

Comprehensive Improvement Plan for Districts

Rationale

District improvement efforts focus on student needs through a collaborative process involving all stakeholders to establish and address priority needs, district funding, and closing achievement gaps between identified subgroups of students. Additionally, districts build upon their capacity for high-quality planning by making connections between academic resources and available funding to address targeted needs.

Operational definitions of each area within the plan

Goal: Long-term three to five year target based on Kentucky Board of Education required 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 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.

Measure of Success: the criteria that you believe shows the impact of our work. The **measures** may be quantifiable or qualitative, but they are observable in some way. Without data on what is being accomplished by our deliberate actions, we have little or no foundation for decision-making or improvement.

Progress Monitoring: is used to assess the plan performance, to quantify a rate of improvement based on goals and objectives, and to evaluate the effectiveness of the plan.

Guidelines for Building an Improvement Plan

- There are 6 required District Goals: Proficiency, Separate Academic Indicator, Achievement Gap Closure, Graduation rate, Growth, and Transition readiness.
- There are 5 required school-level goals:
For elementary/middle school: Proficiency, Separate Academic Indicator, Gap, Growth, and Transition readiness.
For high school: Proficiency, Separate Academic Indicator, 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 Goal

Goal 1 (State your proficiency goal): All students in Montgomery County will perform at the Proficient/Distinguished levels in Reading and Math.

<p>Which Strategy will the 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 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 Classroom Activities KCWP2: Design and Deliver Instruction Classroom Activities KCWP3: Design and Deliver Assessment Literacy Classroom Activities KCWP4: Review, Analyze and Apply Data Classroom Activities KCWP5: Design, Align and Deliver Support Classroom Activities KCWP6: Establishing Learning Culture and Environment Classroom Activities 	<p>In the following chart, 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:</p> <p>Montgomery County Schools will increase the percentage of students scoring Proficient/Distinguished in Reading from 58.9% to 61.9% in elementary, 64.8% to 67.8% in middle, and 53.8% to 56.8% in high school.</p>	<p>Review, Analyze and Apply Data</p>	<p>Teachers and school administration will work together in Professional Learning Communities to develop common assessments as well as analyze student work and assessment results.</p>	<p>The combined P/D percent will increase</p>		<p>\$0</p>
		<p>The district leadership team will lead two data retreats for school leadership teams to learn a protocol for analyzing current data (MAP, KPREP, ACT, etc.) and develop intervention plans.</p>	<p>The combined P/D percent will increase</p>		<p>\$1200</p>
<p>Objective 2:</p> <p>Montgomery County Schools will increase the percentage of students scoring Proficient/Distinguished in Math from 54.4% to 57.4% in elementary, 52.9% to 55.9% in middle, and 39.7% to 42.7% in high school.</p>	<p>Design and Deploy Standards</p>	<p>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.</p>	<p>The combined P/D percent will increase</p>		<p>\$0</p>
		<p>All elementary school students in K-3 will participate in the Kids Read Now Summer Reading Program to prevent summer regression.</p>	<p>Map Data – student’s percentile will remain or increase from the spring to the fall.</p>		<p>\$60,000 – Title I</p>
		<p>All schools will analyze and review student work samples to ensure student learning is taking place at the depth of the standards.</p>	<p>The combined P/D percent will increase</p>		<p>\$0</p>

Objective	Strategy	Activities to Deploy Strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
	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 – Title II
		The district curriculum team will train all building administrators in a protocol for analyzing student work.	The combined P/D percent will increase		\$0
	Design and Deliver Instruction	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
		Every school leadership team will conduct instructional monitoring visits monthly with their staff to review learning targets and alignment with standards in addition to a school specific area of focus.	The combined P/D percent will increase		\$0

2: Separate Academic Indicator

Goal 2 (State your separate academic indicator goal): **All students in Montgomery County will perform at the Proficient/Distinguished levels in Science, Social Studies and Writing.**

<p>Which Strategy will the 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 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 Classroom Activities • KCWP2: Design and Deliver Instruction Classroom Activities • KCWP3: Design and Deliver Assessment Literacy Classroom Activities • KCWP4: Review, Analyze and Apply Data Classroom Activities • KCWP5: Design, Align and Deliver Support Classroom Activities • KCWP6: Establishing Learning Culture and Environment Classroom Activities 	<p>In the following chart, 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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<p>Objective 1:</p> <p>Montgomery County Schools will increase the percentage of students scoring Proficient/Distinguished in Science from 29.1% to 32.1% in elementary, 26.3% to 29.3% in middle, and 31.8% to 34.8% in high school.</p>	<p>Design and Deploy Standards/Design and Deliver Instruction</p>	<p>Stemscopes science curriculum will be purchased for all elementary schools as a resource for Science instruction.</p>	<p>The combined P/D percent will increase</p>		<p>\$12,500 – Title IV</p>
		<p>Elementary Teacher Networking Science District Team will meet monthly to create curriculum maps, common assessments and share instructional strategies.</p>	<p>The combined P/D percent will increase</p>		<p>\$0</p>
		<p>Elementary Teacher Networking Science District Team will analyze student work samples once a semester.</p>	<p>The combined P/D percent will increase</p>		<p>\$0</p>
		<p>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.</p>	<p>The combined P/D percent will increase</p>		<p>\$0</p>
		<p>Every school leadership team will conduct instructional monitoring visits monthly with their staff to</p>	<p>The combined P/D percent will increase</p>		<p>\$0</p>

Objective	Strategy	Activities to Deploy Strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
		review learning targets and alignment with standards in addition to a school specific area of focus.			
Objective 2: Montgomery County Schools will increase the percentage of students scoring Proficient/Distinguished in Social Studies from 70.0% to 73.0% in elementary and 81.4% to 84.4% in middle school.	Design and Deploy Standards	Elementary Teacher Networking Social Studies District Team will meet monthly to create curriculum maps, common assessments and share instructional strategies.	The combined P/D percent will increase		\$0
		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
Objective 3: Montgomery County Schools will increase the percentage of students scoring Proficient/Distinguished in Writing from 32.6% to 35.6% in elementary, 65.3% to 68.3% in middle, and 69.3% to 72.3% in high school.	Design and Deploy Standards	Elementary Teacher Networking Social Studies District Team will meet monthly to create curriculum maps, common assessments and share instructional strategies.	The combined P/D percent will increase		\$0
		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
		Every school leadership team will conduct instructional monitoring visits monthly with their staff to review learning targets and alignment with standards in addition to a school specific area of focus.	The combined P/D percent will increase		\$0

3: Gap

Goal 3 (State your Gap goal): Montgomery County Schools will close the achievement gap between all students and students in each identified gap population.

<p>Which Strategy will the 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 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 Classroom Activities • KCWP2: Design and Deliver Instruction Classroom Activities • KCWP3: Design and Deliver Assessment Literacy Classroom Activities • KCWP4: Review, Analyze and Apply Data Classroom Activities • KCWP5: Design, Align and Deliver Support Classroom Activities • KCWP6: Establishing Learning Culture and Environment Classroom Activities 	<p>In the following chart, 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:</p> <p>Montgomery County Schools will increase the percentage of students scoring Proficient/Distinguished who qualify for Free/Reduced Meals in Reading from 53.3% to 56.3% in elementary, 57.3% to 60.3% in middle, and 43.7% to 46.7% in high school.</p>	<p>Review, Analyze, and Apply Data</p>	<p>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 for the purpose of sharing with schools a protocol for disaggregating data.</p>	<p>Student Achievement increases based on both MAP and state assessment data; Students scoring Novice will decrease.</p>		<p>\$1200</p>
<p>Objective 2:</p> <p>Montgomery County Schools will increase the percentage of students scoring Proficient/Distinguished who qualify for Free/Reduced Meals in Math from 45.2% to 48.2% in elementary, 44.1% to 47.1% in middle, and 29.0% to 32.0% in high school.</p>	<p>Review, Analyze, and Apply Data</p>	<p>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 for the purpose of sharing with schools a protocol for disaggregating data.</p>	<p>Student Achievement increases based on both MAP and state assessment data; Students scoring Novice will decrease.</p>		<p>\$1200</p>

Objective	Strategy	Activities to Deploy Strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 3: Montgomery County Schools will increase the percentage of students with disabilities scoring Proficient/Distinguished who in Reading from 29.6% to 32.6% in elementary, 16.4% to 19.4% in middle, and 10.5% to 13.5% in high school.	Design, Align and Deliver Support	Elementary SPED teachers will participate in monthly District Professional Learning Communities focused on a professional learning experience	The combined P/D percent will increase. SPED students will meet and/or exceed IEP goals.		\$0
	Design, Align and Deliver Support	All SPED teachers will participate in monthly school-level Professional Learning Communities focused on a professional learning experience	The combined P/D percent will increase. SPED students will meet and/or exceed IEP goals.		\$0
	Review, Analyze, and Apply Data	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 for the purpose of sharing with schools a protocol for disaggregating data.	Student Achievement increases based on both MAP and state assessment data; Students scoring Novice will decrease.		\$1200
	Design, Align and Deliver Support	Districtwide staff from various disciplines and content areas are receiving training and support for instructing and supporting students with autism.	The combined P/D percent will increase. SPED students will meet and/or exceed IEP goals.		IDEA \$5,000
Objective 4: Montgomery County Schools will increase the percentage of students with disabilities scoring Proficient/Distinguished in Math from 19.8% to 22.8% in elementary, 6.6% to 10% in middle, and 0.0% to 10% in high school.	Design, Align and Deliver Support	Elementary SPED teachers will participate in monthly District Professional Learning Communities focused on a professional learning experience	The combined P/D percent will increase. SPED students will meet and/or exceed IEP goals.		\$0
	Design, Align and Deliver Support	All SPED teachers will participate in monthly school-level Professional Learning Communities focused on a professional learning experience	The combined P/D percent will increase. SPED students will meet and/or exceed IEP goals.		\$0
	Review, Analyze, and Apply Data	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 for the purpose of sharing with schools a protocol for disaggregating data.	Student Achievement increases based on both MAP and state assessment data; Students scoring Novice will decrease.		\$1200
	Design, Align and Deliver Support	Districtwide staff from various disciplines and content areas are	The combined P/D percent will increase.		IDEA \$5,000

Objective	Strategy	Activities to Deploy Strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
		receiving training and support for instructing and supporting students with autism.	SPED students will meet and/or exceed IEP goals.		

4: Graduation rate

Goal 4 (State your Graduation Rate goal): **Montgomery County Schools will maintain a graduation rate of 95% or higher.**

Which **Strategy** will the 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 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 Classroom Activities](#)
- [KCWP2: Design and Deliver Instruction Classroom Activities](#)
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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 91.5% 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 are 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
		At-Risk Committee – Teachers recommend students who are having difficulties with behavior or	Students are no longer recommended to the At-Risk Committee because		\$0

Objective	Strategy	Activities to Deploy Strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
		academically to the At-Risk Committee. The At-Risk Committee meets monthly to discuss recommended students and brainstorm suggestions to help students be successful.	behavior or academics are no longer a concern based on behavior referrals and assessment results.		
	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

5: Growth

Goal 5 (State your Growth goal): **Montgomery County Schools will ensure a year's worth of growth for every student in Reading and Math.**

Which **Strategy** will the 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: All students in Montgomery County will stay at their current percentile or above for the 2018-2019 school year in Reading.	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 leadership team will lead two data retreats for school leadership teams to learn a protocol for analyzing current data (MAP, KPREP, ACT, etc.) and develop intervention plans.	The combined P/D percent will increase		\$1200 – Title II
Objective 2: All students in Montgomery County will stay at their current percentile or above for the 2018-2019 school year in Math.	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.	Map Data – student's percentile will remain or increase from the spring to the fall.		\$60,000 – Title I
	Design, Align, and Deliver Support	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

Objective	Strategy	Activities to Deploy Strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
		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 – Title II
		The district curriculum team will train all building administrators in a protocol for analyzing student work.	The combined P/D percent will increase		\$0
	Design and Deliver Instruction	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
		Every school leadership team will conduct instructional monitoring visits monthly with their staff to review learning targets and alignment with standards in addition to a school specific area of focus.	The combined P/D percent will increase		\$0

6: Transition Readiness

Goal 6 (State your Transition Readiness goal): 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.

Which **Strategy** will the 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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<p>Objective 1:</p> <p>Montgomery County Schools will increase the percentage of students scoring Proficient/Distinguished in Reading from 58.9% to 61.9% in elementary, 64.8% to 67.8% in middle, and 53.8% to 56.8% in high school.</p> <p>Objective 2:</p> <p>Montgomery County Schools will increase the percentage of students scoring Proficient/Distinguished in Math from 54.4% to 57.4% in elementary, 52.9% to 55.9% in</p>	Establishing a learning culture and environment.	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 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.		\$ 500 per school – Title 1; ESS funds
		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 (Teacher Networking Teams) 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

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middle, and 39.7% to 42.7% in high school.		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
Objective 3: Montgomery County High School will increase the Transition Readiness indicator for all students from 67.6 to 70.6 and for ELL students from 8.3 to 20.0.	Design and Deliver Instruction	MCHS will implement the Quality Teaching for English Learners model of teaching language(QTEL) to help improve vocabulary for English learners.	The transition readiness indicator for ELL students will increase.		\$0
		Department chairs will attend a two day training in Kagan structures for ELL.	The transition readiness indicator for ELL students will increase.		\$2400 – Title III (registration) and MCHS school funds for hotel and travel costs.
		Department chairs and ELL teachers will provide professional learning for all MCHS staff in the QTEL model.	The transition readiness indicator for ELL students will increase.		
		ELL teachers will provide professional learning for all schools in the district on the QTEL model.	The proficiency scores for ELL students will increase for each school.		

7: Other (optional)

Goal 7 (State your goal):

Which **Strategy** will the 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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- [KCWP 2: Design and Deliver Instruction](#)
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Objective 2					