







STRATEGIC PLAN »»» 2018-2023

2018-2019 Priority Initiatives





PRESENTED: OCTOBER 2018

STATUS UPDATE KEY:

-  COMPLETED
-  OPERATIONAL
-  SIGNIFICANT PROGRESS
-  STEADY PROGRESS
-  SOME PROGRESS
-  CANCELLED



Student Achievement and Development

-  01 Study current practices in the Statewide Voluntary Free Preschool Program and create an action plan to begin in the 2019-2020 school year.
 - » All children in the Statewide Voluntary Free Preschool Program (district and community preschools) have taken the Individual Growth and Development Indicators (IGDI) screener to establish baseline learning data.
 - » The district is collecting information from the state preschool desk audit, preschool teachers, community directors and principals about current reality and best practices.
 - » Both the IGDI data and stakeholder feedback is being reviewed and used to inform the action plan development, which is in progress.
-  02 Support schools in identifying individual school instructional focus areas.
 - » Each Title I school has developed a school Title I plan based on its unique needs assessment to ensure progress toward its goals.
-  03 Revise district safety training to include clear and consistent reinforcement for reporting concerns.
 - » The district is collaborating with law enforcement and utilizing resources from the state's "See Something, Say Something" campaign.
 - » Each school received a banner from the state, via Keystone AEA, to display at school and district-wide safety training will be revised for the winter training schedule to include a new component on reporting concerns.
-  04 Review state and district high school graduation requirements and develop an action plan for allowing greater student choice in their education.
 - » Internal discussions have continued around graduation requirements and how they align to state requirements.
 - » A committee is currently being formed with broader district stakeholders to review requirements and provide recommendations for modifications.
 - » In an effort to expand student choice, African American Literature and Women's Literature, are being added to the list of English electives.
-  05 Enhance relationships with outside agencies focused on restorative strategies, mentoring and tutoring.
 - » The restorative strategies program was defined by a collaborative community group facilitated by the Dubuque Community Y, and a diversion program is in place with trained mediators. The district is awaiting its first case to utilize this program.
 - » The district attends Dubuque Mentoring Partnership meetings and our mentoring meeting was reviewed through the National Quality Mentoring System, which confirmed that it meets best practices in mentoring. As of last May, there were over 400 mentoring matches in the district.
-  06 Systematize the recruitment of students into courses that provide a college/career experience, with specific emphasis on removing barriers for under-represented populations.
 - » The district is currently working on development of a data dashboard to provide benchmark data and determine gaps in college/career experiences.
 - » The district received pre-apprenticeship and computer science grants from the state to support enhanced opportunities and exposure to students in these areas.



CONTINUED FROM PREVIOUS PAGE

- 07 Research best practices and case studies across the country related to closing the achievement gap.
 - » Research for this priority will align with state initiatives related to the Every Student Succeeds Act.
 - » A team from each school, as well as members of the educational support team, will participate in training this November designed to enhance teaching and learning that seeks to close the achievement gap.
- 08 Make individual contact with middle school and ninth-grade students who are not involved in activities.
 - » Individual contact has been made with all middle school students not involved in activities and is in process with ninth-grade students.



Community Engagement

- 09 Develop a set of resources for parents/guardians and community members regarding preschool and kindergarten school readiness.
 - » The district has been gathering examples of best practices in regard to school readiness materials.
 - » A plan for resources will begin to take shape after the first of the calendar year, with resources expected to be available in the spring.
- 10 Define internship programs, research credit-granting opportunities, and begin outreach to community partners.
 - » Outreach is underway with NICC, Greater Dubuque Development Corporation, Dubuque Works, the Dubuque Area Labor Management Council, and others to discuss possible partnerships related to internships.
 - » The district is in the process of developing a continuum of college and career experiences to guide the quality of experience received by students.
- 11 Further engage parents in student learning with the launch of the Seesaw application in every elementary classroom.
 - » Seesaw has been implemented in each elementary school, with students, teachers and family members actively engaged in its implementation.
 - » Almost 237,000 items have been posted to Seesaw across the district to date, with almost 230,000 parent visits.
 - » Staff are continuing to build awareness of Seesaw with families and deepen its usage with both families and students.



Effective Resource Management

- 12 Add improved physical security measures, ensure that all classrooms have locking doors, enhance camera systems and implement an in-building alert system.
 - » Locking classroom doors were added at Hoover and Eisenhower Elementary Schools this summer.
 - » Additional camera installation is currently underway across the district this fall and locks are on order for classrooms without locking doors.
 - » Solutions for in-building alert systems are currently being reviewed by the district with a recommendation forthcoming to the board in the next few months.

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.**

CONTINUED FROM PREVIOUS PAGE

- C** 13 Maintain alignment with financial targets to ensure expenditures are maximized to support strategic goals.

 - » Results of the 2017-2018 financial year show the district met its target for unspent balance, which ensures that the district is both responsibly maintaining reserves for emergency purposes while also maximizing funds spent to support students.
 - » For the current 2018-2019 year, budget projections are underway to ensure that the district will align its expenditures with financial targets.
- C** 14 Implement year two of the Anytime, Anywhere Learning Initiative and complete addition of 11th-grade courses into the Canvas Learning Management System.

 - » Laptop devices were issued to the second class of the Anytime, Anywhere Learning Initiative this fall. This puts the project at the halfway mark with full one-to-one capacity in two years.
 - » 11th-grade master courses are in the process of being developed and built in the Canvas Learning Management System.
- J** 15 Construct the Alta Vista Campus expansion, with completion anticipated during the 2019-2020 school year.

 - » Construction is underway with footings completed and walls being constructed.
 - » At this point, the project remains on schedule and on budget for its anticipated completion date.



Employee Excellence

- J** 16 Develop coaching skills of school-level teacher leaders to provide differentiated professional learning that supports individual student learning.

 - » Fifty-eight secondary teachers and administrators are participating in New Teacher Center training this year, a research-based program to assist teachers in closing the achievement gap.
 - » Half of the secondary group, in their second year of this training, is focused on equity issues. The second half of the cohort, in their first year, is focused on coaching techniques and tools to improve student learning.
 - » Elementary instructional coaches are participating in a book study using “High-Impact Instruction” by Jim Knight and will attend a training with Knight in May.
- D** 17 Update the district administrative organizational chart to ensure alignment in support of the strategic plan.

 - » Comparison data has been collected for the central office administrative make-up at peer districts.
 - » Work continues to review what gaps currently exist in the district’s administrative staffing and what changes would most positively contribute to meeting the goals of the strategic plan.
- C** 18 Support seven administrators in the School Administrators of Iowa (SAI) mentoring/coaching program.

 - » Seven administrators are actively participating in this program, attending sessions and gaining valuable insight to benefit their leadership role.