Together, we shape a future of success.

TOGETHER.
WE inspire.
WE teach.
WE engage.
WE learn.
WE challenge.
WE empower.
WE live.
WE rise.
WE succeed.

FOR ALL.

OUR MISSION
To develop world-class learners and citizens of character in a safe and inclusive learning community.

OUR VISION
Unfolding the potential of every student by empowering the teacher/student relationship through:
- Promoting the roles and responsibilities we all have in the 21st-century learning process;
- Removing barriers;
- Creating an environment where character and citizenship count;
- Leveraging content knowledge to become critical thinkers and problem solvers; and
- Providing multiple pathways to unlocking student potential.

OUR VALUES
The Board of Education values:
- Essential skills of digital-age literacy, inventive thinking, effective communication, and high productivity
- Innovative programming options
- Extra-curricular activities and character development
- Building leadership capacity for all employees
- Community engagement and multiple ways of communication
- Being transparent, ethical, equitable and using resources wisely

The Dubuque Community School District will not discriminate on the basis of race, color, national origin, sex, disability, religion, creed, age, marital status, sexual orientation, gender identity and socioeconomic status in its educational programs and its employment practices. There is a grievance procedure for processing complaints of discrimination. Please direct inquiries about this statement to Phil Kramer, Dubuque Community Schools, 2300 Chaney Road, Dubuque, Iowa 52001-3059, pkramer@dbqschools.org, 563/552-3000.
**Student Achievement and Development**
Empower all students with the education and skills necessary to live healthy, rewarding lives as confident, successful individuals.

**Community Engagement**
Broaden meaningful, active engagement among students, parents and community/business partners to enhance diverse learning opportunities for all students.

**Effective Resource Management**
Maintain fiscal stability, maximize efficiency of district operations and align resources to support dynamic teaching and learning.

**Employee Excellence**
Expect staff to meet the needs of students effectively and in a caring way, and to demonstrate behaviors and attitudes that are consistent with the belief that all students can learn.

**GOALS**

**ACTIONS STEPS**

**OUTCOMES**

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**Kindergarten Readiness**
- Increase proficiency on the FAST reading assessment:
  - Fall 2017: 46% meet/exceed benchmark
  - **2023 Goal:** 65% meet/exceed benchmark

**Third-Grade Proficiency**
- Increase proficiency on the FAST reading assessment:
  - Fall 2017: 60% meet/exceed benchmark
  - **2023 Goal:** 85% meet/exceed benchmark
- Increase reading proficiency on the Iowa Testing Program:
  - Fall 2017: 71% proficient
  - **2023 Goal:** 76% proficient
- Increase math proficiency on the Iowa Testing Program:
  - Fall 2017: 69% proficient
  - **2023 Goal:** 74% proficient

**Eighth-Grade Proficiency**
- Increase reading proficiency on the Iowa Testing Program:
  - Fall 2017: 70% proficient
  - **2023 Goal:** 75% proficient
- Increase math proficiency on the Iowa Testing Program:
  - Fall 2017: 74% proficient
  - **2023 Goal:** 79% proficient

**11th-Grade Proficiency**
- Increase reading proficiency on the Iowa Testing Program:
  - Fall 2017: 73% proficient
  - **2023 Goal:** 78% proficient
- Increase math proficiency on the Iowa Testing Program:
  - Fall 2017: 81% proficient
  - **2023 Goal:** 86% proficient

**College / Career Readiness**
- Increase the number of students having a college/career experience (AP, PSEO, Coursework, PICC, Internships, etc.):
  - Current: not available
  - **2023 Goal:** 100% of graduates
- Increase the number of students taking a post-secondary qualifying exam (ACT/Accuplacer/ALEKS/SAT/ASVAB):
  - Current: not available
  - **2023 Goal:** 95% of graduates

**Graduation Rate**
- Increase the four-year graduation rate:
  - Class of 2016 four-year rate: 89.76%
  - **2023 Goal:** 92.00%
- Increase the five-year graduation rate:
  - Class of 2015 five-year rate: 93.15%
  - **2023 Goal:** 95.00%