

# Fort Thomas Independent Schools

## Comprehensive District Improvement Plan 2018-2019

**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:  
By 2020, the district will increase the combined (reading and math) percentage of proficient/distinguished students from 74.85% to 81.13% (elementary); from 80.1% to 85.08% (middle), and from 74.75% to 81.06% (high).

<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>Objective 1: By 2019, the district will increase the percentage of proficient and distinguished students in reading from 76.8% to 78.97% (elementary); from 80.2% to 82.64% (middle); and from 77.3% to 79.18% (high).</p>	<p>Ensure that the current curriculum is valid, including alignment to state standards, inclusion of components that support the instruction and assessment, and that it is paced with accuracy.</p>	<p>Curricular alignment reviews.</p>			
		<p>Vertical curriculum mapping.</p>			
	<p>Implement monitoring systems to ensure the curriculum is taught at a high level of fidelity, including the development of a curricular framework that is used consistently by all staff and that the intent of the standard is preserved.</p>	<p>Ongoing professional development in the area of best practice and high yield instructional strategies.</p>			
	<p>Facilitate a process for vertical</p>	<p>Formative assessment practices and use of summative assessment evidence to inform what comes next for individual students and groups of students.</p>			
		<p>Increase collaboration in deconstructing standards and developing</p>			

**Goal 1:**  
 By 2020, the district will increase the combined (reading and math) percentage of proficient/distinguished students from 74.85% to 81.13% (elementary); from 80.1% to 85.08% (middle), and from 74.75% to 81.06% (high).

	curriculum work, including introduction, development, and mastery of standards.	congruent learning targets.			
		Ensure the curricular delivery and assessment measures provide for all pertinent information needs for students.			
<b>Objective 2:</b> By 2019, the district will increase the percentage of proficient and distinguished students in math from 72.9% to 77.02% (elementary); from 80.0% to 82.54% (middle); and from 72.2% to 76.63% (high).	Ensure that the current curriculum is valid, including alignment to state standards, inclusion of components that support the instruction and assessment, and that it is paced with accuracy.	Curricular alignment reviews.			
		Vertical curriculum mapping.			
	Implement monitoring systems to ensure the curriculum is taught at a high level of fidelity, including the development of a curricular framework that is used consistently by all staff and that the intent of the standard is preserved.	Ongoing professional development in the area of best practice and high yield instructional strategies.			
		Formative assessment practices and use of summative assessment evidence to inform what comes next for individual students and groups of students.			
	Facilitate a process for vertical curriculum work, including introduction, development, and mastery of standards.	Increase collaboration in deconstructing standards and developing congruent learning targets.			
		Ensure the curricular delivery and assessment measures provide for all pertinent information needs for students.			

## 2: Gap

State your **Gap Goal**

Goal 2:  
Increase the average combined reading and math proficiency rates for all students in the Gap Group (Free/Reduced-Price Meals, Disability-With IEP [Total]) from 53.53% to 59.34% (elementary); from 38.38% to 46.10% (middle); and from 38.43% to 46.12% (high) in 2020.

<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>Objective 1: By 2019, the district will increase the reading proficiency rates for all students in the Gap Group (Free/Reduced-Price Meals, Disability-With IEP [Total]) from 60.35% to 64.51% (elementary); from 42.6% to 44.35% (middle); and from 53.3% to 60.86% (high).</p>	<p>Implement protocol for ensuring Tier I and Tier II instructional needs are met.</p>	<p>Develop a clearly-defined RtI school/district-wide process.</p>			
		<p>Monitor and document tiered intervention movement considerations.</p>			
	<p>Use data to determine students' needs, including movement through tiers of intervention, grouping and regrouping, teacher placement, and scheduling.</p>	<p>Use formative and summative evidence to inform what comes next for individual students and groups of students.</p>			
	<p>Institute a system or process to ensure appropriate academic interventions are taking place to</p>	<p>Develop a progress monitoring system to monitor standards mastery for each student.</p>			

**Goal 2:**  
 Increase the average combined reading and math proficiency rates for all students in the Gap Group (Free/Reduced-Price Meals, Disability-With IEP [Total]) from 53.53% to 59.34% (elementary); from 38.38% to 46.10% (middle); and from 38.43% to 46.12% (high) in 2020.

	meet the needs of all students.				
<b>Objective 2:</b> By 2019, the district will increase the math proficiency rates for all students in the Gap Group (Free/Reduced-Price Meals, Disability-With IEP [Total]) from 46.7% to 53.02% (elementary); from 33.95% to 40.03% (middle); and from 31% to 38.56% (high).	Implement protocol for ensuring Tier I and Tier II instructional needs are met.	Develop a clearly-defined RtI school/district-wide process.			
		Monitor and document tiered intervention movement considerations.			
	Use data to determine students' needs, including movement through tiers of intervention, grouping and regrouping, teacher placement, and scheduling.	Use formative and summative evidence to inform what comes next for individual students and groups of students.			
	Institute a system or process to ensure appropriate academic interventions are taking place to meet the needs of all students.	Develop a progress monitoring system to monitor standards mastery for each student.			

### 3: Graduation rate

State your **Graduation rate** Goal

Goal 3:  
Increase the adjusted 4-year cohort graduation rate from 95.9% to 96.93% by 2020.

<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>Objective 1: By 2019, increase the adjusted 4-year cohort graduation rate from 95.9% to 96.42%.</p>	<p>Ensure that supports are in place to assist students in decision making as it relates to their goals.</p>	<p>Develop a tracking system for monitoring individual student progress and achievement.</p>			
		<p>Institute common expectations for students to graduate with every available opportunity to be college and career ready and with a mastery of the skills and dispositions embedded within the mission of the district.</p>			
	<p>Address barriers to learning by implementing processes that will encourage communication with students and parents in order to respond to student needs.</p>	<p>Enact communication protocols for parents/guardians and students that will provide appropriate support systems.</p>			

#### 4: Growth

State your **Growth** Goal

Goal 4:  
Increase the average combined reading and math growth index in grades 3-5 from 18.8 to 23.5; and, in grades 6-8, from 16.2 to 20.25.

<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>Objective 1: By 2019, the district will increase the reading growth index in grades 3-5 from 21.8 to 24.53; and, in grades 6-8, from 20 to 22.50.</p>	<p>Implement a system or process that ensures Tier 1 instruction and assessments meet the intent of the academic standards.</p>	<p>Ensure congruency is present between standards, learning targets, and assessment measures.</p>			
	<p>Promote cognitive student engagement through meaningful, personalized learning experiences.</p>	<p>Plan strategically in the selection of high yield instructional strategies.</p>			
	<p>Implement high yield strategies and programs in classrooms and regularly measure their effectiveness on student achievement.</p>	<p>Develop assignments, activities, and assessments that reflect the learning targets students have had the opportunity to learn, and carefully analyze student data to understand where they currently are and where they are going.</p>			

**Goal 4:**  
 Increase the average combined reading and math growth index in grades 3-5 from 18.8 to 23.5; and, in grades 6-8, from 16.2 to 20.25.

<b>Objective 2:</b> By 2019, the district will increase the math growth index in grades 3-5 from 15.8 to 19.65; and, in grades 6-8, from 12.4 to 16.33.	Implement a system or process that ensures Tier 1 instruction and assessments meet the intent of the academic standards.	Ensure congruency is present between standards, learning targets, and assessment measures.			
	Promote cognitive student engagement through meaningful, personalized learning experiences.	Plan strategically in the selection of high yield instructional strategies.			
	Implement high yield strategies and programs in classrooms and regularly measure their effectiveness on student achievement.	Develop assignments, activities, and assessments that reflect the learning targets students have had the opportunity to learn, and carefully analyze student data to understand where they currently are and where they are going.			



## 5: Transition readiness

State your **Transition readiness Goal**

<p>Goal 5: By 2020, increase the percentage of students who are transition ready from 81% to 85.05% (elementary), 60.10% to 66.15% (middle), and 82.9% to 87.05% (high).</p>					
<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>	
Objective 1: By 2019, increase the percentage of students who are kindergarten ready to 83.03%.	Institute a system to involve multiple stakeholders in planning for, and measuring, progress towards the district's kindergarten readiness goal.	Enact communication protocols for parents/guardians and community members as it relates to kindergarten readiness.			
Objective 2: By 2019, 63.85% of all 8 <sup>th</sup> grade students will achieve a proficiency in writing, as measured by the KPREP assessment.	Implement explicit instruction in writing, including teacher monitoring of learning and skill attainment before, during, and after instruction.	Ensure that instructional modifications are made based upon the immediate feedback gained from assessments for learning.			
	Ensure that a system of collaboration is in place in order to meet the Tier I educational needs of all students in writing.	Utilize knowledge of best practice/high yield instructional strategies to aid in curricular adjustments when students fail to meet mastery.			
Objective 3: By 2019, increase the percentage of students who are	Ensure that a system is in place so that students are actively involved in knowing	Develop a progress monitoring system to monitor individual student progress towards meeting goals.			

transition ready to 84.98%.	their own data and making decisions about their own learning.	Institute common expectations for students to graduate with every available opportunity to be college and career ready and with a mastery of the skills and dispositions embedded within the mission of the district.			
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