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:
Pembroke Elementary School will increase the combined percentage of students scoring proficient or above in reading and math from 37.6% to 58.1% by June 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.)*	Which **Activities** will the school/district deploy based on the strategy or strategies chosen? *(The links to the Key Core Work Processes activity bank below may be a helpful resource. Provide a brief explanation or justification for the activity.*	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.
• 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	• 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: Pembroke Elementary School will increase the number of students scoring proficient or above in reading from 41.82% to 50.07% as indicated by the EOY District Standards assessment (grades 2-6) by June 2018.	•KCWP 3: Design and Deliver Assessment Literacy	Ensure that formative assessment practices allow students to understand where they are going, where they currently are, and how they can close the gap. Determine if formative assessment results function as effective feedback to students and teachers.	Participation in PLC process, Growth on RI and District Standards Assessment	Walkthrough and Evaluation data, Instructional Rounds, data notebooks	None
		Use classroom assessments to inform teacher decisions such as grouping of students, differentiation of instruction, and next steps in instruction.	PLC participation, assessment data, and lesson plans	Lesson plans, walkthrough	None
	•KCWP 4: Review, Analyze and Apply Data	Develop a system for student monitoring using data notebooks and goal setting and create intentional opportunities for students to receive and offer effective feedback during learning with success criteria, rubrics and exemplars.	Data Notebooks; progress reports, success criteria check list, rubrics, and exemplars	Sharing of data notebooks in vertical PLC	None
		Ensure data is being routinely monitored to track student progress and movement in our RTI support system with RTA, Read 180, System 44, LLI, tutors, and enrichment.	Progress monitoring documents, and participation in PLC.	5X monitoring and data reviewed regularly in PLCs	District Grants, Title I
	•KCWP 2: Design and Deliver Instruction	Teachers have opportunities for collaboration and differentiated professional growth through activities such as PLC, TILT, Deep Dive, and Literacy Cohort to ensure best practices and high yield instructional strategies are used to help drive instruction.	Framework for Teaching (Danielson), informal observations	Walkthrough and evaluation data will show improvement in researched based best practices	District Grants

Goal 1:
Pembroke Elementary School will increase the combined percentage of students scoring proficient or above in reading and math from 37.6% to 58.1% by June 2019.

			Ensure formative assessment measures are within lesson planning practices for each phase of explicit instruction (Before, During, and After). Ensure that instructional modifications are made based upon the immediate feedback gained from formative assessment.	Lesson Plans, PLCs, and RI and DSA results	Lesson plan checks and PLC discussions on formative assessment	None
Objective 2: Pembroke Elementary School will increase the number of students scoring proficient or above in math from 35.34% to 43.59% as indicated by the EOY District Standards assessment (grades 2-6) by June 2018.	•KCWP 3: Design and Deliver Assessment Literacy		Ensure that formative assessment practices allow students to understand where they are going, where they currently are, and how they can close the gap. Determine if formative assessment results function as effective feedback to students and teachers.	Participation in PLC process, Growth on MI and District Standards Assessment	Walkthrough and Evaluation data, Instructional Rounds, data notebooks	None
			Use classroom assessments to inform teacher decisions such as grouping of students, differentiation of instruction, and next steps in instruction.	PLC participation, assessment data, and lesson plans	Lesson plans, walkthrough	None
	•KCWP 4: Review, Analyze and Apply Data		Develop a system for student monitoring using data notebooks and goal setting and create intentional opportunities for students to receive and offer effective feedback during learning with success criteria, rubrics and exemplars.	Data Notebooks; progress reports, success criteria check list, rubrics, and exemplars	Sharing of data notebooks in vertical PLC	None
			Ensure data is being routinely monitored to track student progress and movement in our RTI support system with Math 180, Do the Math, Moby Max, Fast Math, tutors, and enrichment.	Progress monitoring documents, and participation in PLC.	5X monitoring and data reviewed regularly in PLCs	District Grants, and Title 1
	•KCWP 2: Design and Deliver Instruction		Teachers have opportunities for collaboration and differentiated professional growth through activities such as PLC, TILT, Deep Dive, and Math Cohort to ensure best practices and high yield instructional strategies are used to help drive instruction.	Framework for Teaching (Danielson), informal observations	Walkthrough and evaluation data will show improvement in researched based best practices	District Grants
			Ensure formative assessment measures are within lesson planning practices for each phase of explicit instruction (Before, During, and After). Ensure that instructional modifications are made based upon the immediate feedback gained from formative assessment.	Lesson Plans, PLCs, and MI and DSA results	Lesson plan checks and PLC discussions on formative assessment	None

2: Gap
State your <mark>*Gap*</mark> **Goal**

Goal 2:
Pembroke Elementary will increase the percentage of non-duplicated gap students scoring proficient and distinguished from 35.1 % to 53.9 % by June 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.)*	Which **Activities** will the school/district deploy based on the strategy or strategies chosen? *(The links to the Key Core Work Processes activity bank below may be a helpful resource. Provide a brief explanation or justification for the activity.*	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.
• 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	• 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: Pembroke Elementary School will decrease the achievement gap in reading for African American students and students with disabilities by 10% as indicated by EOY District Standards Assessments (grades 2-6) by June 2018	• KCWP 5: Design, Align and Deliver Support	Incorporate professional knowledge based on Eric Jensen and Special Education Collaboration model of best practice and high impact strategies with knowledge of personalized student needs to increase student achievement.	Special education schedules, Eric Jensen activities in plans, and PD sessions.	Walkthrough data, lesson plans	Special Ed
		Create and monitor a watch list of bubble students in specific gap groups performing below proficiency.	List of students improving.	PLC data analysis week	None
		Maintain school-wide behavioral support system with the addition of Tier 2 and Tier 3 supports that aligns with the Code of Conduct as well as PBIS silver status.	PBIS agendas and progress toward silver status.	Data analysis of behavior data	District PBIS funds
Objective 2: Pembroke Elementary School will decrease the achievement gap in math for African American students and students with disabilities by	• KCWP 5: Design, Align and Deliver Support	Incorporate professional knowledge based on Eric Jensen and Special Education Collaboration model of best practice and high impact strategies with knowledge of personalized student needs to increase student achievement.	Special education schedules, Eric Jensen activities in plans, and PD sessions.	Walkthrough data, lesson plans	Special Ed
		Create and monitor a watch list of bubble students in specific gap groups performing below proficiency.	List of students improving.	PLC data analysis week	None

Goal 2:
Pembroke Elementary will increase the percentage of non-duplicated gap students scoring proficient and distinguished from 35.1 % to 53.9 % by June 2019.

10% as indicated by EOY District Standards Assessments (grades 2-6) by June 2018		Maintain school-wide behavioral support system with the addition of Tier 2 and Tier 3 supports that aligns with the Code of Conduct as well as PBIS silver status.	PBIS agendas and progress toward silver status.	Data analysis of behavior data	District PBIS funds

3: Graduation rate
State your <mark>*Graduation rate*</mark> **Goal**

Goal 3:
NA

Which **Strategy** will the school/district use to address this goal? *(The Strategy can be based upon the six Key Core Work Processes listed below or another research-based approach. Provide justification and/or attach evidence for why the strategy was chosen.)* - KCWP 1: Design and Deploy Standards - KCWP 2: Design and Deliver Instruction - KCWP 3: Design and Deliver Assessment Literacy - KCWP 4: Review, Analyze and Apply Data - KCWP 5: Design, Align and Deliver Support - KCWP 6: Establishing Learning Culture and Environment	Which **Activities** will the school/district deploy based on the strategy or strategies chosen? *(The links to the Key Core Work Processes activity bank below may be a helpful resource. Provide a brief explanation or justification for the activity.* - KCWP1: Design and Deploy Standards - Continuous Improvement Activities - KCWP2: Design and Deliver Instruction - Continuous Improvement Activities - KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities - KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities - KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities - KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities	Identify the timeline for the activity or activities, the person(s) responsible for ensuring the fidelity of the activity or activities, and necessary funding to execute the activity or activities.

Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: NA					
Objective 2:					

Goal 3: NA					
NA					

4: Growth

State your <mark>Growth</mark> **Goal**

Goal 4:					
Pembroke Elementary School will have 80% of K through 6th students meet their individual growth goal by June 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? *(The links to the Key Core Work Processes activity bank below may be a helpful resource. Provide a brief explanation or justification for the activity.* • KCWP1: Design and Deploy Standards - Continuous Improvement Activities • KCWP2: Design and Deliver Instruction - Continuous Improvement Activities • KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities • KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities • KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities • KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities		Identify the timeline for the activity or activities, the person(s) responsible for ensuring the fidelity of the activity or activities, and necessary funding to execute the activity or activities.		

Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: 80% of K-6 combined readers will reach their annual growth goal by May 2018 as measured by Reading Inventory.	See Goal 1 Strategies See Goal 2 Strategies	See Goal 1 Measurable Objectives 1&2 – Activities See Goal 2 Measurable Objectives 1&2 – Activities	See Measures of Success Goal 1 & 2	See Progress Monitoring Goals 1 & 2	See Funding Goals 1 & 2

Goal 4:
Pembroke Elementary School will have 80% of K through 6th students meet their individual growth goal by June 2019.

Objective 2: 80% of K-6 combined mathematicians will reach an annual growth goal by May 2018 as measured by 100Q growth on Math Inventory.	See Goal 1 Strategies See Goal 2 Strategies	See Goal 1 Measurable Objectives 1&2 – Activities See Goal 2 Measurable Objectives 1&2 – Activities	See Measures of Success Goal 1 & 2	See Progress Monitoring Goals 1 & 2	See Funding Goals 1 & 2

5: Transition readiness
State your Transition readiness Goal

Goal 5:
Pembroke Elementary 5th grade students will meet or exceed the transition readiness benchmark on KPREP by June 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? *(The links to the Key Core Work Processes activity bank below may be a helpful resource. Provide a brief explanation or justification for the activity.* • KCWP1: Design and Deploy Standards - Continuous Improvement Activities • KCWP2: Design and Deliver Instruction - Continuous Improvement Activities • KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities • KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities • KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities • KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities	Identify the timeline for the activity or activities, the person(s) responsible for ensuring the fidelity of the activity or activities, and necessary funding to execute the activity or activities.		
Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: Pembroke Elementary 5th grade students will meet or	See Goal 1 Strategies See Goal 2 Strategies	See Goal 1 Measurable Objectives 1&2 – Activities See Goal 2 Measurable Objectives 1&2 – Activities	See Measures of Success Goal 1 & 2	See Progress Monitoring Goals 1 & 2	See Funding Goals 1 & 2

Goal 5:
Pembroke Elementary 5th grade students will meet or exceed the transition readiness benchmark on KPREP by June 2019.

exceed the transition readiness benchmark on KPREP by June 2018.			**Social Studies**: Continue formally established protocols for completing Literacy Design Collaborative through-course tasks with social studies teachers K-6. Teachers will design, plan, and implement a LDC task, and will attend a day together to follow a protocol for student work analysis.	Participation in district LDC trainings, Lesson plans, and student work samples	Analysis of student work samples	None
			Writing: Teachers K-16 engaged in foundational learning experiences to prepare for the development of a district-wide vision for writing across all content areas to meet the demand of standards (Literacy Design Collaborative, KAS ELA and Content Literacy Standards, TCT for Science). Moving forward, additional professional learning opportunities will be provided through TILT to support teacher acquisition of skills needed to teach students 21st century literacy skills.	Writing Crates, Writing vertical PLC, walkthroughs, KPREP composite score	Writing committee checks writing crates, PLC notes	None
			Science: Continue formally established protocols for completing Through Course Tasks with science teachers K-6. Teachers will plan and implement at least two TCTs and will attend one to two days together to follow a protocol for student work analysis.	Participation in district TCT trainings, Lesson plans, and student work samples	Analysis of student work samples	None
			College and Career Days: Continue college and career day where activities are planned to emphasize the importance of college and career (K-6).	Career Day Agenda, Lesson plans	Student work samples and completion of ILP for 6th grade	None
			Project Based Learning: Continue to support and develop a cohort of teachers proficient in PBL to support instruction integrating 21st Century skills.	Participation in district PBL trainings, participation in PBL days, Lesson Plans, an student work	PBL showcases and analysis of student work	Grant, SBDM

6: Other (optional)

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

<table>
<tr><td colspan="5">Goal 6: Pembroke Elementary School will improve working conditions and positive culture for all stakeholders as evidenced by improvement on the employee engagement survey and the TELL Survey.</td></tr>
<tr>
<td colspan="2">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
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• KCWP 5: Design, Align and Deliver Support
• KCWP 6: Establishing Learning Culture and Environment</td>
<td colspan="2">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
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<td>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.</td>
</tr>
<tr>
<td>Objective</td>
<td>Strategy</td>
<td>Activities to deploy strategy</td>
<td>Measure of Success</td>
<td>Progress Monitoring Date & Notes</td>
<td>Funding</td>
</tr>
<tr>
<td rowspan="2">Objective 1:
We will improve our school culture as evidence by an increase from 3.66 to a 4.5 on the Employee Engagement Survey from Suter Group by June 2018.</td>
<td rowspan="2">• KCWP 6: Establishing Learning Culture and Environment</td>
<td>Work with teachers to share the results of the survey and collaborate to create an improvement plan.</td>
<td>Charts of teacher input and collaboration, agenda sign in sheet, and improvement plan.</td>
<td>Teacher Sign in Improvement plan implementation</td>
<td>None</td>
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<tr>
<td>Create vertical houses to build a positive culture and character across grade levels to promote and support learning for all. Teachers collaborate together to create similar character lessons and themed based lesson to share with students.</td>
<td>House schedule and lesson plans</td>
<td>House Lesson Plans</td>
<td>None</td>
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</table>

Goal 6: Pembroke Elementary School will improve working conditions and positive culture for all stakeholders as evidenced by improvement on the employee engagement survey and the TELL Survey.					
Objective 2: We will increase the 5.1B TELL Survey area (students at this school follow rules of conduct) from 38% of agree and strongly agree to 80% of teachers will agree or strongly agree in the 2019 school year.	• KCWP 6: Establishing Learning Culture and Environment	Maintain school-wide behavioral support system with the addition of Tier 2 and Tier 3 supports that aligns with the Code of Conduct as well as PBIS silver status.	PBIS agendas and progress toward silver status.	PBIS Tiered Fidelity Inventory	District PBIS funds
		Share data and PBIS strategies on a routine basis during faculty meetings, Pembroke Happenings, and PLCs.	Agendas and the discipline data shared.	Agendas	None
		Create and teach character lessons for specific groups of students to receive during safe room times, or when they are not receiving other PBIS awards.	Lessons and student work samples from the lessons.	Lesson plans	None