

UNFOLDING POTENTIAL

THE DUBUQUE COMMUNITY SCHOOL DISTRICT

STRATEGIC PLAN

It is time to focus. To stretch ourselves.
To think big. To innovate.
To work together. To unlock student potential.
To personalize learning.
To engage our stakeholders.
To empower our employees.
To maximize our resources.
It is time to create the 21st century learner.

To do this, there must be synergy among five key areas of focus: student achievement, student development, employee excellence, community engagement and effective resource management.

OUR MISSION

To develop world-class learners and citizens of character in a safe and inclusive learning community.

1 STUDENT ACHIEVEMENT

2 STUDENT DEVELOPMENT

3 COMMUNITY ENGAGEMENT

4 EFFECTIVE RESOURCE MANAGEMENT

5 EMPLOYEE EXCELLENCE

Our goal is to...

Ensure that all students have the necessary skills to be 21st Century College and Career Ready (promote college, career and employability skills).

Create healthy and contributing citizens through access to a wide variety of activities and options for students to develop character, apply their skills and uncover their potential.

Create meaningful, two-way engagement between the district and parents/ community members that supports student achievement.

Maximize and streamline resources to provide increased access to 21st century learning tools and facilities that support student achievement.

Create an environment in which employees strive for excellence, collaborate as part of a team, and are confident and competent in supporting student learning.

To do this, we will...

Create an assessment system that measures and reports student learning

- Implement state achievement standards
- Create common grade and course assessments
- Use data to plan and deliver instruction and report progress

Implement real-world problem-based learning to foster creative and inventive thinking, effective communication, digital-age literacy and highly productive work

- Design and deliver instruction based on student needs and interests
- Create a culture of collaboration for adults and students
- Invest in technology to support student learning and digital literacy

Make data-driven instructional decisions

- Implement a system to foster peer-to-peer learning (Collaborative Inquiry)
- Fully implement a system to identify and respond to learning and behavior challenges (Response to Intervention)

Embed technology tools into the learning environment

- Implement a Learning Management System
- Implement a data dashboard (Instruction Improvement System)

Complete a study of instructional time and make recommendations for related policy

- Explore alternate/balanced calendar
- Examine length of school day
- Examine staff work day
- Review current class schedule

Create a plan to support student character development

- Reinforce performance character by creating a pattern of behaviors that lead to productive action (confidence, diligence, perseverance, strong work habits, courage, leadership)
- Encourage ethical character (respect, fairness, honesty, caring)

Address student needs and interests by enhancing activities offerings

- Encourage and increase student participation by ensuring that all students have the opportunities and access to be involved in activities
- Evaluate activities programming for quality and relevance

Create a district response plan to address extreme student needs

Transparently and proactively communicate the story of the district

- Implement a new visual identity
- Use real-life examples to highlight district achievement and priorities

Create opportunities to gather input from key stakeholders

- Develop a survey and focus groups to gauge community perceptions
- Develop a mechanism to gain input on key issues

Increase parent engagement in the schools

- Develop a framework to guide parental involvement
- Recruit parents to participate in engagement opportunities

Maximize the collective impact of school/community partnerships

- Explore mutually beneficial partnerships with the City of Dubuque
- Create a central system to train, monitor and cultivate volunteers
- Expand and deepen business/non-profit partnership opportunities

Create and communicate district facility and infrastructure plans

- Develop a comprehensive long-range facility plan based on one-cent sales tax and PPEL funds
- Implement a plan to increase access to technology for learning

Equitably align resources for student achievement

- Develop a plan to ensure that resource allocation is aligned with student goals
- Evaluate current program effectiveness using established protocols and add/abandon as necessary
- Explore alternative revenue sources

Implement a finance/human resources system (ERP system) and a new substitute finder system

Enhance the system for recruitment and retention of employees that mirror the makeup of the student body

- Revise and centralize employee recruitment system to hire high-quality, best-fit employees
- Establish an employee wellness committee to promote, research and recommend district-wide wellness initiatives
- Revise the employee evaluation system
- Strengthen mentoring opportunities for administrative staff

Provide professional learning opportunities that address a wide range of needs and skills

- Enhance job-embedded teacher professional learning opportunities district-wide
- Design and deliver a district-wide Para-Educators professional learning plan
- Develop and support leadership opportunities for employees

Success will be measured by...

- Percent of third- and sixth-graders proficient in reading
- Percent of students graduating 21st Century College and Career Ready (graduation rate)
- Annual Progress Report data

- Student participation statistics
- Survey of student activity interest
- Measures of 21st Century Skills (digital literacy, effective communication, highly productive work and inventive thinking)

- District perception and engagement
- Assessment of parent involvement
- Involvement in partnerships

- Key financial performance indicators of unspent balance and solvency ratio through a regular systems review process
- Student and staff access to technology

- Employee demographics
- Impact of professional learning
- Staff retention data
- Exit interview feedback

The Plan's Foundation

Always based in our mission, the Dubuque Community School District Strategic Plan is also grounded in the district vision statement and the values of the Board of Education. These components align to form the philosophical focus of the district and reinforce our priority of always putting students first.

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 problems solvers
- Providing multiple pathways to unlocking student potential

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, and using resources wisely

