







STRATEGIC PLAN

»»»» 2023-2024

2023-2024 Priority Initiatives







PRESENTED: OCTOBER 2023

STATUS UPDATE KEY:

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



Student Achievement and Development

-  01 Implement a multi-tiered engagement/attendance plan designed to reduce barriers and enhance supports for students with high rates of chronic absenteeism.
 - »» Counselors, life coaches and connectors participated in a session from the Scanlon Center on school avoidance and strategies to get students in school.
 - »» A professional learning plan was presented to staff on best practices to engage students and families in attendance including building relationships with families.
-  02 Strengthen the multi-tiered systems of support (MTSS) universal tier through professional development and strengthened practice in order to close learning gaps.
 - »» At the secondary level, the central theme of the Secondary Symposium this year was MTSS and the optimal learning environment.
 - »» At the elementary level, there was a focus on PreK-5 visual phonics follow-out.
 - »» Also at the elementary level, professional learning focused on deconstruction of the essential standards to strengthen instruction.
 - »» In social-emotional behavior health, middle school professional learning and materials were developed that link restorative practices to the 7 Mindsets program. The Character Strong program was implemented at the high school level.
 - »» Professional development designed to enhance the MTSS process in the area of social emotional behavioral health has been provided to building teams through an RTI for behavior book study (secondary) and coordinated coach/building educational support teams sessions (elementary).
-  03 Expand career pathways offered through the VERTEX Initiative and enhance promotion of pathway plans to high school students and families.
 - »» Work is underway to update additional career pathway plans, with six available last year and 13 available this year.
 - »» Career clusters are also being updated and were career exploration was a focus of the Marshallese Career Learning Connection event on October 19.
-  04 Plan and develop a 9th-grade seminar course based on best-practices designed to support student transition from 8th to 9th-grade, with course beginning in fall 2024.
 - »» The scope and sequence of this course is currently in development, with an updated plan for the November meeting of the Board's Educational Programs Committee.
-  05 Provide research-based professional development to enhance teacher effectiveness through creating and reinforcing an optimal learning environment that fosters a sense of belonging in the classroom.
 - »» Approximately 90 breakout sessions at the district's Secondary Symposium were directly related to the optimal learning environment.
 - »» The Outdoor Adventures initiative was included in the August professional learning to further engage teachers in using it to create an optimal learning environment.
 - »» The district's mentor team made the optimal learning environment a central theme at the New Professional Orientation.
-  06 Increase student connections through the addition of new, varied extracurricular activities, with a particular emphasis on exploring the addition of eSports.
 - »» The district has connected with the Dubuque eSports League (DEL) to learn more about their eSports offering in the greater Dubuque area with District officials joining the Dubuque eSports League (DEL) board.
 - »» The district is collaborating with the Dubuque eSports League (DEL) to see what synergies exist between the district and their organization to create a possible partnership.



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- 07 Review and enhance behavior programming and supports to ensure a continued safe learning environment for students and staff while aligning with new Iowa law.
 - » Administrative teams have worked to be updated in the new law and to in turn share that learning with teaching staff.
 - » Special education teachers attended Behavior Foundations Training.
 - » Policies in this area are currently under review.
- 08 Develop a plan to enhance transition services for students eligible for special education to meet their post-secondary expectations in the area of living, learning and working.
 - » The district's Individuals with Disabilities Education Act (IDEA) Differentiated Accountability data review is scheduled for November.
 - » A team is being built that includes representatives from various schools, programs and support services around transition.
 - » Action planning is scheduled for December with a plan being submitted to the state in January.



Community Engagement

- 09 Develop and launch a parent/family support series designed to provide education and resources to families on a variety of topics impacting youth.
 - » A successful Marshallese Career Connection Night, led by district staff/ community partners and attended by students and families, was held on October 19.
 - » On November 2, the district will host a Suicide Prevention event at Roosevelt Middle School that includes a keynote speaker as well as a panel of area experts. These experts and other community organizations will also be on hand to discuss family resources for those interested.
- 10 Expand efforts to engage broadly across the community through expanded outreach, community partnership and enhanced communication tools.
 - » The district has revised its data sharing agreement collaboratively with its community partners to ensure appropriate and efficient exchange of information.
 - » Testing is under way in preparation of launching a new messaging feature in ParentSquare, the district's messaging system, that would allow for direct messaging between district staff and families directly through the app.
- 11 Create a central registration process to reduce barriers and streamline registration for families.
 - » The district is in the process of accepting applications for a new Enrollment Specialist position that will serve as a key team member in developing a central registration process.
 - » Work is also underway to implement new technology features that make the process of enrolling in the district more streamlined for families.
- 12 Continue to enhance school/business partnerships in the post-COVID landscape.
 - » Schools continue to strengthen relationships with community partners that provide meaningful opportunities for students and the partner.
 - » Outreach at the beginning of the year has focused on informing the business community about the facts of the bond referendum.
 - » In November, work will begin to enhance the overall process for community partner relationship building and stewardship.

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.

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Effective Resource Management

- 13 Complete facility enhancements and programmatic development for a new preschool center on Chavenelle Road to open in fall 2024.
 - » Planning teams continue to meet to develop the programmatic and facility offerings of the new preschool center.
 - » Draft documents for the district’s purchase of space are being reviewed and final design documents for renovation are being completed to be released for bidding this month.
- 14 Continue facility planning and community outreach regarding the bond referendum planned for November 2023.
 - » Facility planning and community outreach have been a focus of district staff at the beginning of the school year in an effort to inform the community about the initiative.
 - » Three in-person community meetings have been held with a virtual session planned for October 24.
 - » District staff have presented at community events and for community organizations, in addition to responding to citizen inquiries.
 - » This work continue through the November 7 election.
- 15 Develop the ability to add state-allowed virtual-learning days due to inclement weather.
 - » The district has developed and released plans to staff and families to deliver education through up to five virtual learning days when needed, as allowed by state law.
 - » Curriculum teams are finalizing educational plans and materials for virtual learning days.
 - » Each student entitled to special education services will have a Contingency Learning Plan (CLP) within the Individualized Education Program that outlines the supports and services needed to participate in virtual learning.



Employee Excellence

- 16 Enhance the district’s employee onboarding process, with particular emphasis on paraprofessional support.
 - » A one-day onboarding professional learning day was developed and delivered in August and repeated in October to provide essential learning to begin in the position of paraprofessional.
 - » Additional processes and professional learning, designated as a part of the two-year Paraprofessional Study are in development and will be implemented throughout the course of the 2023-24 school year.
- 17 Continue to strengthen and enhance employee recruitment and retention efforts while maintaining the district’s position as an employer of choice.
 - » The district has continued to participate in area career fairs and recruitment events, in additional to increasing its advertising presence for open positions.
 - » Work is underway to enhance the career fair visuals through development of new marketing and promotional materials.
- 18 Explore enhancement of district-supported staff wellness initiatives.
 - » The district’s counseling team offered a session on staff wellness at the secondary symposium.
 - » A Lumen Re-charge event focused on staff well-being is planned for November 22 in partnership with the Teacher Quality Committee.

OUR MISSION IS TO DEVELOP
world-class learners
 AND **citizens of character**
 IN A **safe and inclusive**
 LEARNING COMMUNITY