

Novice Reduction for Gap Closure



Continuous Improvement Planning Cycle

Combined Workbook for:

Phase 3 - Plotting the Course

- Establishing Goals, Objectives, Strategies and Activities

AND

Phase 4 – Making District/School Improvement Continuous

- Progress Monitoring and Evaluation

IMPORTANT NOTE:

This workbook has been adapted from the original *Goal Builder Template* located on KDE’s Continuous Improvement webpage (<https://education.ky.gov/school/csip/Pages/default.aspx>). This adaptation will allow for the document to serve as a “one-stop” location for both the plan and the continuous monitoring and evaluation during this year’s implementation period. The planning of goals, objectives, strategies and activities that are required of the Continuous Improvement Cycle - Phase 3 process look just as they did in the original template. The adaptation will allow for support in the Phase 4 process of continuous monitoring and evaluation using the 30-60-90 day planning format. Additional planning and quality tools for continuous improvement can be located on the Novice Reduction webpage (<https://education.ky.gov/school/stratclsgap/Pages/default.aspx>).

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: Increase Proficiency in reading from 53.7% proficient/distinguished to 70% proficient/distinguished and in math from 55.9% proficient/distinguished to 70% by 2019 as measured by district-wide Case 21 Benchmark data.					
Which Strategy will the school/district use to address this goal? (<i>The Strategy can be based upon the six Key Core Work Processes listed below or another research-based approach. Provide justification and/or attach evidence for why the strategy was chosen.</i>)		Which Activities will the school/district deploy based on the strategy or strategies chosen? (<i>The links to the Key Core Work Processes activity bank below may be a helpful resource. Provide a brief explanation or justification for the activity.</i>)		Identify the timeline for the activity or activities, the person(s) responsible for ensuring the fidelity of the activity or activities, and necessary funding to execute the activity or activities.	
<ul style="list-style-type: none"> KCWP 1: Design and Deploy Standards KCWP 2: Design and Deliver Instruction KCWP 3: Design and Deliver Assessment Literacy KCWP 4: Review, Analyze and Apply Data KCWP 5: Design, Align and Deliver Support KCWP 6: Establishing Learning Culture and Environment 		<ul style="list-style-type: none"> KCWP1: Design and Deploy Standards - Continuous Improvement Activities KCWP2: Design and Deliver Instruction - Continuous Improvement Activities KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities 			
Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: Increase Proficiency in Reading from 53.7% proficient/distinguished to 61.85% and in math from 55.9% to 63.95% proficient/distinguished by 2017-2018 as measured by district-wide Case 21 Benchmark data.	Develop a systematic approach for the design and deployment of standards in order to ensure that all students are being taught the standards at appropriate levels of rigor with fidelity	Practice -The leadership team in collaboration with the administrative team will develop and implement a process/practice to ensure that students understand the success criteria within each learning target. (For example, the learning target is _____, so I will know I am successful when I have _____.)	Principal will monitor the completion of the process and will monitor walk-through data regarding the understanding of the learning target.		
		Process -The Leadership Team will collaborate to establish a PLC protocol that includes a process for curriculum review in order to monitor alignment between standards, learning targets, instruction, and assessments. The team will meet monthly to discuss outcomes of the protocol implementation, monitor school academic progress, provide feedback for the school and grade levels, and plan next steps.	Principal will monitor progress through 30-60-90 Day plan.	Go on and schedule these on the calendar and list here— extensive notes on 30.60.90	
	Develop a systematic approach in order to design and deliver core instruction to ensure that	Practice -School Administration/Leadership Team will research and select high yield instructional strategies (1-2 each month) to be modeled and shared with	Formative and summative data will be analyzed in weekly		

	80% of students are 80% successful in Tier 1 for Reading and Math.	the teachers in monthly PLC's with the expectation that teachers will embed the high yield instructional strategies in Reading and Math core instruction.	grade level PLCs and monthly by the leadership team.		

2: Gap
State your Gap Goal

<p>Goal 2: Increase percentage of Free and Reduced Lunch students scoring proficient/distinguished in reading from 48% in 2016-17 to 65% by 2018-2019 as measured by district-wide Case 21 Benchmark assessments.</p> <p>Increase the percentage of Free and Reduced Lunch students scoring proficient/distinguished in math from 52.9% in 2016-17 to 70% by 2018-19 as measured by district-wide Case 21 Benchmark assessments.</p> <p>Reduce Novice in Reading from 19.4 to 12.15 percent and in Math from 10.2 to 7.1 percent by 2020 as measured by Case 21 Benchmarks.</p> <p>Decrease the percentage of students scoring below proficiency in reading from 46.4 to 25 and in math from 44.2 to 25 by the year 2020, as measured by district selected assessment.</p>		
<p>Which Strategy will the school/district use to address this goal? <i>(The Strategy can be based upon the six Key Core Work Processes listed below or another research-based approach. Provide justification and/or attach evidence for why the strategy was chosen.)</i></p> <ul style="list-style-type: none"> • KCWP 1: Design and Deploy Standards • KCWP 2: Design and Deliver Instruction • KCWP 3: Design and Deliver Assessment Literacy • KCWP 4: Review, Analyze and Apply Data • KCWP 5: Design, Align and Deliver Support • KCWP 6: Establishing Learning Culture and Environment 	<p>Which Activities will the school/district deploy based on the strategy or strategies chosen? <i>(The links to the Key Core Work Processes activity bank below may be a helpful resource. Provide a brief explanation or justification for the activity.)</i></p> <ul style="list-style-type: none"> • KCWP1: Design and Deploy Standards - Continuous Improvement Activities • KCWP2: Design and Deliver Instruction - Continuous Improvement Activities • KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities • KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities • KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities • KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities 	<p>Identify the timeline for the activity or activities, the person(s) responsible for ensuring the fidelity of the activity or activities, and necessary funding to execute the activity or activities.</p>

Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
Objective 1: Increase percentage of Free and Reduced Lunch students scoring proficient/distinguished in reading from 48% to 57% by 2017-2018 as measured by district-wide Case 21 Benchmark data.	Develop a systematic approach for review, analyzing, and applying data in order to identify priorities for individual student and school success.	Process- The leadership team, in collaboration with grade level PLC teams, will create and implement data methodologies, including collecting and charting data, analysis of strengths and obstacles for student learning (including analysis of artifacts to inform next steps for individual students and groups of students), the creation of goals for implementation, and a method of quality assurance monitoring.	School administration/principal will monitor implementation through 30.60.90 day plan. Data collection and analysis through grade level PLCs on a continual basis.	Go on and schedule these on the calendar and list here— extensive notes on 30.60.90	
Objective 2: Increase percentage of Free and Reduced Lunch students scoring proficient/distinguished in math from 52.9% to 62% by 2017-2018 as measured by district-wide Case 21 Benchmark data.		Practice- The administrative team and grade level PLC teams will create a watch “cusp” list for students performing below proficiency. From the watch list, grade level PLCs will analyze artifacts to identify and implement next steps for individual students and for groups of students and will ensure that non-academic barriers are identified and addressed.	The documentation of movement toward proficiency of the students on the watch list. The monitoring of Infinite Campus behavior and attendance reports. Counseling reports??		
Objective 3: Reduce Novice in Reading from 19.4 to 17.01 and in Math from 10.20 to 9.94 by 2017-2018 as measured by district-wide Case 21 Benchmarks. Objective 4: Decrease the percentage of students	Modify the existing RTI protocol of reviewing, analyzing and applying data .	Process- The administrative team in collaboration with the leadership team and grade level PLCs will establish communication protocols for administration/teachers/parents/guardians regarding placement and progress in intervention support systems.	School administration/principal will monitor implementation through 30.60.90 day plan. The administrative teams and grade level PLCs will follow-up in weekly grade level PLCs and monthly by the leadership team. School administration/principal		

<p>scoring below proficiency in reading from 46.4 to 39.3 AND in math from 44.2 to 37.8 by the year 2018, as measured by district-wide Case 21 benchmark assessments.</p>	<p>Modify the existing RTI protocol of reviewing, analyzing and applying data.</p>	<p>Practice-Implement with fidelity the RTI protocol and monitoring tool developed by the RTI team for tiered intervention movement considerations.</p>	<p>will monitor implementation through 30.60.90 day plan. The administrative teams and grade level PLCs will follow-up in weekly grade level PLCs and monthly by the leadership team.</p>		
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4: Growth
State your *Growth Goal*

Goal 4: Increase the average combined reading and math categorical growth from 60.5% in 2016-17 to 68% in 2018-19.

<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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Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
<p>Objective 1: Increase the average combined reading and math categorical growth from 60.5% in 2016-17 to 64.5% in 2017-18.</p>	<p>Develop and implement a systematic monitoring system to ensure the curriculum is taught at a high level of fidelity (e.g., complete document is consistently used by all staff, the intent of the standard is preserved)</p>	<p>Process- The leadership team, in collaboration with grade level PLC teams, will create and implement monitoring measures that support high fidelity in teaching to the standards and in following the district-adopted curriculum by way of formal and informal observations, classroom lesson plans, and conversations at grade level PLCs.</p>	<p>School administration/principal will monitor implementation through 30.60.90 day plan. The administrative teams and grade level PLCs will follow-up in weekly grade level PLCs and monthly by the leadership team.</p>		

5: Transition readiness

State your *Transition readiness* **Goal**

Goal 5: GOAL

All students entering Kindergarten will be assessed using the common state-wide screener (Brigance).

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: To complete a portfolio of performance to show readiness for the Kindergarten school year by May 31, 2018 as measured by Brigance.	Establish a learning culture and environment	Practice- Each entering Kindergarten student will be assessed using the state-wide screener. Teachers will analyze the data and make adjustments to curriculum and provide differentiation as needed.	The principal and the school leadership team will monitor progress through 30-60-90 Day plan. Data collection and analysis through grade level PLCs on a continual basis.		

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

Goal 6:

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