

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.
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1: Proficiency

State your Proficiency Goal

Goal 1: By 2019, EHS will increase the combined (Reading and Math) percentage of proficient/distinguished students to 79.9%

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: By 2018, EHS will increase the combined (Reading and Math) percentage of proficient/distinguished students from 62.8% to 75.8%.	KCWP 1: Design and Deploy Standards	Core Curriculum: Teachers will collaborate at the building and district level to review current curricula, identify essential standards and guiding questions along with writing learning targets designed to scaffold low, middle and high levels of thinking across units of instruction.	Curricula documents with appropriate changes/additions.		No school funding
		Model of Instruction: EHS will assist the district in developing and implementing a model and common language of instruction for teacher implementation. This will be based on L2L elements and characteristics and will include a process for ensuring instructional fidelity through observations, classroom data, and standards mastery checks.	Model, Monitoring Process Document,		NA
		Curriculum Communication: EHS teachers will utilize Google Documents to communicate curricula plans with building and district level administrators as well as fellow teachers.	Curricula documents housed in Google Docs		NA
		PLCs: EHS teachers will continue to meet weekly within department/course PLCs to review curricula and examine student data and make revisions to documents/plans as needed. Minutes from all meetings will be maintained in Google Docs.	Lesson plans, student tasks and PLC minutes		NA

2: Gap

State your Gap Goal

Goal 2: By 2019, increase the combined reading and math proficiency rates for all students in the non-duplicated Gap Group to 68.5%.

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
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Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: By 2018, increase the combined reading and math percentage of non-duplicated gap proficient and distinguished students from 35.6% to 62.1%	KCWP 2: Design and Deliver Instruction KCWP 3: Design and deliver assessment literacy. KCWP 5: Design, align and deliver support.	Vocabulary Instruction: EHS will establish a process to identify essential vocabulary and establish a practice to ensure high yield instructional strategies occur within lessons.	Vocabulary lists and lesson plans		NA
		Assessment for Instruction: EHS teachers will develop and implement formative assessments to determine next steps for instruction and update curriculum.	Curricula documents and assessment results		NA
		Response to Learning: A building level team will meet on a bi-weekly basis to examine the needs of all learners and determine next steps for interventions. Examination of S.E. MR 300 data, attendance, behavior in grades will be used to determine appropriate supports.	Meeting Notes		NA
Objective 2: By 2018, increase the combined reading and math percentage of African American students	KCWP 6: Establishing Learning Culture and Environment	Connecting and Relationship Building: EHS teachers will attend professional development to ensure that culturally responsive behaviors are modeled among faculty, staff, and students. Consultant Tara Brown will provide 6 hours of training for all EHS faculty and staff.	August 2018 training		No cost to EHS

Goal 2: By 2019, increase the combined reading and math proficiency rates for all students in the non-duplicated Gap Group to 68.5%.

<p>56.01 to 61.01 proficient/distinguished from 25.10% to 59.6%</p>		<p>Inclusive Community Culture - With district support, EHS will operate within guidelines of cultural responsiveness and inclusivity by developing relationships with student families and community through engaging in parent academic events, positive personal contacts, and regular school-to-family communication.</p>	<p>Events, contacts, and documented communication</p>		<p>NA</p>
		<p>Diverse Staff - EHS will create a Future Teachers Club and actively recruit diverse students to consider the Fundamentals of Teaching Pathway. Staff will also assist diverse students in their efforts to find ways to fund and attend college.</p>	<p>Creation of club</p>		<p>TBD</p>

3: Graduation rate

State your Graduation rate Goal

Goal 3: Increase the 5 year cohort graduation rate to 95.9% 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"> • <u>KCWP 1: Design and Deploy Standards</u> • <u>KCWP 2: Design and Deliver Instruction</u> • <u>KCWP 3: Design and Deliver Assessment Literacy</u> • <u>KCWP 4: Review, Analyze and Apply Data</u> • <u>KCWP 5: Design, Align and Deliver Support</u> • <u>KCWP 6: Establishing Learning Culture and Environment</u> 	<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"> • <u>KCWP1: Design and Deploy Standards - Continuous Improvement Activities</u> • <u>KCWP2: Design and Deliver Instruction - Continuous Improvement Activities</u> • <u>KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities</u> • <u>KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities</u> • <u>KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities</u> • <u>KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities</u> 	<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 Funding

Goal 3: Increase the 5 year cohort graduation rate to 95.9% by 2020.

					Date & Notes
Objective 1: Increase the cohort graduation rate from 89.7 to 94.8 by 2018.	KCWP 1: Design and Deploy Standards	Career Pathways: Maintain high quality, in-demand career pathway options while seeking apprenticeship opportunities for students.	Increase in pathway participation and/or dual credit enrollment		NA
		On-line Student Opportunities: Maintain opportunities for on-line learning through credit retrieval room, dual-credit courses, and the alternative extended learning program.	Increased student participation.		NA
	KCWP 4: Review Analyze and Apply Data	College and Career Readiness Progress Monitoring: EHS will maintain the data analysis and scrutiny of student progress toward mastery of skills and standards necessary for success.	Data spreadsheet		NA

4: Growth
 State your Growth Goal

Goal 4: Not Required for High School

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
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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:					
Objective 2:					

5: Transition readiness

State your Transition readiness Goal

Goal 5: Increase the percentage of students who are college and career ready to 90.5% by 2019.

<p>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.)</p> <ul style="list-style-type: none"> • <u>KCWP 1: Design and Deploy Standards</u> • <u>KCWP 2: Design and Deliver Instruction</u> • <u>KCWP 3: Design and Deliver Assessment Literacy</u> • <u>KCWP 4: Review, Analyze and Apply Data</u> • <u>KCWP 5: Design, Align and Deliver Support</u> • <u>KCWP 6: Establishing Learning Culture and Environment</u> 	<p>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.)</p> <ul style="list-style-type: none"> • <u>KCWP1: Design and Deploy Standards - Continuous Improvement Activities</u> • <u>KCWP2: Design and Deliver Instruction - Continuous Improvement Activities</u> • <u>KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities</u> • <u>KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities</u> • <u>KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities</u> • <u>KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities</u> 	<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: Increase the number of students who are college and career ready from 83.2% to 88.6% by 2018.</p>	<p>KCWP 1: Design and deploy standards.</p>	<p>Life Skills Programs: In collaboration with the district, EHS will establish a program within our Response to Behavior Core to deliver life skills standards.</p>	<p>Completed RtB plans</p>		<p>NA</p>
		<p>Advanced Placement Courses: EHS will maintain relationship with Advance Kentucky and continue strategies for success after the 3 year window is closed.</p>	<p>Increased participation in AP courses and exams</p>		<p>\$2500 from the district for exams</p>
	<p>KCWP 4: Review, Analyze and Apply Data</p>	<p>College and Career Readiness Progress Monitoring: EHS will maintain the data analysis and scrutiny of student progress toward mastery of skills and standards necessary for success.</p>	<p>Data spreadsheet and meeting notes</p>		<p>NA</p>

I: Proficiency

State your Proficiency Goal

Goal 1: By 2019, EHS will increase the combined (Reading and Math) percentage of proficient/distinguished students to 79.9%

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 1: By 2018, EHS will increase the combined (Reading and Math) percentage of proficient/distinguished students from 62.8% to 75.8%.	KCWP 1: Design and Deploy Standards	Core Curriculum: Teachers will collaborate at the building and district level to review current curricula, identify essential standards and guiding questions along with writing learning targets designed to scaffold low, middle and high levels of thinking across units of instruction.	Curricula documents with appropriate changes/additions.		No school funding
		Model of Instruction: EHS will assist the district in developing and implementing a model and common language of instruction for teacher implementation. This will be based on L2L elements and characteristics and will include a process for ensuring instructional fidelity through observations, classroom data, and standards mastery checks.	Model, Monitoring Process Document,		NA
		Curriculum Communication: EHS teachers will utilize Google Documents to communicate curricula plans with building and district level administrators as well as fellow teachers.	Curricula documents housed in Google Docs		NA
		PLCs: EHS teachers will continue to meet weekly within department/course PLCs to review curricula and examine student data and make revisions to documents/plans as needed. Minutes from all meetings will be maintained in Google Docs.	Lesson plans, student tasks and PLC minutes		NA

2: Gap

State your Gap Goal

Goal 2: By 2019, increase the combined reading and math proficiency rates for all students in the non-duplicated Gap Group to 68.5%.

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 1: By 2018, increase the combined reading and math percentage of non-duplicated gap proficient and distinguished students from 35.6% to 62.1%	KCWP 2: Design and Deliver Instruction	Vocabulary Instruction: EHS will establish a process to identify, assign, and establish a practice to ensure high yield instructional strategies occur within lessons.	Vocabulary lists and lesson plans		NA
	KCWP 3: Design and deliver assessment literacy.	Assessment for Instruction: EHS teachers will develop and implement formative assessments to determine next steps for instruction and update curriculum.	Curricula documents and assessment results		NA
	KCWP 5: Design, align and deliver support.	Response to Learning: A building level team will meet on a bi-weekly basis to examine the needs of all learners and determine next steps for interventions. Examination of STAR 360 data, evidenced behavior and grades will be used to determine appropriate supports.	Meeting Notes		NA
Objective 2: By 2018, increase the combined reading and math percentage of African American students	KCWP 6: Establishing Learning Culture and Environment	Connecting and Relationship Building: EHS teachers will attend professional development to ensure that culturally responsive behaviors are modeled among faculty, staff, and students. Consultant Tara Brown will provide 6 hours of training for all EHS faculty and staff.	August 2018 training		No cost to EHS

Goal 2: By 2019, increase the combined reading and math proficiency rates for all students in the non-duplicated Gap Group to 68.5%.					
Reading proficient/distinguished from 26.0% to 59.6%		Inclusive Community Culture. With district support, EHS will operate within guidelines of cultural responsiveness and inclusivity by developing relationships with student families and community through meaningful parent/academic events, positive personal contacts, and regular school-to-home communication.	Events, contacts, and documented communication		NA
		Diverse Staff. EHS will create a Future Teachers Club and actively recruit diverse students to consider the Fundamentals of Teaching Pathway. Staff will also assist diverse students in their efforts to find ways to fundraise.	Creation of club		TBD

3: Graduation rate

State your *Graduation rate Goal*

Goal 3: Increase the 5 year cohort graduation rate to 95.9% by 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> <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 	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> <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 	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	Funding

Goal 3: Increase the 5 year cohort graduation rate to 95.9% by 2020.

					Date & Notes
Objective 1: Increase the cohort graduation rate from 89.7 to 94.8 by 2018.	KCWP 1: Design and Deploy Standards	Career Pathways: Maintain high quality, in-demand career pathway options while seeking apprenticeship opportunities for students.	Increase in pathway participation and/or dual credit enrollment		NA
		On-line Student Opportunities: Maintain opportunities for on-line learning through credit retrieval room, dual-credit courses, and the alternative extended learning program.	Increased student participation.		NA
	KCWP 4: Review Analyze and Apply Data	College and Career Readiness Progress Monitoring: EHS will maintain the data analysis and scrutiny of student progress toward mastery of skills and standards necessary for success.	Data spreadsheet		NA

4: Growth
 State your Growth Goal

Goal 4: Not Required for High School

<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"> • <u>KCWP 1: Design and Deploy Standards</u> • <u>KCWP 2: Design and Deliver Instruction</u> • <u>KCWP 3: Design and Deliver Assessment Literacy</u> • <u>KCWP 4: Review, Analyze and Apply Data</u> • <u>KCWP 5: Design, Align and Deliver Support</u> • <u>KCWP 6: Establishing Learning Culture and Environment</u> 	<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"> • <u>KCWP1: Design and Deploy Standards - Continuous Improvement Activities</u> • <u>KCWP2: Design and Deliver Instruction - Continuous Improvement Activities</u> • <u>KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities</u> • <u>KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities</u> • <u>KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities</u> • <u>KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities</u> 	<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:					

5: Transition readiness

State your Transition readiness Goal

Goal 5: Increase the percentage of students who are college and career ready to 90.5% by 2019.

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