



DOVER CITY SCHOOLS *Strategic Plan 2023-2026*

District Goals and Objectives

✓ *Completed*
↻ *In Progress*

June 2024 Progress Report





Goal One

Academic Achievement and Innovation

June 2024 Progress

✓ **Completed**

🔄 **In Progress**

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.



UPDATE 1. A Needs Assessment has been developed and is prepared to administer to stakeholders. Curriculum committees are in development and on track for Fall 2024; this will include development of a rubric to guide the process.

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.



UPDATE 2. The Curriculum Audit, which included survey information, is complete. An Adoption Cycle that includes 5-year cost projections has been completed and included in district forecasts. District-level adoption committees will be formed in Fall 2024 with training to be included for members.

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.



UPDATE 3. Staff resources and licenses have been combined into a comprehensive document and a staff technology integration Needs Assessment is complete. A team will be developed to finalize tech acquisition/end-of-life matrix for review in 2025.

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.



UPDATE 4. A K-12 College and Career Navigator has been hired and been integrated into the Student Support Team. Mentorships, internship, site visits, and career fairs have been added to the programming at grades 9-12. A K-12 Plan has been developed and this goal will continue into Objective 5 for full implementation and outcomes measurement.

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.



UPDATE 5. A comprehensive program with plans for further implementation of career readiness engagement at grades 6-12 is in development via the Student Support Team. All DHS students have started individualized graduation plans. Staff has been realigned at grades 6-8 to build health and career classes into the schedule for Fall 2024.





Goal Two

Culture, Climate, and Balance

June 2024 Progress

✓ **Completed**

🔄 **In Progress**

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 and study ways to use instructional and non-instructional time more effectively.



UPDATE 1. PBIS-based staff recognition programs have been developed in schools. A Year-End Celebration has been added to celebrate staff achievements. Social media and newsletters have celebrated employees.



UPDATE 2. Celebration stories are included in print media, which have increased, and social media. Promotion of activities to various groups of K-5 student increased to include all groups more equitably. "Girls in Sports" activities have been scheduled throughout the year.



UPDATE 3. School counselors have been added so each school has at least one FT counselor. Communication efforts continue and staff training is ongoing.



UPDATE 4. PBIS processes have been implemented in each school and signage has been added at all sites. A behavior intervention specialist has been added at East and South schools. Administrators have participated in Governor's panels re. tech/cell phone use in schools. The district leadership team is receiving on-site training regarding Title IX updates and legal review of bullying processes and policies.



UPDATE 5. Master schedules have been reviewed K-12 and revised at K-8 to integrate student interventions and teacher professional development. Four classes of 9-12 reading intervention are added at DHS for 2024-25, and study continues in the area of flexible, student-driven schedules for grades 6-12.





Goal Three

Communication and Community Engagement

June 2024 Progress

✓ *Completed*

🔄 *In Progress*

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.



UPDATE 1. Labor Management Meetings have continued quarterly. The annual “Build the Budget” continues to be held with additional communications tied to SP goals and outcomes. District committees (safety, insurance, blt, tbt, dlt, etc) are open to all employees.

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.



UPDATE 2. A data collection tool is available to monitor community partnerships and identify needs and strengths. Communication and partnership with the City and civic organization continues to grow via invitations into the district and work with safety, parks and recreation, and the mayor’s office.

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.



UPDATE 3. A District Communications Plan is on schedule for presentation to Board in Fall 2024. School newsletters moved to a digital-friendly platform in January 2024, and communication software options (Class Dojo/Bright Arrow/Instant Connect/Possip) are being reviewed.

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.



UPDATE 4. An Internal Communications Handbook is on schedule to roll out to DCS staff in Fall 2024. This will include quarterly internal schoolwide communications for all staff members.





**Goal
Four**

Technology and Security

June 2024 Progress

Completed

In Progress

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



UPDATE 1. Cybersecurity baselines were established in 2023, identifying targeted areas for improvement. In that first year we bolstered our security by implementing several key advancements. Password complexity requirements were strengthened, a mandatory staff-wide reset ensured everyone uses robust passwords. To mitigate malware risks, macros were disabled by default. In 2023-24, we streamlined incident reporting with a clear policy, and implemented multi-factor authentication (MFA) rollout for added account and device security. These measures, along with continual security enhancements, have fortified our overall defenses.

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.



UPDATE 2. In 2021, the district had a vulnerability assessment (OSSC Resources) conducted by the Dover Police Department. Vulnerability assessments will now be conducted annually by the District SRO. Needs assessments, however, will be conducted quarterly for each of our six (6) facilities. To ensure consistent application of protocols, drills are conducted and documented, annually, in Navigate and the OSSC Portal. In 2024-25, there will be a "School Safety" tab added to the district web page, shows an effort towards communicating our commitment to school safety to our stakeholders, and to provide our students, parents, and caregivers with resources and information.

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



UPDATE 3. A technology life-cycle plan for devices was completed, and a multi-year forecast of planned expenses was developed. Both are available across the leadership team for regular review and monitoring as live, working budgets.





**Goal
Five**

Facilities and Finance

June 2024 Progress

Completed

In Progress

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.



UPDATE 1. Application was made to OFCC to enter into the Expedited Local Partnership Program and enrollment reports were provided, studied, and approved. Five-year forecasts were approved in November and May and simulations were included for various levels of FSF model implementation. District and school leaders look to expand business and career-tech partnership opportunities for students and community. A capital improvement fund was incorporated into the district forecast in efforts of transparency in forecasting. The treasurer and superintendent met with each building staff to review the financial state of the district and answer questions.

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.



UPDATE 2. An annual Financial Prospectus was sent to all homes in Spring 2024. One financial issue has been included in each quarterly community newsletter. Advocacy for the FSF model continues at the district level. The Financial Review Task Force was brought back and met quarterly during FY24 and is looking to add new members in August.

