



DOVER CITY SCHOOLS STRATEGIC PLAN 2023-2025



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Dover City Schools MISSION

Educating all students to their fullest potential to become productive and responsible citizens through the coordination of parents, teachers, and the community is the mission of the Dover City Schools.

Vision Statement

*Dover City Schools...
Addressing Tomorrow's Challenges Today*



Dover City Schools District Administration

Karie McCrate, Superintendent

Kathryn Brugger, Treasurer

Seth Corder, Assistant Superintendent

Brooke Grafe, Dover High School Principal

Scott Ayers, DHS Assistant Principal

Tim McCrate, DHS Athletic Director

Jack Edwards, Dover Middle School Principal

Eric Seibert, DMS Assistant Principal

Katie Nicholson, Dover Avenue Principal

Zach Zesiger, East School Principal

Tracie Murphy, South School Principal

Tennille Williams, Curriculum Director

Gina Franks, Director of Student Services

Chad Schie, Director of Safety and Operations

Justin Marshall, Technology Director

Angie Welch, Food Service Director

Dover City Schools Board of Education

Robert Everett, Board member

Brian Hanner, Board member

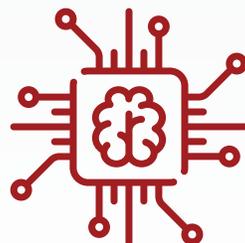
John Maxwell, Board member

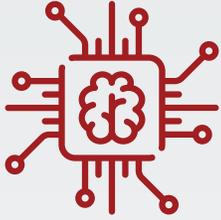
Kyle Stemple, Board member

Michael Studer, Board member

GOAL ONE

Academic Achievement and Innovation





GOAL ONE | **Academic Achievement and Innovation**

OBJECTIVE 1

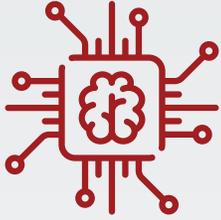
Advance curricular development through all disciplines to further develop and advance real-world application of learning and multiple and diverse learning opportunities to increase academic achievement for all students.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Tennille Williams, Curriculum Director	May 2023	Seth Corder
Recommendations		August 2023	
Implementation		October 2023	
Measurement		Annually	

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.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Tennille Williams, Curriculum Director	May 2023	Seth Corder
Recommendations		August 2023	
Implementation		October 2023	
Measurement		Annually	



GOAL ONE | **Academic Achievement and Innovation**

OBJECTIVE 3

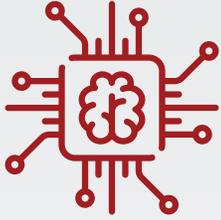
Design and implement a district technology integration plan which focuses on the utilization of technology as a transformative creation, advancement, and connection tool; establish a balance of technology utilization throughout the school day.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Seth Corder, Assistant Superintendent	September 2023	Justin Marshall Tennille Williams
Recommendations		January 2024	
Implementation		August 2024	
Measurement		Annually	

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.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Brooke Grafe, Dover High School Principal	September 2023	Gina Franks Scott Ayers Jack Edwards
Recommendations		January 2024	
Implementation		August 2024	
Measurement		Annually	



GOAL ONE | **Academic Achievement and Innovation**

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.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Scott Ayers, Dover High School Assistant Principal	September 2023	Gina Franks Brooke Grafe Jack Edwards
Recommendations		January 2024	
Implementation		August 2024	
Measurement		Per semester	

GOAL TWO

Culture, Climate, and Balance





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.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Eric Seibert, Assistant Principal Dover Middle School	May 2023	Chad Schie Angie Welch Katie Nicholson Tim McCrate Jack Edwards
Recommendations		August 2023	
Implementation		September 2023	
Measurement		Annually	

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.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Tim McCrate, Athletic Director	October 2023	Britni Toukonen Zach Zesiger
Recommendations		January 2024	
Implementation		May 2024	
Measurement		Annually	



GOAL TWO | **Culture, Climate, and Balance**

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).

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Gina Franks, Director of Student Services	January 2024	Tennille Williams Michelle Grimm Seth Corder
Recommendations		March 2024	
Implementation		August 2024	
Measurement		Annually	

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.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Tracie Murphy, South School Principal	June 2023	Eric Seibert Gina Franks Katie Nicholson Tennille Williams
Recommendations		January 2024	
Implementation		August 2024	
Measurement		Quarterly	



GOAL TWO | **Culture, Climate, and Balance**

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.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Brooke Grafe, Dover High School Principal	June 2023	Scott Ayers Karie McCrate Eric Seibert
Recommendations		February 2024	
Implementation		August 2025	
Measurement		Annually	

GOAL THREE

Communication and Community Engagement





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.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Zach Zesiger, East School Principal	May 2023	Katie Nicholson Tracie Murphy Brooke Grafe
Recommendations		August 2023	
Implementation		December 2023	
Measurement		Annually	

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

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Katie Nicholson, Dover Avenue Principal	September 2023	Tim McCrate Brooke Grafe
Recommendations		January 2024	
Implementation		August 2024	
Measurement		Semiannually	



GOAL THREE | **Communication and Community Engagement**

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.

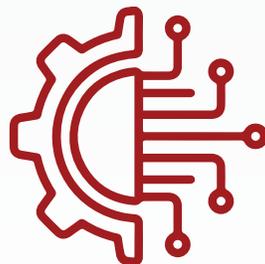
ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Karie McCrate, Superintendent	September 2023	Principals
Recommendations		December 2023	
Implementation		January 2024	
Measurement		Semiannually	

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.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Karie McCrate, Superintendent	May 2023	Seth Corder Justin Marshall Principals
Recommendations		June 2023	
Implementation		August 2023	
Measurement		Semiannually	

GOAL FOUR

Technology and Security





GOAL FOUR | **Technology and Security**

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

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Justin Marshall, Technology Director	March 2023	Principals
Recommendations		July 2023	
Implementation		August 2023	
Measurement		Annually	

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.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Seth Corder, Assistant Superintendent	March 2023	Principals Chad Schie SRO - Josh Roach
Recommendations		May 2023	
Implementation		August 2023	
Measurement		Annually	



GOAL FOUR | **Technology and Security**

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

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Justin Marshall, Technology Director	January 2023	Kathryn Brugger Principals
Recommendations		March 2023	
Implementation		August 2023	
Measurement		Ongoing	

GOAL FIVE

Facilities and Finance





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.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Karie McCrate, Superintendent	December 2023	Katie Nicholson Tim McCrate Chad Schie Seth Corder Kathryn Brugger
Recommendations		May 2025	
Implementation		December 2025	
Measurement		Semiannually	

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.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Kathryn Brugger, Treasurer	January 2023	Karie Mccrate Seth Corder
Recommendations		November 2023	
Implementation		November 2023	
Measurement		Semiannually	



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Dover City Schools...
Addressing Tomorrow's Challenges Today

www.dovertornadoes.com