

## 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:** Frankfort Independent Schools will increase the number of **ALL** students scoring at least at the proficient level in **COMBINED READING/MATHEMATICS** to **40.6** (36.9 in 2017) for **Second Street Elementary School (SSES)**, **50.3** (45.7 in 2017) for **Second Street Middle School (SSMS)**, and **37.6** (34.1 in 2017) for **Frankfort High School (FHS)** by September 15, 2018 as measured by Kentucky's State Assessment System.

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
<b>Objective 1:</b> A 10% increase of 3 <sup>rd</sup> -12 <sup>th</sup> graders (to 40.6 for SSES, 50.3 for SSMS, 37.6 for FHS) will demonstrate at least at a proficient level in <b>COMBINED READING/MATHEMATICS</b> by Sept. 15, 2018 as measured by the Kentucky State Assessment System.	KCWP 3	Develop a student tracking system that travels with the student from level to level containing pertinent academic achievement and student goals and progress towards mastery.	The development and enactment of the student tracking system.		TBD
		Ensure that grades effectively and accurately communicate student achievement to all appropriate stakeholders.	Appropriate stakeholders (parents, students, counselors, teachers, social worker, etc.) are informed of student achievement through various meetings and other channels.		TBD
	KCWP 4	Implement data teaming methodologies including collection and charting of data, analysis of strengths and obstacles to student learning (SWOT analysis), creation of SMART goals and quality assurance monitoring.			
		Assure that attendance issues are rectified as to not pose an interference with the educational process of the student.			TBD

	KCWP 5	Implement and commit to purposeful, scheduled monitoring efforts in accordance with continuous improvement needs.			TBD
		Develop school culture supports, both academic and behavioral, to promote and support learning for all.			TBD

## 2: Gap

State your **Gap Goal**

**Goal 2:** Frankfort Independent Schools will increase the level of achievement (proficient/distinguished) in **READING/MATH** scores for the non-duplicated gap group to **27/28** (24.6/25.4 in 2017) for **Second Street Elementary School (SSES)**, **52.4/21.5** (47.6/19.4 in 2017) for **Second Street Middle School (SSMS)**, and **36.7/15** (33.3/13.6 in 2017) for Frankfort High School (FHS) by September 15, 2018 as measured by Kentucky's State Assessment System.

Which <b>Strategy</b> 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 <b>Activities</b> 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"> <li><a href="#">KCWP 1: Design and Deploy Standards</a></li> <li><a href="#">KCWP 2: Design and Deliver Instruction</a></li> <li><a href="#">KCWP 3: Design and Deliver Assessment Literacy</a></li> <li><a href="#">KCWP 4: Review, Analyze and Apply Data</a></li> <li><a href="#">KCWP 5: Design, Align and Deliver Support</a></li> <li><a href="#">KCWP 6: Establishing Learning Culture and Environment</a></li> </ul>	<ul style="list-style-type: none"> <li><a href="#">KCWP1: Design and Deploy Standards - Continuous Improvement Activities</a></li> <li><a href="#">KCWP2: Design and Deliver Instruction - Continuous Improvement Activities</a></li> <li><a href="#">KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities</a></li> <li><a href="#">KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities</a></li> <li><a href="#">KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities</a></li> <li><a href="#">KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities</a></li> </ul>	

Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
<b>Objective 1:</b> A 10% increase of 3 <sup>rd</sup> -12 <sup>th</sup> graders will demonstrate at least at a proficient level in <b>READING</b> by Sept. 15, 2018 as measured by the Kentucky State Assessment System to include the English II end-	KCP 3	Create formative and summative assessments that are aligned with the standards.	Assessments created to align with standards.		TBD
		Ensure that all assessments evolve from high quality content standards	Observations by building administrators.		TBD

of-course exam for FHS students.					
<b>Objective 2:</b> A 10% increase of 3 <sup>rd</sup> -12 <sup>th</sup> graders will demonstrate at least at a proficient level in <b>MATH</b> by Sept. 15, 2018 as measured by the Kentucky State Assessment System to include the algebra II end-of-course exam for FHS students.	KCWP 5	Enact communication protocols for parents/guardians regarding placement and progress in intervention support systems.	Appropriate Stakeholders		TBD
		Assure consideration and the addressing of non-academic barriers to student progress.	Appropriate Stakeholders		TBD

### 3: Graduation rate

State your **Graduation rate** Goal

<b>Goal 3:</b> Frankfort Independent Schools will increase its current <b>GRADUATION RATE</b> of 83.6 (in '17) to <b>93.0</b> by Sept. 15, 2018 as measured by the Kentucky State Assessment System.		
Which <b>Strategy</b> 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> <ul style="list-style-type: none"> <li><a href="#">KCWP 1: Design and Deploy Standards</a></li> <li><a href="#">KCWP 2: Design and Deliver Instruction</a></li> <li><a href="#">KCWP 3: Design and Deliver Assessment Literacy</a></li> <li><a href="#">KCWP 4: Review, Analyze and Apply Data</a></li> <li><a href="#">KCWP 5: Design, Align and Deliver Support</a></li> <li><a href="#">KCWP 6: Establishing Learning Culture and Environment</a></li> </ul>	Which <b>Activities</b> will the school/district deploy based on the strategy or strategies chosen? <i>(The links to the Key Core Work Processes activity bank below may be a helpful resource. Provide a brief explanation or justification for the activity.</i> <ul style="list-style-type: none"> <li><a href="#">KCWP1: Design and Deploy Standards - Continuous Improvement Activities</a></li> <li><a href="#">KCWP2: Design and Deliver Instruction - Continuous Improvement Activities</a></li> <li><a href="#">KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities</a></li> <li><a href="#">KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities</a></li> <li><a href="#">KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities</a></li> <li><a href="#">KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities</a></li> </ul>	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.

**Goal 3:** Frankfort Independent Schools will increase its current **GRADUATION RATE** of 83.6 (in '17) to **93.0** by Sept. 15, 2018 as measured by the Kentucky State Assessment System.

Objecti	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
<b>Objective 1:</b> Frankfort Independent Schools will improve their <b>GRADUATION RATE</b> by 10% (to 93.0) by Sept. 15, 2018 as measured by the Kentucky State Assessment System.	KCWP 6	A system will be created to hold students accountable, on an individual basis, to high expectations with at least an 80% mastery of content.	System created.		TBD
		Develop district processes to communicate with stakeholders to reduce barriers to learning.	Process developed.		TBD
	KCWP 5	A system-wide process will be developed to focus on individual learning plans (FHS RISE groups).	Process developed		TBD
		Utilize the “Persistence to Graduation” tool to identify at-risk students.	Tool will identify at-risk students.		TBD

#### 4: Growth

State your **Growth Goal**

**Goal 4:** (SSS Only) Frankfort Independent Schools will increase its percentage of students demonstrating yearly academic growth from 19.3% in 2017 to 55% in 2018.

Which <b>Strategy</b> 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> <ul style="list-style-type: none"> <li><a href="#">KCWP 1: Design and Deploy Standards</a></li> <li><a href="#">KCWP 2: Design and Deliver Instruction</a></li> <li><a href="#">KCWP 3: Design and Deliver Assessment Literacy</a></li> </ul>	Which <b>Activities</b> will the school/district deploy based on the strategy or strategies chosen? <i>(The links to the Key Core Work Processes activity bank below may be a helpful resource. Provide a brief explanation or justification for the activity.)</i> <ul style="list-style-type: none"> <li><a href="#">KCWP1: Design and Deploy Standards - Continuous Improvement Activities</a></li> <li><a href="#">KCWP2: Design and Deliver Instruction - Continuous Improvement Activities</a></li> </ul>	Identify the timeline for the activity or activities, the person(s) responsible for ensuring the fidelity of the activity or activities, and necessary funding to execute the activity or activities.
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<ul style="list-style-type: none"> <li>• <a href="#">KCWP 4: Review, Analyze and Apply Data</a></li> <li>• <a href="#">KCWP 5: Design, Align and Deliver Support</a></li> <li>• <a href="#">KCWP 6: Establishing Learning Culture and Environment</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities</a></li> <li>• <a href="#">KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities</a></li> <li>• <a href="#">KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities</a></li> <li>• <a href="#">KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities</a></li> </ul>				
Objective	Strategy	Activities to deploy strategy	Measure of Success	Progress Monitoring Date & Notes	Funding
<b>Objective 1:</b> Frankfort Independent Schools will increase its percentage of 5 <sup>th</sup> grade students from 9% in 2017 to 55% in 2018.	KCWP 4	Develop a plan to use formative, interim, and assessment data to determine intervention needs.	FEA, K-PREP results		TBD
		Develop a tracking system for monitoring student achievement in writing.	FEA, K-PREP results		TBD
		Students will create proficient writing portfolios for 5 <sup>th</sup> and 6 <sup>th</sup> grade exit.	FEA, K-PREP results, portfolio development		TBD
<b>Objective 2:</b> Frankfort Independent Schools will increase its percentage of 8 <sup>th</sup> grade students from 29.7% in 2017 to 55% in 2018.	KCWP 3	Develop a plan to use formative, interim, and assessment data to determine intervention needs.	FEA, K-PREP results		TBD
		Develop a tracking system for monitoring student achievement in writing.	FEA, K-PREP results		TBD
		Students will create proficient writing portfolios for 5 <sup>th</sup> and 6 <sup>th</sup> grade exit.	FEA, K-PREP results, portfolio development		TBD

## 5: Transition readiness

State your **Transition readiness** Goal

**Goal 5:** Frankfort Independent Schools will increase its percentage of “transition-ready” students in the district from 80% in 2017 to 84% in 2018.

<p>Which <b>Strategy</b> 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"> <li>• <a href="#">KCWP 1: Design and Deploy Standards</a></li> <li>• <a href="#">KCWP 2: Design and Deliver Instruction</a></li> <li>• <a href="#">KCWP 3: Design and Deliver Assessment Literacy</a></li> <li>• <a href="#">KCWP 4: Review, Analyze and Apply Data</a></li> <li>• <a href="#">KCWP 5: Design, Align and Deliver Support</a></li> <li>• <a href="#">KCWP 6: Establishing Learning Culture and Environment</a></li> </ul>	<p>Which <b>Activities</b> 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"> <li>• <a href="#">KCWP1: Design and Deploy Standards - Continuous Improvement Activities</a></li> <li>• <a href="#">KCWP2: Design and Deliver Instruction - Continuous Improvement Activities</a></li> <li>• <a href="#">KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities</a></li> <li>• <a href="#">KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities</a></li> <li>• <a href="#">KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities</a></li> <li>• <a href="#">KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities</a></li> </ul>	<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><b>Objective 1:</b> Frankfort Independent Schools will increase its percentage of 5<sup>th</sup> grade “transition – ready” students from 97% in 2017 to 100% in 2018.</p>	<p>KCWP 2</p>	<p>Expand career pathways with other districts other than our local county school system to explore various career opportunities.</p>	<p>More career pathway programs made available to our students.</p>		<p>TBD</p>
<p><b>Objective 2:</b> Frankfort Independent Schools will increase its percentage of 8<sup>th</sup> grade “transition-ready” students from 97% in 2017 to 100% in 2018.</p>	<p>KCWP 2</p>	<p>Develop a process to increase the number of students involved through dual credit classes.</p>	<p>An increase of the number of students successfully completing dual credit classes.</p>		<p>TBD</p>

**6: Other (optional)**

State your **Other Goal** (optional) – PROFICIENCY GOAL - WRITING

**Goal 6:** Frankfort Independent Schools will increase the number of **ALL** students scoring at least at the proficient level in **WRITING to 15** (9.2 in 2017) for **Second Street Elementary School (SSES), 32.0** (29.7 in 2017) for **Second Street Middle School (SSMS), and 46.0** (41.5 in 2017) for Frankfort High School (FHS) by September 15, 2018 as measured by Kentucky's State Assessment System.

<p>Which <b>Strategy</b> 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"> <li>• <a href="#">KCWP 1: Design and Deploy Standards</a></li> <li>• <a href="#">KCWP 2: Design and Deliver Instruction</a></li> <li>• <a href="#">KCWP 3: Design and Deliver Assessment Literacy</a></li> <li>• <a href="#">KCWP 4: Review, Analyze and Apply Data</a></li> <li>• <a href="#">KCWP 5: Design, Align and Deliver Support</a></li> <li>• <a href="#">KCWP 6: Establishing Learning Culture and Environment</a></li> </ul>	<p>Which <b>Activities</b> 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"> <li>• <a href="#">KCWP1: Design and Deploy Standards - Continuous Improvement Activities</a></li> <li>• <a href="#">KCWP2: Design and Deliver Instruction - Continuous Improvement Activities</a></li> <li>• <a href="#">KCWP3: Design and Deliver Assessment Literacy - Continuous Improvement Activities</a></li> <li>• <a href="#">KCWP4: Review, Analyze and Apply Data - Continuous Improvement Activities</a></li> <li>• <a href="#">KCWP5: Design, Align and Deliver Support - Continuous Improvement Activities</a></li> <li>• <a href="#">KCWP6: Establishing Learning Culture and Environment - Continuous Improvement Activities</a></li> </ul>	<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><b>Objective 1:</b> A 10% increase of 3<sup>rd</sup>-12<sup>th</sup> graders (to 55.0 for SSES, 55.0 for SSMS, 46.0 for FHS) will demonstrate at least at a proficient level in <b>WRITING</b> by Sept. 15, 2018 as measured by the Kentucky State Assessment System.</p>	<p>KCWP 2</p>	<p>Develop a process that ensures vertical curriculum mapping is occurring to identify instructional gaps, including planning for the introduction of standards' development and gradual release phases and arrival at standards' mastery.</p>	<p>Process Developed</p>		<p>TBD</p>
		<p>Ongoing professional development in the area of best practice/high yield instructional strategies to aid in curricular adjustments when students fail to meet mastery.</p>	<p>Professional Development Conducted</p>		<p>TBD</p>
		<p>Develop item analysis methods that occur within PLCs to evaluate instructional effectiveness and determine if instructional adjustments are needed and if so, what those adjustments will be.</p>	<p>Item analysis methods developed by PLCs</p>		<p>TBD</p>
	<p>KCWP 4</p>	<p>Develop a tracking system for monitoring of student achievement progress by learning target(s) and by standard(s).</p>	<p>Tracking system developed and utilized</p>		<p>TBD</p>
		<p>Use of classroom assessment to inform teachers' instructional decisions.</p>	<p>Better instructional decisions made</p>		<p>TBD</p>
		<p>Use of a collection of assessment artifacts to inform next steps for individual students and groups of students.</p>	<p>Artifacts collected</p>		<p>TBD</p>



	KCWP 5	Develop and deploy a PLC protocol with an effective cyclical process for standards deconstruction, designing of assessment measures, resource sharing and collaborative lesson creating and analysis of data.	PLC protocols developed and utilized		TBD
		Utilize daily formative data collection tools, benchmark data, summative data, nonacademic data, formative and summative teacher observations, and/or learning walk details to ensure high levels of teacher effectiveness and student achievement.	Formative data collection tools, etc. developed and utilized		TBD