



TOGETHER.

WE inspire.

WE teach.

WE engage.

WE learn.

WE challenge.

WE empower.

WE live.

WE rise.

WE succeed.

Together, we shape a future of success.

FOR **ALL.**

The Dubuque Community School District will not discriminate on the basis of race, color, national origin, sex, disability, religion, creed, age (for employment), marital status (for programs), sexual orientation, gender identity and socioeconomic status (for programs) 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 52001-3095, pkramer@dbqschools.org, 563/552-3000.

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

STRATEGIC PLAN

»»» 2018-2023



SUCCESS FOR **ALL.**

GOALS



ACTION STEPS

OUTCOMES



for Creating an Optimal Learning Environment



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.

- Strengthen instructional delivery in district and partner preschools.
- Enhance instruction to more deeply engage students in their learning.
- Empower students to take an active role in fostering a safe learning environment.
- Individualize learning to meet the needs of each student.
- Provide students with greater choice in their educational experience.
- Challenge present practices as related to equity and inclusion to close the achievement gap.
- Motivate non-participant students to engage in extracurricular activities.
- Educate and engage parents/guardians and community members in preparing children for entering school.
- Immerse students in learning through community internships and career-focused opportunities.
- Provide ongoing opportunities to further engage parents/guardians and community members in student learning.
- Enhance security measures to maintain a safe physical environment.
- Align financial resources to support student success while ensuring fiscal stability.
- Further embed technology tools to enhance teaching and learning.
- Prioritize renovation and construction projects to support student learning.
- Ensure an environment in which we expect and rely on staff to make quality decisions.
- Reinforce and support a staff culture of high expectations and engagement for all students.
- Enhance leadership development of administrators.

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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
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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
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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
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College / Career Readiness

Increase the number of students having a college/career experience (AP, PSEO, Concurrent, 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
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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%