the material and to determine instructional next steps.</p>	<p>PLC group will meet together to plan/align instruction, analyze data to help move students towards proficiency</p>	<p>Spring MAP scores</p>	<p>Regular PLC meetings with administration, PLC notes and data analysis</p>	<p>\$1425</p>
		<p>Content teachers will design instruction according to content standards and design appropriately aligned assessment</p>	<p>Spring MAP scores</p>	<p>Lesson plans, Common Formative Assessments (writing)</p>	<p>None</p>
		<p>Data analysis will occur in regular meetings with administration to evaluate program progress and next steps</p>	<p>Spring MAP scores</p>	<p>Common Formative Assessments (writing), Benchmark Assessments, Content Assessments</p>	<p>None</p>
<p>Objective 2: Math - Improve the number of students scoring at or above the 60th percentile from 17 in the Fall to 24 in the Spring, according to MAP.</p>	<p>KCWP 3 - Teachers will create instruction aligned with state standards and pacing guides. Assessment will be created/analyzed to accurately predict mastery of the material and to determine instructional next steps.</p>	<p>PLC group will meet together to plan/align instruction, analyze data to help move students towards proficiency</p>	<p>Spring MAP scores</p>	<p>Regular PLC meetings with administration, PLC notes and data analysis</p>	<p>None</p>
		<p>Content teachers will design instruction according to content standards and design appropriately aligned assessment</p>	<p>Spring MAP scores</p>	<p>Lesson plans, Common Formative Assessments (writing)</p>	<p>\$1425</p>
		<p>Data analysis will occur in regular meetings with administration to evaluate program progress and next steps</p>	<p>Spring MAP scores</p>	<p>Common Formative Assessments (writing), Benchmark Assessments, Content Assessments</p>	<p>None</p>

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