

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**

| <p>Goal 1: Increase the average combined reading and math proficiency ratings for all students from 55.8% to 73.7% in elementary; from 55.1%-71.9% in the middle school; and from 62.8% to 76.4% in the high school by 2019.</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 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 |
| <p>Objective 1: Increase the reading proficiency of all students in elementary from 58.8% to 71.3; in MS from 59.7 to 68.8; in HS from 59.7 to 68.7</p> <p>Objective 2: Increase math proficiency of all students in elementary from 52.8 to 65.5; in MS from 50.4 to 63.8; in HS from 65.8 to 74.6</p> | <p>KCWP1: Design and Deploy Standards</p> <p>KCWP2: Design and Deliver Instruction</p> <p>KCWP4: Review, Analyze and Apply Data</p> <p>KCWP5: Design, Align and Deliver Support</p> | <p><i>Ensure curricular alignment reviews are an ongoing action of the PLC's planning process. Increase collaboration in deconstructing standards and developing congruent learning targets. Review and align curriculum pacing guides both vertically and horizontally during the summer. Based on assessment data and recommendations gathered from classroom teachers, standards will be clarified/deconstructed within the pacing guides to ensure instruction and tasks are rigorous and aligned to standards.</i></p> | <p>Revised documents made available in Team Drive. Benchmark Assessment Data, Walk-thru Data</p> | | |
| | | <p><i>Ensure congruency is present between standards, learning targets, and assessment measures. Conduct a Minnesota Slice or similar protocol to take a snapshot of standards, learning targets, instructional tasks, and assessments. Use data to guide future professional learning activities.</i></p> | <p>Team will meet to analyze data and make recommendations for next steps</p> | | |
| | | <p><i>Implement data teaming methodologies... Intentional PLC time will be devoted to analyzing common formative assessments as well as benchmark assessment data following the Data Team 5 step process. Teams will analyze their data to determine next steps in instruction and monitor students' progress towards mastery of standards</i></p> | <p>District staff will visit data teams and consult with principal in order to monitor gains made from pre assessment data to post assessment data. Frequency of data teams meetings will be monitored by school leadership.</p> | | |
| | | <p><i>Utilize data wise questions to evaluate "as is" state. District and school teams will collect data with a district walk-through instrument to determine implementation of high yield strategies previously identified as priorities by schools and district. Data will be used to determine future professional learning focus.</i></p> | <p>District/School leadership will conduct walkthroughs January May . Prof. Learning recommendations will be based on results</p> | | |
| | | <p><i>Develop school culture supports, both academic and behavioral, to promote and support learning for all. K-12 staff will participate in professional learning to increase understanding and effective implementation of high-yield strategies identified in Visible Learning and High-Impact Instruction that most impact students who are at-risk.</i></p> | <p>Strategies learned will be embedded in future improvement plans.</p> | | |

Goal 1: Increase the average combined reading and math proficiency ratings for all students from 55.8% to 73.7% in elementary; from 55.1%-71.9% in the middle school; and from 62.8% to 76.4% in the high school by 2019.

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| | | <i>Utilize knowledge of best practice/high yield instructional strategies to aid in curricular adjustments when students fail to meet mastery. Develop a district-wide elementary focus group to research the most effective organizational structure for the primary reading block and the most effective way to utilize staff to ensure all students are proficient readers by the end of third grade.</i> | Minutes of meeting . Plan developed | | |
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2: Gap

State your **Gap Goal**

| Goal 2: Increase the average combined reading and math proficiency ratings for all students in the non- duplicated gap group from 49.7 to 70.87 in elementary; from 48.9 to 69.4 in MS; and from 59.5 to 72.9 in HS by 2019. | | | | | |
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| 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: Increase reading proficiency ratings for all students in the non-duplicated gap group from 53.4 to 67.8 in elementary, from 54.0 to 65.4 in the Middle School and from 55.9 to 63.6 at the High School. Increase math proficiency ratings for all students in the non-duplicated gap group from 45.9 to 62.0 in elementary, from 43.8 to 60.9 in the Middle School and from 63.1 to 71.3 at the High School. | KCWP 2: Design and Deliver Instruction | <i>Utilize knowledge of best practice/high yield strategies to aid in curricular adjustments when students fail to meet mastery.</i> Regular and Special education Teachers will implement evidence-based curriculum, and strategies with fidelity based on individual IEP determined needs for identified students. | Evidence based strategies and curriculum use will be logged in lesson plans and evidenced in walkthroughs. PLC minutes with strategies selected for students. | | |
| | | <i>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.</i> Special education and regular education staff will participate in professional study of collaboration/co-teaching strategies as well as evidence based teaching strategies. Regular and special education teachers will observe each other in co-taught settings. | Documentation of professional studies and minutes from PLC time. Completed logs of teacher teams participating in classroom observations. | | |
| | | <i>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.</i> Special education staff will be trained in specific intervention strategies used with students in interventions and will implement these strategies/programs as needed (I (i.e. reading recovery strategies, CIM, conceptual math strategies (CBB), autism cadre, hearing impaired, visually impaired, speech, behavior strategies, school psychologist cadre, Text to speech, speech to text, etc.) | PLC minutes with interventionists and other specialized teachers sharing strategies with special education teachers. | | |
| | KCWP 5: Design, Align and Deliver Support | <i>Utilize data wise questions to evaluate "as is" state.</i> District and school teams collect data from a district walk through instrument to determine the different models of collaboration/co-teaching used in classrooms throughout the district. Data will be used to determine strengths along with the training needs for regular and special education teachers. | Data from completed walkthroughs. | | |

Goal 2: Increase the average combined reading and math proficiency ratings for all students in the non- duplicated gap group from 49.7 to 70.87 in elementary; from 48.9 to 69.4 in MS; and from 59.5 to 72.9 in HS by 2019.

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| | | <p><i>Incorporate professional knowledge of best practice and high yield strategies with knowledge of personalized student needs to procure a unique match that will propel student achievement.</i> Regular and special education teachers will use data from IEP monitoring and classroom formative and summative assessments to match high yield strategies in all educational settings for identified student in order to propel student achievement.</p> | <p>PLC minutes with strategies selected for students.</p> | | |
| | | <p><i>Utilize knowledge of best practice/high yield instructional strategies to aid in curricular adjustments when students fail to meet mastery.</i> Develop a district-wide special education focus group to review compiled walk-through data, research the most effective organizational structures for content delivery and specially designed instruction along with the most effective ways to utilize staff to improve student learning.</p> | <p>Minutes of meeting . Plan developed</p> | | |

3: Graduation rate

State your **Graduation rate** Goal

| Goal 3: Grayson County Schools will increase the 4 and 5 year (averaged) adjusted cohort graduation rate from 85.2 % to 94.2% by 2020 as measured by the new accountability system. | | | | | |
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| <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: Grayson County Schools will increase the 4 and 5 year (averaged) adjusted cohort graduation rate from 85.2% to 92.2% by 2018 school year as measured by the new accountability system. | KCWP 5: Design, Align and Deliver Support KCWP 6: Establishing Learning Culture and Environment | Utilize the Persistence to Graduation Tool/Early Warning Tool to assist in identifying students at risk for remediation, failure, and/or untimely graduation at the middle and high schools. Create and administer an interview protocol to students identified as at risk. | 7% increase the graduation rate. | Monitored by school and district administration. | |
| | | Utilize knowledge of best practice/high yield instructional strategies to aid in curricular adjustments when students fail to meet mastery. Identify leaders and members to participate in an at-risk team. Continue the research and development of the Cougar Academy to target students that are at risk of dropping out. | Minutes of meeting . Plan developed | | |
| | | Ensure culturally responsive behaviors are modeled among faculty, staff, and students. District leadership will develop an understanding for teaching with poverty in mind through professional development. The leadership will develop a plan to deploy this information and professional develop throughout the school system. | 7% increase the graduation rate. | Monitored by school and district administration. | |
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4: Growth

State your **Growth Goal**

| Goal 4: Increase the average combined reading/math categorical growth in elementary from 61.4 in 2017 to 70% in 2020 and in middle school from 59.74 in 2017 to 70% in 2020. | | | | | |
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| <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: Increase reading categorical growth from 68.5% to 72% in elementary and from 64.29% in middle school to 67.5% | Design and Deliver Assessment Literacy (reading and math) | <i>Develop a tracking system for monitoring of student achievement <u>progress</u> by learning target and by standard. Continue to utilize the tracking systems developed in previous years; track data from STAR Benchmark Assessments as well as data team common assessments; students participate in monitoring their progress and setting their own goals</i> | | | |
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| Objective 2: Increase math categorical growth from 58.7% to 62% in elementary and from 48.24% in middle school to 52% | | | | | |
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5: Transition readiness

State your **Transition readiness Goal**

| <p>Goal 5: Provide a structure to ensure students meet a combined benchmark of 70 % proficiency in reading/writing, math, science and social studies (Elementary and Middle) and the increase of the number of students who are college and career ready to 70 % (high School) by 2019.</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 • 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 |
| <p>Objective 1: (Elementary and Middle School) Provide a structure to ensure students meet a combined benchmark of 65% proficiency in reading/writing, math, science and social studies by 2018.</p> | <p>KCWP 1: Design and Deploy Standards</p> <p>KCWP 3: Design and Deliver Assessment Literacy</p> | <p><i>Use formative evidence to inform what comes next for individual students and groups of students. Elementary schools will meet during the summer to develop instructional models and formative assessments. The Middle school will meet during PLC time to develop common assessments.</i></p> | <p>State testing results indicating 65% proficiency rate</p> | <p>Monitored by school administration, curriculum coordinators and instructional supervisors.</p> | |
| | | <p><i>Ensure that all users of assessment data use information to benefit student learning. Data teams will meet routinely to discuss and analyze assessment data. The 5 step data teams protocol will be used during the meeting with support provided through GRREC. Agenda or data will be submitted to school administration.</i></p> | <p>State testing results indicating 65% proficiency rate</p> | <p>Monitored by school administration, curriculum coordinators and instructional supervisors.</p> | |
| <p>Objective 2: (High School) Support the increase of the number of students who are college and career ready to 65% by 2018.</p> | <p>KCWP 1: Design and Deploy Standards</p> <p>KCWP 4: Review, Analyze and Apply Data</p> | <p><i>Ensure monitoring measures are in place to support high fidelity in teaching to the standards, by way of peer observations, formal and informal observations and classroom data/running records. Teachers will continue to complete peer observations and meet with their peer observation groups. Administration will complete walk-throughs and gather data to ensure fidelity.</i></p> | <p>State testing results indicating 65% proficiency rate</p> | <p>Monitored by school administration</p> | |
| | | <p><i>Ensure that all users of assessment data use information to benefit student learning. Data teams will meet routinely to discuss and analyze assessment data. Agenda and data sheets will be submitted to school administration to show student growth.</i></p> | <p>State testing results indicating 65% proficiency rate</p> | <p>Monitored by school administration and instructional supervisors.</p> | |