

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: Hearn will increase the math proficiency from 44.3 in 2016 to 74.3 in 2020.					
<p>Which Strategy will the school/district use to address this goal? (<i>The Strategy can be based upon the six Key Core Work Processes listed below or another research-based approach. Provide justification and/or attach evidence for why the strategy was chosen.</i>)</p> <ul style="list-style-type: none"> KCWP 1: Design and Deploy Standards KCWP 2: Design and Deliver Instruction KCWP 3: Design and Deliver Assessment Literacy KCWP 4: Review, Analyze and Apply Data KCWP 5: Design, Align and Deliver Support KCWP 6: Establishing Learning Culture and Environment 		<p>Which Activities will the school/district deploy based on the strategy or strategies chosen? (<i>The links to the Key Core Work Processes activity bank below may be a helpful resource. Provide a brief explanation or justification for the activity.</i>)</p> <ul style="list-style-type: none"> KCWP1: Design and Deploy Standards - Continuous Improvement Activities KCWP2: Design and Deliver Instruction - Continuous Improvement Activities KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities 		<p>Identify the timeline for the activity or activities, the person(s) responsible for ensuring the fidelity of the activity or activities, and necessary funding to execute the activity or activities.</p>	
Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: Collaborate to increase math proficiency from 33% in Fall 2017 to 60% according to MAP by May 23, 2018.	Design and Deploy Standards – Teachers and staff will work collaboratively to design lessons and monitor high fidelity in teaching of standards	Action Meetings/PLC – Grade and department levels will hold meetings weekly led by the instructional leadership team representative with a focus on answering DuFour’s questions.	Action meeting minutes; MAP, classroom assessment data	August 2017 – December 2018	\$0
		Walkthroughs - Administrative hallway walkthroughs will occur to analyze student product for the purpose of standard alignment, standard depth and provided feedback. Hallway displays will include posting of standard, “rubric”, and exemplar. Work will also contain teacher specific feedback.	Walkthrough administrative data collection sheets; instructional inventory data; formal staff evaluations	October 2017 – December 2018	\$0
		Going Beyond Board/Pineapple Chart – Teachers sign up inviting peers to observe instructional delivery of instructional practices and/or programs	Teacher lesson plans	August 2017 – December 29	\$0
	Review, Analyze and Deliver Support Students’ progress towards mastery of standards and proficiency will be monitored in order to identify and plan next instructional steps	Assessment Analysis - Teachers will analyze classroom summative assessments to determine student mastery of content. Using this information, instructional decisions will be made to provide students extended learning opportunities (interventions/extensions).	Student performance data on K-Prep, MAP and classroom assessments	August 2017 – December 2018	\$0
		Teacher Data Digital Portfolios - Grade level and support service teachers will utilize universal reporting documents in Google Sheets to analyze student MAP achievement, growth, percentile ratings, identify of struggling students and develop next instructional steps.	Student performance data on K-Prep, MAP and classroom assessments	September 2017 – December 2018	\$0
	MAP Data Conferences – Data conferences will occur 3 times per year after MAP assessments. Teachers will share analysis of data noting struggling students and next instructional steps.	Student performance data on K-Prep, MAP and classroom assessments	October 2017 – December 2018	\$0	

		Monthly Data Conferences – Monthly data meetings will include the analysis and sharing classroom formative and summative data, as well as Reading Plus and Lexia data.	Student performance data on K-Prep, MAP, classroom assessments, Reading Plus and Lexia	August 2018 – December 2018	\$0
		Formative and Summative Assessments – Common grade level summative assessments will be administered and results will be analyzed for collaborative, monitoring and instructional purposes. Common grade level formative assessments will be developed for the same purpose during the summer of 2018. Until then classroom teachers will implement the use of self-developed formative assessments.	Classroom summative assessment performance data	May 2018 – December 2018	\$500
	Design and Deliver Instruction	Instructional Inventories – Conduct math instructional inventories as a means to collect data on math instruction and delivery. As a staff data will be reviewed identifying strengths, areas of growth and next needed steps. This process will cycle as a means to monitor and enhance effective math instruction and impact next step implementation.	Instructional inventory data overtime	September 2017 – December 2018	\$0
		Eureka/Engage NY – All math teachers will use Eureka/Engage NY as the primary math curriculum.	Lesson plans; student math performance on K-Prep and MAP	August 2017 – December 2018	\$0

2: Gap

State your **Gap Goal**

Goal 2: Hearn Elementary will increase the average combined reading and math proficiency ratings for all students in the non-duplicated gap group from 48.6% to 73.8% in 2020.

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](#)
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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: Collaborate to increase the overall combined reading and math proficiency for the non-duplicated GAP group to 60% by May 23, 2018 as measured by MAP.	Review, Analyze and Apply Data Students' academic performance will be closely monitored and used to direct instruction	Assessment Analysis – Student instruction will be based on their needs as demonstrated through intention and consistently administered formative and summative assessments. Results will determine student reading levels, placements and serve as measures of student progress.	Lesson plans; classroom formative and summative assessment results	August 2017 – December 2018	\$0
	Design and Deliver Instruction – The school and district RtI/MTSS policies and process will be followed	RtI - Implement Tier Interventions through Response to Interventions, including the use of research-based programs/frameworks such as Reading Recovery, CIM, Guided Reading with Richardson, Reading Plus, Lexia and Do the Math.	Easy CBM progress monitoring data	August 2017 – December 2018	\$0
	Establishing Learning Culture and Environment Student and family non-instructional needs and supports will continue to be a priority	Family Resource Center – Collaborate with FRC to provide education parental workshops.	Parent turnout to events as evidenced on sign-in sheets	August 2017 – December 2018	\$0
		Family Nights – Intentional planning of educational and social opportunities through Title 1 nights.	Parent turnout to events as evidenced on sign-in sheets	January 2017 – December 2018	\$2,000
		Parent Conferences – School-wide parent conference days designated on school calendar a minimum of once per semester. Transparent communication with parents regarding their child's level compared to peers the same age. Student data is to be openly shared as part of communication process.	Parent conference contact information and notes from conference	October 2017 – December 2018	\$0
		Bridge Meetings – Monthly meetings with key representatives of school (FRC coordinator, nurse, school counselor, school psychologist, assistant principal and principal) to discuss identified student concerns and needs. The team will identify any next steps and individuals will be charged with follow-up responsibilities.	Bridge meeting minutes and follow-up documentation of services and action	August 2017 – December 2018	\$0
		Attendance Breakfast Club – Counselor will identify students struggling with attendance to be members of the “Breakfast Club”. Students who meet weekly goals will earn “cash” to spend. Students meeting monthly goals will earn a gift (crockpot, baking pans, dishes, pots/pans) for their family.	Individual student attendance records	August 2017 – December 2018	\$500
		Classroom Attendance Incentive – Classrooms will spell out the word “A-T-T-E-N-D” to earn a class reward.	School-wide monthly attendance procedures	August 2017 – December 2018	\$300
		Book Study – Staff will participate in a book study, <i>Teaching with Poverty in Mind</i> by Eric Jensen, to remind and/or continue to better develop our understanding of our identified GAP students in an effort to best meet their academic, emotional and social needs	GAP student performance on classroom assessments, MAP, and K-Prep	July 2017 – December 2018	\$600
	Design, Align and Deliver Support Administration will research best research-based practices for	Professional Learning – Administration and/or staff representatives will attend professional learning opportunities specific to closing the achievement gap and increasing achievement. Strategies/practices	Training documentation; performance of GAP students on K-Prep and MAP	November 2017 – December 2018	\$900

	closing the achievement gap and attend (or send classroom representatives) to training opportunities	determined to be appropriate and beneficial to our students will be identified for implementation and presented to staff.			

3: Graduation rate

State your **Graduation rate** Goal

Goal 3: Not Applicable

<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:					

4: Growth

State your **Growth** Goal

Goal 4: Increase the average combined reading and math growth in grades 3-5 from 58% to 70% by 2020.

<p>Which Strategy will the school/district use to address this goal? (<i>The Strategy can be based upon the six Key Core Work Processes listed below or another research-based approach. Provide justification and/or attach evidence for why the strategy was chosen.</i>)</p> <ul style="list-style-type: none"> • KCWP 1: Design and Deploy Standards • KCWP 2: Design and Deliver Instruction • KCWP 3: Design and Deliver Assessment Literacy • KCWP 4: Review, Analyze and Apply Data • KCWP 5: Design, Align and Deliver Support • KCWP 6: Establishing Learning Culture and Environment 	<p>Which Activities will the school/district deploy based on the strategy or strategies chosen? (<i>The links to the Key Core Work Processes activity bank below may be a helpful resource. Provide a brief explanation or justification for the activity.</i>)</p> <ul style="list-style-type: none"> • KCWP1: Design and Deploy Standards - Continuous Improvement Activities • KCWP2: Design and Deliver Instruction - Continuous Improvement Activities • KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities • KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities • KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities • KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities 	<p>Identify the timeline for the activity or activities, the person(s) responsible for ensuring the fidelity of the activity or activities, and necessary funding to execute the activity or activities.</p>
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Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
<p>Objective 1: Collaborate to increase the overall combined reading and math growth from 58% to 62% in 2018.</p>	<p>Design and Deliver Instruction – Provide professional learning support and opportunities in implementation of school and district initiative</p>	<p>Thinking Strategies Training - Teacher training in Thinking Strategies will continue to occur. Training will consist of the four-day institute from PEBC on the thinking strategies framework. Trained teachers will be responsible for implementing thinking strategies into their classrooms and sharing of ideas of with colleagues.</p>	<p>Lesson plans; administrative observation data</p>	<p>November 2017 Spring/Fall 2018</p>	<p>\$3000</p>
		<p>Instructional Inventories - Using a math and reading instructional inventories, developed with staff input as to what occurs in an effective math and reading classes, administration will collect data through observations of math classes. Data will be shared with staff (holistically; by grade level, and individually) to identify strengths and areas of growth. Next steps will be outlined and implemented. This process will cycle as a means to monitor effectiveness and impact of next step implementations.</p>	<p>Instructional inventory data; lesson plans</p>	<p>October 2017 – December 2018</p>	<p>\$0</p>
		<p>Primary Reading Support – The district hired reading specialist, along with school curriculum coach, will work closely with first and second teachers on reading instruction</p>	<p>Primary student reading levels and performance on MAP assessment</p>	<p>September 2017 – May 2018</p>	<p>\$0</p>

		In-House Labs – Curriculum Coach, with assistance from CIA, will plan and lead in-house labs with staff every other month. Teachers will use this professional learning opportunity for professional growth.	Lesson planning; administrative observations; teacher professional growth plans	September 2017 – December 2018	\$2000
	Design and Deploy Standards – Continue grade level long range planning and curriculum development	Curriculum Work – Revise long-range plans, summative assessments and grade level unit work. Develop common grade level formative assessments.	Student performance on K-Prep, MAP and classroom assessments	March 2017 – July 2018	\$1200
	Review, Analyze and Apply Data Monitor students’ progress towards mastery of grade level standards	Administrative staff will work collaboratively with DAC to develop a data system to analyze and monitor common grade level unit and summative assessment results.	Student performance on grade level summative assessment	May 2018 – December 2018	\$0

5: Transition readiness

State your **Transition readiness** Goal

Goal 5: Increase the percentage of 5 th grade students who are middle school ready from 50% (2017) to 70% in 2020.					
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.	
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Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: By May 2018, the percentage of students who are middle school ready will	Design and Delivery of Instruction	Lesson Planning – Teachers lesson planning will include the minimum of standards, learning targets, procedure/activities and formative assessment.	Teacher lesson plans; administrative walkthrough checklist data	August 2017 – December 2018	\$0

increase by 10% as measured by MAP.	Teachers will design their instructional program with intentionality and high quality using evidenced-based core instruction, curriculum and/or strategies based on their student academic and behavior needs.	Curriculum Documents – School and district curriculum documents will be used to fidelity to guide lesson planning.	Teacher lesson plans; administrative walkthrough checklist data	August 2017 – December 2018	\$0			
		Hallway Displays – Teachers will display student work in the hallway accompanied with standard, “rubric”, and exemplar. Student work will contain teacher specific feedback.	Administrative walkthrough checklist	October 2017 – December 2018	\$0			
		On-Demand Prompts – 5 th grade will participate in the delivery of school-wide on-demand writing prompts. Teachers will participate in school-wide analysis to determine strengths, areas of improvement and next instructional steps.	On-demand data (including identified next steps)	October 2017 – December 2018	\$0			
		School Initiatives – 5 th grade teachers will adhere and implement identified school-wide, as well as district, initiatives.	Administrative walkthroughs, observations, conferences and action meeting minutes	August 2017 – December 2018	\$0			
Establishing Learning Culture and Environment Staff will create a positive culture around good academic student performance	Growth Mindset – Teachers will teach and foster a growth mindset within their classrooms.	Lesson plan; Administrative walkthroughs/observations	August 2017 – December 2018	\$0				
					Academic Celebrations – Student academic successes will be recognized and celebrated within the classroom and as school community. Specifically, honor roll students will receive certificates and students reaching Reading Plus, Lexia, MAP and KPREP goals will be celebrated. *PTA will partner in providing celebration awards.	School calendar; Lexia and Reading Plus data; 4 th and 5 th grade report card grades	November 2017 – December 2018	\$500
					Communication – Teachers will communicate with parents/families using a variety of platforms.	Submitted classroom/grade level weekly newsletters	August 2017 – December 2018	\$0
	Design, Align and Deliver Support Collaborate with Elkhorn Middle School	In-House Vertical Meetings – Designated faculty meetings will be scheduled for vertical collaboration among grade levels to occur	Scheduled meeting dates	August 2018 – December 2018	\$0			
		Vertical Meetings – Administration will contact EMS administration to begin discussing implementation of vertical meetings with 5 th and 6 th grade teachers.	Scheduled meeting dates	March 2017 – December 2018	\$0			

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 1:					
Objective 2:					