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

 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>) KCWP 1: Design and Deploy Standards KCWP 2: Design and Deliver Instruction KCWP 3: Design and Deliver Assessment Literacy KCWP 4: Review, Analyze and Apply Data KCWP 5: Design, Align and Deliver Support KCWP 6: Establishing Learning Culture and Environment 		 which Activities will the school/district deploy based on the strategy or strategies chosen? (<i>The links to the Key Core Work Processes activity bank below may be a helpful resource.</i> <i>Provide a brief explanation or justification for the activity.</i> 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
70.1% of elementary students, 68.2% of middle school students and 63.3% of high school students will score at or	Strategy-KCWP2: Design and Deliver Instruction All teachers will use a clearly defined RtI school/district-wide process in the form of the district novice reduction plan, including	Activity: Professional Development for RtI Implementation The District Instructional Leadership Team will provide additional training and monitor the use of RtI for students in the areas of reading and math. The leadership team and teachers at each school will schedule a specific time for students to receive Tier II and Tier III instruction on a regular basis during and outside of the regular school day.	School data review reduction of # of sped referrals		None
and math combined.	such information as service frequency, intervention programs/strategies, SMART goal measurement, and progress monitoring checks.	<i>Activity: Novice/Apprentice Reduction Plans</i> Data from various formative and summative assessments will be monitored and analyzed by teachers and leadership teams during PLCs to identify students, set personal goals, and monitor the progress of students scoring in the novice and apprentice levels.	Improvement in student scores (growth as identified by N,A, P, D levels)		None
	Strategy-KCWP 4: Review, Analyze, and Apply Data All teachers will utilize an interim assessment process to	<i>Activity: Benchmark Assessments</i> Teachers in grades K-7 will use MAP to measure growth in Reading and Math. Results from each assessment will be used to develop individual plans for students.	Data analysis		\$49,450. Title IIA
	measure growth in Reading and Math.	<i>Activity: Goal Setting</i> Students and teachers will work collaboratively to develop goals and growth plans to reach those goals.	Data Analysis		None

Strategy-KCWP 1: Design and Deploy Standards All teachers will be trained in the most effective use of Literacy in the content areas.	Activity: Reading Programs Reading programs designed to promote interest in reading will be utilized by each school to improve reading skills and levels. Schoolwide student progress will be monitored by each teacher and expectations will be shared with students and parents.	School data review	None for district level
	Activity: Literacy Leads One person in each school will be chosen as the Literacy Lead. These leaders will meet monthly with district staff to discuss literacy in their schools.	Collaboration/agendas	Title II A
	<i>Activity: Literacy Training</i> A Train the Trainer model will be utilized with leadership teams (administrator and Literacy Leads) to ensure that all teachers are teaching literacy at all grade levels/content area in each school.	Collaboration/agendas	None
Strategy-KCWP 1: Design and Deploy Standards	Activity: Advance Kentucky's Middle School Math Program-Access to Algebra All middle schools will participate in this program designed to support a holistic strategy for math focused on student access, engagement, and success. The goal is to promote a school culture of high expectations, provide rigorous student activity and provide open enrollment in advanced math classes to all students.	Professional Development Math Course Enrollment	Advance KY Funds
	<i>Activity: Gear Up Positions in Reading and Math</i> Three reading teachers and three math teachers will be hired at the district level to provide professional learning experiences and training to all teachers to improve the rigor and instructional practices in classrooms at all grade levels.		Gear-up Funds

Goal 2: Increase the average combined reading and math proficiency rates for all students in the Gap Group (non-duplicated): elementary school to 73.8%, middle school to 71.8%, and high school to 67.5% in 2019.

 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? (<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> 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 	<i>clow may be a</i> <i>activity.</i> <u>nent Activities</u> <u>is Improvement</u> <u>rovement</u>			
Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding	
Objective 1: By May 2018, 73.8% of elementary students, 66.2% of middle school students, and 60.9% of high schools students in the Gap	Strategy-KCWP 2: Design and Deliver Instruction: The Floyd County School District has an intentional focus	<i>Activity: 1:1 Technology</i> Each student in grades 5-12 have been provided with technology to enhance Future Ready Skills in the classroom by the district. Individual schools have been encouraged to provide as much technology as possible to grades K-4 so that each student has access to technology as an instructional tool.	100% of students 5-12 have device.	Delivery: Start of school year	\$540,000 General Fund Title KETS	
Group will score at or above proficiency in reading and math combined.	on Future Ready Skills to better prepare students for life and careers after K-12 schooling by	Activity: Digital Leadership Network All Floyd County principals participate in monthly DLN training sessions to become more equipped to be digital leaders in their respective schools.	Attendance & Participation of Principals	Monthly Meeting	\$0	
	providing students in grades 5-12 with technology devices. Teachers and students will utilize digital curriculum and	Activity: Technology Training Teachers in Grades 5-12 have been and will continue to be trained to implement Future Ready Skills through the use of one-to-one technology in their classrooms.	Attendance & Participation of Teachers & Admin	Virtual & Face to Face Meetings	\$0	
	opportunities that focuses on personalized learning for RtI programs, Future Ready Skills and academic monitoring.	<i>Activity: Personalized Learning</i> Teachers will use various programs to design lessons and teaching strategies to personalize learning for students based on student need and interest in each content area.	Attendance & Participation of Teachers & Admin	Virtual & Face to Face Meetings	\$0	
		Activity: STEM Camp & Well Rounded Educational Opportunity All Floyd County Schools will have the opportunity to send girls to attend a 2-Day STEM Shattered Glass Summer Camp. Each student will receive hands-on instruction around science, technology, engineering & math.	All schools will send students and teachers to participate	Summer 2018	\$9,000 Title IV A	

	Activity: STEM Curriculum, Training Well Rounded EducationalOpportunityAll Floyd County Schools will have the opportunity to send teachers forSTEM Shattered Glass summer training, participate in online modules andbuild knowledge base of science, technology, engineering & math.	Teacher Participation	Summer 2018	Title IV A \$11,000
	Activity: Shattered Glass Teacher Cohort & Well Rounded Educational Opportunity for All Teachers Shattered Glass Certified Teachers will provide on-site training at schools for all teachers to support teacher grown in the areas of STEM, as well as access to all materials	Teacher Participation	Summer 2018	Title IV A
	Activity: Project Lead the Way Curriculum & Training STEM Curriculum in all Floyd County Schools; supporting past and current participants and all schools	Teacher Participation	Summer 2018	\$7,000 Title IV A
Strategy-KCWP 4: Review, Analyze, and Apply Data Teachers will name and claim	<i>Activity: Data Analysis</i> Data from various formative and summative assessments will be analyzed by teachers and leadership to identify and monitor the progress of students all scoring in the Novice and Apprentice levels.	Data Analysis		None
students. Teachers will meet PLC groups to monitor the curriculum, instruction, and	<i>Activity: Response to Intervention (RtI)</i> The leadership team and teachers at each school will schedule a specific time for all students to receive Tier II and Tier III instruction.	School Data Review		None
assessment practices used in each classroom to move stude toward individual goals. The will also monitor progress of	student scoring at the Novice and Apprentice levels and monitor student progress on a weekly basis.	Student Growth Increased Collaboration/Agendas		None
individual students toward the goal of moving out of the Nor category.		Every Floyd County School will have access to STEM equipment	Summer 2018	\$11000 Title IV A

3: Graduation rate State your *Graduation rate* Goal

Goal 3: Increase the Graduation Rate from 95.2% to 95.4% by 2020, as measured by the 5-Year Cohort Graduation Rate.

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Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
	Strategy-KCWP 5: Design,	Activity: Credit Recovery			GF
Objective 1: By May 2018,	Align and Deliver Support	The district will provide assistance to schools to increase the graduation			
the Graduation Rate will be	The district instructional team	rate. This will include credit recovery through the Renaissance Learning			
95.3%.	will meet regularly with school	Center and providing applicable trainings such as with ILPs and RTI.			
	leadership and appropriate staff	Activity: Monitoring of Data	Data analysis :		None
to discuss issues ar	to discuss issues and concerns	Directors will meet systemically with school principals/guidance counselors	Increased Graduation		
	regarding potential drop-outs.	to review graduation rate and dropout data.	Reduction Dropout		
	They will review tracking to	Activity: Positive Behavior Intervention and Support (PBIS)	School Data Review		None
	ensure that schools always know	Schools will implement Positive Behavior Intervention and Support			
	where each student is in regards	systems to meet RtI requirements and improve overall schoolwide culture.			
	to credits and being on tract for a	Central Office Instructional Leadership Team will monitor, support, and			
	timely graduation	assist in training to ensure the proper implementation of PBIS in schools.			
		Activity: Advisor/Advisee	School Data Review		None
		Each middle and high school will intentionally schedule a block of time for	Sensor But nevrett		rione
		Advisor/Advisee. Activities will include career planning through use of the			
		ILP, building relationships between students and teacher, character			
		education, promoting attendance, building on student interest, and			
		mentoring.			
		inentoring.			
		Activity: Monitoring of Data	Data Analysis		None
		Counselors will report current graduation rates to DPP on a monthly basis.	Data Analysis		INOIIC
		This report will include a list of all graduates/potential graduates and their			
		status toward graduation.			
Objective 2: Dr. May 2018	Strategy-KCWP 5: Design,	Drefessional growth will be engoing to ensure that all Infinite Communicates	Increased		None
Objective 2: By May 2018,		Professional growth will be ongoing to ensure that all Infinite Campus data			None
the average attendance rate for	Align and Deliver Support	is correct and up to date all times. District Director of Pupil Personnel will	collaboration/agendas		
the year will be 95.5% district	The district leadership team will	meet quarterly with attendance clerks from each school to review data and			
wide.	ensure the implementation of the	make necessary changes/additions.			
	District Attendance Plan of				
	Excellence.				0.1 1
		Home visits will be done on a weekly basis by principals/school personnel			School
		and district representatives according to the tier status determined by the			Funds/
		Attendance Plan of Excellence.	<u> </u>		GF
		Each school will develop and follow an attendance plan. This plan is to	School Data Review		None

		include daily activities (calling home, home visits, A/A instructional strategies, etc) designed to improve attendance. This plan will detail classroom rewards and other incentives the school team has designed to improve attendance.			
		Schools in Tier II and III will be required to meet each month with the Superintendent, DPP, and Director of Instruction assigned to the school to discuss the progress made toward meeting the attendance goal.	Agendas	Non	ne
By May 2019, we will collaborate to increase services provided to support well-rounded educational opportunities.	Strategy-KCWP 6: Establishing Learning Culture and Environment- Continuous Improvement Activities	Activity: Guidance Counselors will participate in district led cohort meetings to aid in alignment of awareness and students support services. Collaboration will occur with school-based mental health school-based therapist.	Increased Collaboration/Agendas	Non	ne
By May 2019, we will	Strategy-KCWP 6: Establishing	Activity: The DILT will support all schools in the development of teams	Teams in every school	\$700	000
collaborate to increase services	Learning Culture and	that will receive training to ensure culturally responsive behaviors are	implementing strategies	Title	le IV
provided to support safe and	Environment- Continuous	modeled and incorporated into the classroom. (i.e. Sources of Strength)The	learned from trainings.	А	
healthy schools.	Improvement Activities	teams will membership made up of administration, teachers, and students.			
		Activity: The DILT will coordinate and provide training for schools with	Teams in every school		0000
		an emphasis on social/emotional learning/ safety and awareness. The	implementing strategies	Title	le IV
		trainings will include Childhood Traumatic Stress, Trauma Informed Care,	learned from trainings.	A	
		Strengthening Families, and Youth Thrive. Additionally, we will			
		collaborate with local agencies to provide training for SROs, and drug awareness.			

4: Growth

State your <mark>Growth</mark> Goal

Goal 4: Increase the average	combined reading and math grow	wth in grades 3-5 from 72.4% to 75.1% and in grades 6-8 from 62.7% to	73.5% by 2019.		
 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>) KCWP 1: Design and Deploy Standards KCWP 2: Design and Deliver Instruction KCWP 3: Design and Deliver Assessment Literacy KCWP 4: Review, Analyze and Apply Data KCWP 5: Design, Align and Deliver Support KCWP 6: Establishing Learning Culture and Environment 		 Which Activities will the school/district deploy based on the strategy or strategies chosen? (<i>The links to the Key Core Work Processes activity bank below may be a helpful resource. Provide a brief explanation or justification for the activity.</i> 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 	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 May 2018, elementary students will show growth in the combined reading and math score from 72.4% to 73.4% and middle	Strategy-KCWP 2: Design and Deliver Instruction Floyd County Schools will provide equitable access to accomplished teaching to all	Activity: Professional Learning Opportunities Sessions will be focused on personalized professional development based upon survey results. Induction cohort teachers will be mentored by experienced teachers who are members of the Accomplished Teaching Cohort.	Teacher Participation		\$1500 Title IIA

school students will grow from	students through professional	Activity: Accomplished Teacher Cohort	Teacher Participation and	\$10000
62.7% to 68.2%.	learning opportunities with CIA	Accomplished teachers will be chosen based on defined criteria (must have	retention	Title IIA
	team members and other	Rank I, want to grow professionally, exhibit accomplished teaching every		
	accomplished teachers.	day, exhibit teacher leadership qualities). These teachers will serve as		
		mentors to the Induction Cohort teacher members.		
		Activity: Accomplished Teaching	Teacher Participation	\$8000
		Teachers will have opportunities to participate in Accomplished Teaching		NT3
		Works Sessions where they can discuss ATLAS cases and the		grant
		Accomplished Teaching Body of Knowledge (National Board/Charlotte		funds
		Danielson Framework)		
		Activity: Curriculum, Instruction, & Assessment Team	Teacher Participation	\$40000
		Teachers will be selected to be part of a district Teacher Leadership team.		Title IIA
		Graduate opportunities will be available through university partnerships.		
		Teachers will develop skills as instructional leaders and collaborate on		
		district initiatives.		

5: Transition readiness State your *Transition readiness* Goal

Goal 5: Ensure that the percentage of students who are College and Career Ready to 100% by 2019.

attach evidence for why the strateg • KCWP 1: Design and Dep • KCWP 2: Design and Del • KCWP 3: Design and Del • KCWP 4: Review, Analyz • KCWP 5: Design, Align a • KCWP 6: Establishing Le	Key Core Work Processes listed pproach. Provide justification and/or y was chosen.) bloy Standards iver Instruction iver Assessment Literacy te and Apply Data	 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> <u>KCWP1: Design and Deploy Standards - Continuous Improvement Activities</u> <u>KCWP2: Design and Deliver Instruction - Continuous Improvement Activities</u> <u>KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities</u> <u>KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities</u> <u>KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities</u> <u>KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities</u> 	Identify the timeline for the activity or activities, the person(s) responsible for ensuring the fidelity of the activity or activities, a necessary funding to execute the activity or activities.	
Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Funding
Deploy Standards The district instructional leadership team will meet regularly with principals and appropriate staff to discuss resources and activities to ensur that all students meet college an	The district instructional leadership team will meet regularly with principals and	<i>Activity: Intentional Scheduling</i> The district instructional team will review the school's master schedule to ensure that opportunities for career certification are available to all students. A systemic approach to a rigorous curriculum will provide career pathways to students so that they may complete the required courses to become career ready. Additionally, the district will facilitate discussions between the career & technical school and all high schools to assist with the sharing of resources. <i>Activity: CCR Planning</i>	School Data Review	Date & Notes None None None
	emphasis will be placed upon instructional effectiveness/rigor.	District instructional team members will meet periodically with high school principals and administration from the career and vocational school to discuss implementation and impact of the year-long College and Career Readiness Plans.		
		<i>Activity: Progress Monitoring</i> Schools will continuously monitor all data (scores from ACT, WorkKeys, ASVAB, career pathways, certification tests; WIN program data, etc.) pertaining to CCR by posting the status of all students as they work toward college/career readiness. Schools will report CCR benchmark rate to the district on a monthly basis.	Data Analysis	None
By May 2019, all schools will collaborate to provide inter-disciplinary activities that will support well-rounded educational opportunities that	Strategy-KCWP 6: Establishing Learning Culture and Environment- Continuous Improvement Activities	<i>Activity: Early College Academy</i> Students who meet specified criteria will apply and attend the Floyd County Early College Academy. These students will graduate high school with an Associate's degree from Big Sandy Community and Technical College in their chosen field of study.	Student Participation	Title Funds

include community	Activity: The DILT will support schools in working vertically as 3	Completion of project for	\$15,00)00
partnerships.	attendance area teams to design and implement a service learning project.	each area that clearly	Title I	IV,
	The projects should be designed to provide student voice and leadership	displayed vertical	Part A	A
	opportunities and to meet a community need.	collaboration between		
		schools.		

6: Other (optional) State your *Other* **Goal** (optional)

Goal 6: Increase the	district composite ACT score from 18.9 i	n 2017 to 19.5 in 2018.			
Strategy can be based up below or another researc attach evidence for why t KCWP 1: Desig KCWP 2: Desig KCWP 3: Desig KCWP 4: Revie KCWP 5: Desig	school/district use to address this goal? (The on the six Key Core Work Processes listed h-based approach. Provide justification and/or he strategy was chosen.) n and Deploy Standards n and Deliver Instruction n and Deliver Instruction n and Deliver Assessment Literacy w, Analyze and Apply Data n, Align and Deliver Support lishing Learning Culture and Environment	 Which Activities will the school/district deploy based on the strategy or strategies chosen? (<i>The links to the Key Core Work Processes activity bank below may be a helpful resource. Provide a brief explanation or justification for the activity.</i> 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 		activity or activities, the perso fidelity of the activity or activ te the activity or activities.	
Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding

Objective 1: By May 2019, the district ACT Composite score will be 19.5.	Strategy-KCWP 3: Design and Deliver Assessment Literacy Various benchmarks will be used periodically to measure student progress toward the goal of	Torch Prep provides an initial ACT practice test for all students in 11th grade. The results of this test is used to set a baseline for comparison to the state ACT test. Torch Prep representatives then work with students in each school to teach ACT test taking strategies designed to improve their individual ACT score. The purpose of this strategy is not to teach content,	ACT Scores	Title Funds
	meeting benchmark scores on the ACT.	rather to teach kids how to take the ACT. Students will take practice ACT tests purchased from Mastery Prep and Torch Prep periodically during the school year. Those companies provide the test results and scoring reports that teachers then use to measure student progress toward meeting benchmark. Teachers identify areas of strength and areas of improvement for each student and use those results to drive classroom instruction.	ACT Scores	
	Strategy-KCWP 2: Design and Deliver Instruction Teachers will design activities focused on ACT content and monitor the progress of students	Teachers will use Common Core Checklists to monitor content taught in classrooms. These checklists will be discussed in PLCs to ensure that all content is taught to students during the course. Individual student progress toward mastery of the content will also be a topic of discussion.	Student Achievement School Data Review	None
		Each administrator will be responsible for conducting walkthroughs in ACT content area classrooms to monitor teaching strategies and to ensure that Kentucky Academic Standards are being taught at high levels.	ACT Scores	None
		All ACT content classes will begin with a bell ringer. All bell ringers are ACT released items.	ACT Scores	None