



# DOVER CITY SCHOOLS Strategic Plan 2023-2025

#WeAreDover

## Goal One

### Academic Achievement and Innovation

**OBJECTIVE 1.** Advance curricular development through all disciplines to further develop and advance real-world application of learning and multiple and diverse learning opportunities to increase academic achievement for all students.

**OBJECTIVE 2.** Continue current district-wide curriculum audit while developing a sustainable curriculum audit cycle to continually improve and update all standards-based instructional texts, practices and assessments.

**OBJECTIVE 3.** Design and implement a district technology integration plan which focuses on the utilization of technology as a transformative creation, advancement, and connection tool; establish a balance of technology utilization throughout the school day.

**OBJECTIVE 4.** Create a plan to develop college and career readiness opportunities for all K-12 students to purposely infuse essential life skills and competencies expected of each Dover graduate into the daily curriculum.

**OBJECTIVE 5.** In order to promote college and career readiness for all secondary students (grades 6-12), define and implement direct pathways for exploration of college/university, career and technical education, workforce entry, military, and other non-college preparedness opportunities post-graduation.

## Goal Two

### Culture, Climate, and Balance

**OBJECTIVE 1.** Create methods to show appreciation to district staff to improve morale for all employees at all levels; regularly celebrate the accomplishments of employees and create a purposeful method of sharing these with the school community.

**OBJECTIVE 2.** Develop and promote a culture built on traditions of excellence that is accepting, respectful and appreciative so that every student, staff member, and community member feels welcomed as a member of Dover City Schools. Recognize the need to accept and include underrepresented groups; create collaborative opportunities for students that increase interaction and exposure to diverse groups within the Dover community.

**OBJECTIVE 3.** Provide and clearly communicate a comprehensive program of services for students with mental health needs; continue to provide staff training in mental health awareness and social-emotional classroom strategies that promote a healthy environment for all. Study the need for additional mental health professionals at each building (counselors/ social workers).

**OBJECTIVE 4.** Study and examine challenging student behaviors/risk factors and their direct impact on classroom practice; continue to promote PBIS (positive behavior models) while providing resources and training to assist staff and students who face behavioral challenges and circumstances; review discipline and anti-bullying policies and practices to ensure consistent implementation at each building and grade level.

**OBJECTIVE 5.** Continue to audit the use of time for instructional purposes and professional development throughout the school day; consider using innovative and alternative schedules to afford staff more time to collaborate on new initiatives; study ways to use instructional and non-instructional time more effectively.

## Goal Three

### Communication and Community Engagement

**OBJECTIVE 1.** Continue to utilize and strengthen the internal two-way communication process to ensure all staff members can provide district and building leadership with their thoughts and concerns before making significant decisions that impact a school or the district.

**OBJECTIVE 2.** Foster, cultivate and grow community relationships and partnerships; look for ways to effectively collaborate with city government, support organizations, civic/service organizations, and local businesses.

**OBJECTIVE 3. (External)** Continue to share the stories of the students and employees in our district to promote how the schools positively impact our community; use consistent brand standards and messaging strategies to further reinforce the mission, vision, and identity of Dover City Schools.

**OBJECTIVE 4. (Internal)** Develop clear systems and expectations for all forms of internal communication; enhance protocols and workflows to ensure consistent sharing and delivery of critical information so all district employees can confidently share information regarding their schools and district.

## Goal Four

### Technology and Security

**OBJECTIVE 1.** Ensure cyber security standards are applied across all district devices, staff, and students.

**OBJECTIVE 2.** Review all aspects of physical security throughout the district; ensure consistent application of security measures and protocols for all district buildings and events.

**OBJECTIVE 3.** Establish a systematic technology life-cycle plan for the district's technology resources so future needs may be organizationally and fiscally anticipated.

## Goal Five

### Facilities and Finance

**OBJECTIVE 1.** Utilize community and staff engagement to develop a facilities plan that focuses on the replacement or upgrades of existing district facilities; provide facilities that maximize student interaction, engagement, and learning; forecast potential financial needs for community growth and clearly communicate those needs to the community.

**OBJECTIVE 2.** Continue to share financial information in a transparent, user-friendly manner to maintain trust and share with the community the responsibility and good stewardship of the taxpayer's dollars; communicate financial needs regularly in various ways to reach as many community members as possible.

