

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: All students in Montgomery County Schools will perform at the Proficient/Distinguished levels in Reading and Math.					
<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:</p> <p>Montgomery County Schools will increase the percentage of students scoring Proficient/Distinguished in reading from 57.5% to 62.5% in elementary, 60.0% to 65.0% in middle, and 57.3% to 62.3% in high school.</p>	Design and Deliver Assessment Literacy	The district will train school leadership in the CASL work and assist each school in developing and implementing a school implementation plan.	The combined P/D percent will increase.		\$0
		The district will host monthly teacher leadership cadres centered around CASL's 5 keys	The combined P/D percent will increase		\$0
	Review, Analyze and Apply Data	Teachers and school administration will work together in Professional Learning Communities to develop common assessments as well as analyze student work and assessment results.	The combined P/D percent will increase		\$0
		The district will lead two data retreats for school leadership teams to analyze current data (MAP, KPREP, EOC, etc.) and develop intervention plans.	The combined P/D percent will increase		\$200
	Design and Deploy Standards	All teachers will meet in grade-level/content area Professional Learning Communities to deconstruct standards, create learning targets, create curriculum maps, and share instructional strategies.	The combined P/D percent will increase		\$0
		All elementary school students in K-3 will participate in the Kids Read Now Summer Reading Program to prevent summer regression.	Fall 2018 Map Data		\$52,000
		All schools will analyze and review student work samples to ensure student learning is taking place at the depth of the standards.	The combined P/D percent will increase		\$0

Goal 1: All students in Montgomery County Schools will perform at the Proficient/Distinguished levels in Reading and Math.					
Objective 2: Montgomery County Schools will increase the percentage of students scoring Proficient/Distinguished in math from 54.6% to 59.6% in elementary, 55.5% to 60.5% in middle, and 33.7% to 38.7% in high school.	Design, Align, and Deliver Support	The district will conduct targeted school learning walks focused on individual school needs.	The combined P/D percent will increase		\$0
		School principals will conduct two visits to high performing schools of their choosing.	The combined P/D percent will increase		\$1,000
	Design and Deliver Instruction	The district will have teachers pilot the Classroom Continuous Improvement model (CCI) with CKEC.	The combined P/D percent will increase		\$0
		Teachers will participate in ongoing, job-embedded professional development to increase teachers' knowledge of content standards. PD opportunities could include student engagement, technology integration, guided reading, guided math, and student self-reflection.	The combined P/D percent will increase		\$0

2: Gap

State your **Gap Goal**

Goal 2: Montgomery County Schools will increase the combined percentage of students scoring Proficient/Distinguished in Reading and Math for students in the non-duplicated gap group.

<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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Goal 2: Montgomery County Schools will increase the combined percentage of students scoring Proficient/Distinguished in Reading and Math for students in the non-duplicated gap group.

Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: Montgomery County schools will increase the combined percentage of students scoring Proficient/Distinguished in Reading and Math for students in the non-duplicated gap group from 48.9% to 53.9% in elementary, 47.9% to 52.9% in middle, and 36.0% to 41.0% in high school.	Establishing Learning Culture and Environment	Our district will provide trainings and workshops for all volunteers, including parents and community members. At the training, the district's mission and vision will be shared providing a clear understanding of our ultimate goal, increasing student achievement.	Feedback from volunteer sessions		\$0
		District ESL teachers will provide professional development for all teachers around strategies for teaching students who English is their second language.	Feedback from PD sessions		\$25 per hour, per teacher
	Review, Analyze, and Apply Data	Each school will facilitate professional learning communities for the purpose of answering DuFour's PLC questions. Teachers will review and analyze data and develop action plans.	MAP and state assessment data; common assessment data		\$0
		The district will facilitate two data retreats each year. One retreat will be in the fall semester and one retreat will be in the spring semester.	Student Achievement increases based on both MAP and state assessment data; Students scoring Novice in the Non-duplicated Gap will decrease.		\$200
	Design and Deliver Instruction	The district will host a CASL leadership teacher cadre each month to enhance teachers' ability to align assessment with teacher practice and standards. During the 2017-2018 school year, an emphasis will be placed on the student agency piece, specifically student self-assessment.	Student Achievement increases based on both MAP and state assessment data; Students scoring Novice in the Non-duplicated Gap will decrease. Teacher feedback		\$0
		The district will provide training for all staff in various co-teaching models.	Student Achievement increases based on both MAP and state assessment data; Students scoring Novice in the Non-duplicated Gap will decrease. Teacher feedback		\$0

3: Graduation rate

State your **Graduation rate** Goal

Goal 3: Montgomery County Schools will maintain a graduation rate of 95% or above.					
<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: Montgomery County Schools will increase the graduation rate from 92.3% to 95%.	Design, Align, and Deliver Support	Targeted Intervention – Response to Intervention, Extended School Services, Intentional Scheduling, and Identifying at Risk Students.	Students will be eligible to graduate on time by use of assessment data showing students as proficient.		\$0
		Persistence to Graduation or other tool – Counselors at the middle school and high school will use the Persistence to Graduation Tool or another tool to identify students who are “at-risk” of dropping out of school. Appropriate interventions are determined based on the information and implemented by school teams.	Students are no longer considered “at-risk” based on the Persistence to Graduation tool or another tool used.		\$0
		Operation Blue Bear – Monthly meetings will occur to identify, discuss, and monitor students who have been identified for at risk of not graduating high school. Intervention plans will be created and monitored for these students.	Students are no longer identified as being at risk of not graduating based on assessment scores showing proficiency.		\$0

Goal 3: Montgomery County Schools will maintain a graduation rate of 95% or above.					
		At-Risk Committee – Teachers recommend students who are having difficulties with behavior or academically to the At-Risk Committee. The At-Risk Committee meets monthly to discuss recommended students and brainstorm suggestions to help students be successful.	Students are no longer recommended to the At-Risk Committee because behavior or academics are no longer a concern based on behavior referrals and assessment results.		\$0
	Establishing Learning Culture and Environment	Truancy Diversion Program – Collaboration between county court services and the school district to monitor and educate students as well as parents on the importance of regular school attendance and address the barriers that create student truancy.	Students are no longer considered truant based on their attendance.		\$0

4: Growth

State your **Growth Goal**

Goal 4: Montgomery County Schools will ensure a year’s worth of growth for every student in Reading and Math.		
<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>

Goal 4: Montgomery County Schools will ensure a year's worth of growth for every student in Reading and Math.

Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: All students in Montgomery County will stay at their current percentile or above for the 2017-2018 school year.	Design and Deliver Instruction	Each school has a Response to Intervention structure in place to provide remediation and enrichment to all students.	MAP percentile data		\$0
		Each school will have a PLC structure in place to analyze current data and develop action plans based on such data.	MAP percentile data		\$0
		All classroom teachers will use daily formative assessments to check for student learning.	MAP percentile data/evidence on formative assessment on walk through data		\$0
		Each school give the MAP assessment 3 times a year to monitor progress of all students in the areas of Reading and Math (all schools) and Language Arts (Secondary)	MAP percentile data		\$60,000

5: Transition readiness

State your **Transition readiness** Goal

Goal 5: The district will ensure transition readiness for all students from preschool to elementary, from elementary to middle school, from middle school to high school, and from high school to post-secondary and/or career.

<p>Which Strategy will the school/district use to address this goal? (<i>The Strategy can be based upon the six Key Core Work Processes listed below or another research-based approach. Provide justification and/or attach evidence for why the strategy was chosen.</i>)</p> <ul style="list-style-type: none"> KCWP 1: Design and Deploy Standards KCWP 2: Design and Deliver Instruction KCWP 3: Design and Deliver Assessment Literacy KCWP 4: Review, Analyze and Apply Data KCWP 5: Design, Align and Deliver Support KCWP 6: Establishing Learning Culture and Environment 	<p>Which Activities will the school/district deploy based on the strategy or strategies chosen? (<i>The links to the Key Core Work Processes activity bank below may be a helpful resource. Provide a brief explanation or justification for the activity.</i>)</p> <ul style="list-style-type: none"> KCWP1: Design and Deploy Standards - Continuous Improvement Activities KCWP2: Design and Deliver Instruction - Continuous Improvement Activities KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities 	<p>Identify the timeline for the activity or activities, the person(s) responsible for ensuring the fidelity of the activity or activities, and necessary funding to execute the activity or activities.</p>
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Goal 5: The district will ensure transition readiness for all students from preschool to elementary, from elementary to middle school, from middle school to high school, and from high school to post-secondary and/or career.

Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
		<ul style="list-style-type: none"> KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities 			
<p>Objective 1: Montgomery County Schools will increase the percentage of students scoring Proficient/Distinguished in reading from 57.5% to 62.5% in elementary, 60.0% to 65.0% in middle, and 57.3% to 62.3% in high school.</p> <p>Montgomery County Schools will increase the percentage of students scoring Proficient/Distinguished in math from 54.6% to 59.6% in elementary, 55.5% to 60.5% in middle, and 33.7% to 38.7% in high school.</p>	<p>Establishing a learning culture and environment.</p>	The district will create a profile of a Montgomery County graduate.	Profile will be posted on district website. Graduation rate will increase.		\$0
		Each elementary school will work with the Early Learning Center/Preschool/Headstart programs to implement family engagement nights to help parents prepare their children for Kindergarten.	The Kindergarten readiness percentage for the district will increase.		United Way Born Learning Grant
		Special education teachers will facilitate transition meetings for students who will be moving to a new building in collaboration with teachers/administration at the student's new school.	A plan will be in place for incoming SPED students for each building		\$0
		All elementary schools will meet together monthly (horizontal planning) to create curriculum maps, common assessments, and instructional activities to ensure congruency between all three elementary schools.	Proficiency rate will increase, curriculum maps and common assessments will be posted in Google Drive		\$0
		The district will create a transition plan for students moving to each level in conjunction with school counselors and administration.	Students make a successful transition to the next level.		\$0

6: Other (optional)

State your **Other Goal** (optional)

Goal 6: Montgomery County Schools will increase access for all students to effective educators.

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> <ul style="list-style-type: none"> KCWP1: Design and Deploy Standards - 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.
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Goal 6: Montgomery County Schools will increase access for all students to effective educators.

<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"> • 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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Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: The district will increase the number of teachers scoring at the Accomplished and Exemplary levels of the Kentucky Framework for Teaching to 95% as measured by summative evaluations and administration feedback.	Design, Align, and Deliver Support	Montgomery County will continue to provide trainings for principals, assistant principals, and district administration in effective classroom instruction. The district will provide calibration training for all administrators.	Principals will provide growth evoking feedback to staff members. Teacher effectiveness will increase as measured by student achievement increasing on MAP and state assessments.		\$0
		The district will provide a new teacher orientation session for all new employees to Montgomery County.	Teacher feedback		\$500
		Each school will host a monthly new teacher cadre with all new teachers to Montgomery County.	Teacher feedback		\$0
		The district will provide 1 day of professional development for all certified staff around the CASL work.	Classroom walkthrough feedback		\$0
		District curriculum team will meet with curriculum coaches monthly to support work in the schools and provide professional learning opportunities for curriculum coaches.	Administration feedback		\$0
		The district will provide representation at college/university career fairs.	Number of effective teachers recruited/hired from these days.		\$0
		The district will create partnerships with local colleges/universities to promote having student observers/teachers in our school buildings.	Administration feedback		\$0