







## STRATEGIC PLAN

»»»» 2023-2024

### 2023-2024 Priority Initiatives





PRESENTED: FEBRUARY 2024

#### 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.
  - »» On February 2, school counselors had additional training on Tier 2 and 3 interventions.
-  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.
  - »» At all levels, 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.
  - »» At all levels, work continues on differentiation through breaking down the essential standards into a common definition of mastery with identification of multiple instructional pathways to meet learner needs.
  - »» Instructional coaches are involved in the New Teacher Center training to assist with coaching cycles for MTSS and grade-level team meetings to support instructional practices to meet learner needs in the MTSS system.
  - »» Instructional coaches are supporting Collaborative Learning Communities as they collaborate to identify student learning gaps and close them via tier 1, 2, or 3 interventions.
-  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 updated and students have registered for classes using the new materials.
  - »» 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 the course beginning in fall 2024.
  - »» The scope and sequence of this course is developed and students have registered for the course, which begins in the fall.

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- 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.
  - »» Teachers continue to meet in grade-level teams across the district in order to work on the optimal learning environment through ensuring an equitable and guaranteed, viable curriculum.
- 06** Increase student connections through the addition of new, varied extracurricular activities, with a particular emphasis on exploring the addition of eSports.

  - »» Students in grades 9-12 were surveyed to gauge interest of an eSports offering by the district, with 120 students expressing interest.
  - »» Discussions continue with the Dubuque eSports League (DEL) to determine what synergies exist between the district and their organization.
- 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.
  - »» Elementary and secondary leadership representing all buildings attended a Behavior Solutions workshop on March 7 and 8.
  - »» Systems enhancements have been implemented in supporting students who exhibit unsafe behaviors in grades 6-12.
  - »» Work on policy updates continues.
- 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 occurred in November.
  - »» A team was built that includes representatives from various schools, programs and support services around transition.
  - »» The district's IDEA-DA plan was submitted to the state in January.
  - »» Implementation on the plan, which will span three years, has begun, including all secondary special education teachers receiving professional development on transition at our district professional learning day in February.



**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 held a Suicide Prevention event at Roosevelt Middle School that included a keynote speaker as well as a panel of area experts.
  - »» On February 27, a Community/Family Education Series event called "Hidden in Plain Sight" will provide information to adults about youth substance abuse. The event will include interaction sessions and community partners will be present to offer resources.




**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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**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.
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**11** Create a central registration process to reduce barriers and streamline registration for families.
  - »» An Enrollment Specialist has been hired and started on February 26.
  - »» This position will serve as a key team member in developing a central registration process.
  - »» Preschool enrollment was completed entirely online for the first time this year.
  - »» Work is underway to launch online enrollment forms for new families to the district across all grade levels.
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**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 focused on informing the business community about the facts of the bond referendum.
  - »» Training opportunities are scheduled in March to offer school leadership and staff best practices and resources for strengthening business partnerships.
  - »» Development of a new sponsorship program for district activities/athletics is underway.



### Effective Resource Management

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**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.
  - »» Purchase of the space has been finalized, and the construction phase at the new facility is underway.
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**14** Continue facility planning and community outreach regarding the bond referendum planned for November 2023.
  - »» Following the bond referendum, the district continues to analyze post election data and develop plans for next steps.
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**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.
  - »» Two successful Virtual Learning Days have been held to date.
  - »» An end-of-year review is planned to analyze the success of the Virtual Learning Day plan and explore ways to enhance it in future years.

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## Employee Excellence

- 16 Enhance the district’s employee onboarding process, with particular emphasis on paraprofessional support.

  - » A one day professional learning onboarding day was provided three times during the 2023-24 school year to provide valuable learning to paraprofessionals as they are hired.
  - » Feedback will be gathered from the paraprofessionals and administrators and the contents will be enhanced for future onboarding professional learning days for new paraprofessionals.
- 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 addition 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.
  - » The district held its first-ever staff wellness event with a weekend pickleball tournament for staff.
  - » Walking opportunities and staff weight room usage times have been established and shared with staff to encourage wellness practices.