

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: By 2020, North Middle School will increase the number of students scoring proficient/distinguished in reading and math by a combined 5% on the KPREP 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: By 2018, North Middle School will increase the number of students scoring proficient/distinguished in reading and math by a combined 2.5% on the KPREP assessment.	KCWP 4: Review, Analyze, and Apply Data	Utilize “data wise” questions (What does the data tell us? What does the data not tell us? What are causes for celebration? What are causes for concern? What are the next steps for school improvement?) to evaluate “as is” state every 30 days. (PLC training, PLC agendas and minutes, data charts/sheets, assessment data, “as is” template)	Changes in instruction/learning are data driven	PLCs to monitor monthly	N/A
		Ensure proper data collection efforts are implemented in Running Record format.(Running record format/template, PLC training, PLC agendas and minutes, assessment data)	Running Records held by teachers	PLCs	N/A
		Ensure that all users of assessment data use information to benefit student learning. (Lesson planning, PLC agendas and minutes, assessment data)	Correlation between data and instruction	PLCs	N/A
Objective 2: By May 2019, North Middle School will increase the number of students scoring proficient/distinguished in reading and math by a combined 2.5% on the KPREP assessment.	KCWP 4: Review, Analyze, and Apply Data				

2: Gap

State your **Gap Goal**

Goal 2: By 2020, North Middle School will increase the percentage of students, in gap groups not showing growth from 2015/16 to 2016/17, scoring proficient/distinguished in and math, reading, writing, and social studies by 5% on the KPREP assessment.					
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 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"> 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 			
Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: By 2018, North Middle School will increase the percentage of students, in gap groups not showing growth, scoring proficient/distinguished in and math, reading, writing, and social studies by 2.5% on the KPREP assessment.	KCWP 5: Design, Align, and Deliver Support	Implement data teaming methodologies, including collection and charting of data, analysis of strengths and obstacles to student learning (using SWOT analysis), creation of SMART goals for improvement, and development of a method of quality assurance monitoring. (PLC training, PLC agendas and minutes, data charts/sheets, assessment data, SWOT format/template, SMART goal format/template)	SMART goal creation and SWOT analysis	PLCs Admin team	N/A
		Encourage participation by all stakeholders in open forums focused on continuous improvement planning, including evaluating the current state, triangulating data sources, identifying the desired state, creating action steps for goal attainment, establishing a periodic monitoring timeline (30-60-90 day planning), and defining timelines for communication updates. (PLC training, PLC agendas and minutes, 30-60-90 day format/template, school wide calendar, data charts/sheets, assessment data).	Participation in evaluating current state and action plan	PLCs Admin team	N/A
Objective 2: By 2019, North Middle School will increase the percentage of students, in gap groups not showing growth, scoring proficient/distinguished in	KCWP 5: Design, Align, and Deliver Support	Create and monitor a “watch list” for students performing below proficiency. (Google sheets, KPREP and MAP, and other assessment data)	Creation and maintenance of “watch list”	PLCs Admin team	N/A

and math, reading, writing, and social studies by 2.5% on the KPREP assessment.					
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3: Graduation rate

State your **Graduation rate** Goal

Goal 3:

<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: By 2020, North Middle School will increase the average combined reading and math growth by 5% on the KPREP assessment.

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, North Middle School will increase the average combined reading and math growth by 2.5% on the KPREP assessment.	KCWP 2: Design and Deliver Instruction	Ensure ongoing professional development in the area of best practice/high yield instructional strategies to aid in curricular adjustments when students fail to meet mastery. (PLC trainings, Kagan strategies, Enrichment/Enhancement block, Hatti strategies, Master schedule, walkthroughs)	Implementation of best practice/high yield instructional strategies	PD committee Admin team	PD funds
		Plan strategically in the selection of high yield instructional strategy usage within lessons. (Kagan and Hatti strategies, collaboration, lesson plans with best practices)	Implementation of best practice/high yield instructional strategies	PLCs Teachers/lesson plans	
		Utilize knowledge of best practice/high yield instructional strategy usage within lessons. (Best practices and strategies such as Kagan and Hatti)	Higher student performance	PLCs Teachers	
Objective 2: By 2019, North Middle School will increase the average combined reading and math growth by 2.5% on the KPREP assessment.	KCWP 2: Design and Deliver Instruction	Ensure formative assessment measures are within lesson planning practices for each phase of explicit instruction (before, during, and after). (PLC agendas and minutes, lesson plans)	Cohesive lessons/units	PLCs Teachers/lesson plans	
		Ensure that instructional modifications are made based upon the immediate feedback gained from formative assessments. (PLC agendas and minutes, lesson plans)	Data driven instruction	PLCs Teachers	
		Use formative and summative assessment evidence to inform what comes next for individual students and groups of students. (PLC agendas and	Data driven instruction	PLCs Teachers	

		minutes, lesson plans) Ensure that all users of assessment data use information to benefit student learning. (PLC agendas and minutes, lesson plans)			
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5: Transition readiness

State your **Transition readiness** Goal

Goal 5: By 2020, North Middle School will increase the number of transition readiness activities at both entry and exit levels.

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 2020, North Middle School will increase its number of transition readiness activities for incoming sixth graders.	KCWP 6: Establishing Learning Culture and Environment.	Ensure that 5 th grade students from our feeder schools tour the building prior to becoming 6 th graders. (Coordinated efforts between school counselors/ schedules)	Incoming students feel comfortable at NMS	May Counselors	N/A
		Host “Operation Middle School” wherein students can become familiar with the building and staff prior to becoming 6 th graders. (FRYSC and counselors’ schedules)	Incoming students feel comfortable at NMS	July Family resource	FRC
		Ensure that student conferencing, by middle school personnel, regarding transition to middle school occurs. (middle school counselors’ schedules)	Outgoing students feel comfortable at HS	Teachers, Admin Counselors	N/A
Objective 2: By 2020, North Middle School will increase its number of transition readiness activities for outgoing 8 th graders.	KCWP 6: Establishing Learning Culture and Environment.	Ensure that student conferencing, by high school personnel, regarding transition to high school occurs. (high school counselors’ schedules)	Outgoing students feel comfortable at HS	Admin Counselors	N/A
		Provide 8 th grade students an opportunity to explore career pathways by touring EC3. (Coordinated efforts between school counselors/schedules)	8 th graders have an idea of career pathways	Counselors	N/A
		Ensure that student conferencing, by middle school personnel, regarding transition to high school occur at student request. (middle school counselors’ schedules)			

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:					