







STRATEGIC PLAN »»» 2018-2023

2018-2019 Priority Initiatives







PRESENTED: MAY 2019

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.
 - »» A 2018-2023 Preschool Plan has been completed, with a number of initiatives implemented this school year and a roadmap for future years created.
-  02 Support schools in identifying individual school instructional focus areas.
 - »» Each school has developed a plan focused on enhancing instruction, based on its identified individual needs, using the state's SAMI (Self-Assessment of Multi-Tiered Systems of Support Implementation) process.
 - »» The district's Targeted and Comprehensive schools submitted action plans to the state on May 15.
 - »» The district supported Audubon's grant submission for STEM focus work and, while the grant wasn't awarded, this is an good example of future possibility to support the learning design in schools.
 - »» The district will support this work moving forward through ESSA planning.
-  03 Revise district safety training to include clear and consistent reinforcement for reporting concerns.
 - »» "See Something, Say Something" language and reinforcement was incorporated into revised safety training and delivered as part of the January/February training cycle.
 - »» Training additions were reviewed by the district's law enforcement and emergency management partners.
-  04 Review state and district high school graduation requirements and develop an action plan for allowing greater student choice in their education.
 - »» The "Portrait of a Graduate" committee completed its work and provided a recommendation overview to the superintendent on May 15.
 - »» This project will transition into next year's work to create a PreK-12 "Portrait of an Educator" as part of the 2019-2020 Priority Initiatives.
-  05 Enhance relationships with outside agencies focused on restorative strategies, mentoring and tutoring.
 - »» Thirteen students have now gone through the restorative strategies program, with a review of initial cases underway to continue strengthening the program and enhancing its effectiveness.
 - »» The district currently has 294 mentors actively engaged in our schools, up from the 260 mentors at the beginning of the school year.
-  06 Systematize the recruitment of students into courses that provide a college/career experience, with specific emphasis on removing barriers for under-represented populations.
 - »» High schools continue to partner with area agencies to present high school CTE experiences that could lead to concurrent classes, CTE-related careers and internships.
 - »» The number of students enrolled in internship courses has doubled for the 2019-2020 school year.
 - »» Late legislative action by the state regarding the financial literacy requirement hampered some efforts in this area, but solid progress continues and will be ongoing moving forward.



CONTINUED FROM PREVIOUS PAGE



- 07 Research best practices and case studies across the country related to closing the achievement gap.
 - » Best practice efforts continue to be aligned with New Teacher Center training in secondary schools as well as ESSA planning across the district.
 - » Four secondary schools attended the Solution Tree Response to Intervention (RtI) training which includes best practices.
 - » The district hired an equity director to coordinate efforts in this area moving forward.



- 08 Make individual contact with middle school and ninth-grade students who are not involved in activities.
 - » Student needs facilitators have focused outreach efforts among students with low grades to provide support and increase engagement.
 - » Student leadership teams have been working to engage other students.
 - » At the middle school level, LEAP participation numbers have increased from last year, with 605 students participating this school year to date.



Community Engagement



- 09 Develop a set of resources for parents/guardians and community members regarding preschool and kindergarten school readiness.
 - » Collaboration continues through Dubuque’s Campaign for Grade-Level Reading to develop community resources for school readiness.
 - » Information was sent from the district to incoming kindergartners related to being prepared for school in the fall.
 - » A broader suite of materials will be in place for the 2019-2020 school year.



- 10 Define internship programs, research credit-granting opportunities, and begin outreach to community partners.
 - » Collaboration continues with NICC, Greater Dubuque Development Corporation, Dubuque Works, Dubuque Area Labor Management Council, and others related to internships.
 - » The district has defined and continues to develop internship opportunities, with courses offered next year in business, human services, information technology and applied sciences.



- 11 Further engage parents in student learning with the launch of the Seesaw application in every elementary classroom.
 - » Seesaw continues to be used as a tool in each elementary school to engage students, teachers and family members.
 - » As of May 16, 335,204 pieces of student work have been added to Seesaw by students, including 1,621 hours of video and voice recordings that document student progress.
 - » As of May 16, there have been 432,342 visits by families to student portfolios and 54,637 comments on student work.



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.
 - » The district is in the implementation stage of the RAVE Mobile Panic Button, which will be fully rolled out for the 2019-2020 school year.


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

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


 - » The district offered an enhanced early-retirement incentive this year in order to address expected budgetary challenges related to low supplemental state aid. Thirty-one teachers decided to take advantage of the incentive.
 - » Budget work is now underway for the 2019-2020 school year using the supplemental state aid figures recently approved by the Iowa Legislature.
-  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.
-  15 Construct the Alta Vista Campus expansion, with completion anticipated during the 2019-2020 school year.


 - » Construction is underway and the project remains on schedule for opening in the 2019-2020 school year.



Employee Excellence

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

 - » New Teacher Center training continues across secondary schools, with two district trainers to broaden the impact in the district.
 - » Elementary instructional coaches are participating in Learning Labs, facilitated by Keystone Area Education Agency, to collaboratively share best practices and strengthen coaching techniques.
 - » Educational Support Team members and select building teacher-leaders are attending Professional Learning for Impact training offered by Keystone Area Education Agency.
-  17 Update the district administrative organizational chart to ensure alignment in support of the strategic plan.

 - » The district has hired an equity director to further the district's focus on equity-related initiatives.
 - » The district is currently searching for an executive director of special education, which will separate the student services and special education areas that were combined a number of years ago due to budget cuts. The move was able to be completed in a budget neutral way.
-  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.