



DOVER CITY SCHOOLS *Strategic Plan 2023-2026*

District Goals and Objectives

✓ *Completed*
↻ *In Progress*

*December 2024
Progress Report*





Strategic Plan 2023-2026

Goal One

Academic Achievement and Innovation

December 2024 Updates:

✓ **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 administered and analyzed. Curriculum committees explore learning opportunities, following a timeline aligned with the curriculum adoption cycle. The review will focus on diverse, real-world experiences supported during academic instruction, extracurricular activities and community partnerships.

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. A Curriculum Adoption Cycle that includes 5-year cost projections is completed and included in district financial forecasts. District-level adoption committees will be formed and trained following the timeline listed in the adoption cycle.

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. A team will be developed to finalize tech acquisition/ end-of-life matrix for review in 2025. Objective 3 is revised to reflect likely implications of Ohio's SB29. The district will continue to be responsive to SB29 to ensure our students' data and privacy are protected and we are in compliance with the law.

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 is 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 for career readiness engagement at grades 6-12 is in underway via the Student Support Team. 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 and programs for 2025 include a business academy at DHS.



Strategic Plan 2023-2026

Goal Two

Culture, Climate, and Balance

December 2024 Updates:

✓ **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. 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 and programs.



UPDATE 2. Celebration stories are included in print media 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. The Student Services Department is collecting information on local resources available for families. PBIS is an ongoing discussion during our District Leadership Team discussions to ensure consistency in district implementation.



UPDATE 4. PBIS is implemented in each school. A behavior intervention specialist has been added at East and South. The district is working with the Board of DD Outreach Program to assist students and staff. Elementary school counselors are teaching social skills in small-group and whole-class settings. The district is exploring strategies to help prepare students/parents with the transition to school, including researching other districts and a summer transition program



UPDATE 5. Master schedules have been revised to integrate student interventions and teacher professional development. Alternative schedules for innovative programming are being explored. Daily schedules related to student transportation are being reviewed to maximize learning time.



Strategic Plan 2023-2026

Goal Three

Communication and Community Engagement

December 2024 Updates:

✓ **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.

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.



UPDATE 1. Quarterly Labor Management meetings continue to be held. The annual “Build the Budget” event remains ongoing, with additional communications related to strategic planning goals and outcomes. All employees are welcome to participate in district committees, including curriculum, safety, insurance, BLT, TBT, DLT, and others.



UPDATE 2. A data collection tool has been shared with relevant staff members to gather baseline data of current community partnerships and identify needs and strengths. With the addition of a K-12 College and Career Navigator, partnerships with local businesses continue to grow. 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.



UPDATE 3. A District Communications Plan was completed 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. “Tornado Talk,” a new monthly email update for all stakeholders rolled out in November 2024.



UPDATE 4. A Communications Handbook was completed in Fall 2024. We have built modules within the SC View platform to improve employee efficiencies and for flow of information. A regular internal email is still in development.



Strategic Plan 2023-2026

**Goal
Four**

Technology and Security

December 2024 Updates:

 **Completed** **In Progress**

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



UPDATE 1. Cybersecurity baselines were further advanced in late 2024. By completing the CISA Cross-Sector Cybersecurity Performance Goals Checklist, we identified specific areas to enhance organizational resilience. Key initiatives for the 2024-25 school year include strengthening email security through the implementation of DKIM and DMARC, evaluating centralized logging for better incident tracking, and continuing third-party validation of cybersecurity controls. These efforts, aligned with our financial and technical scope, ensure our defenses remain proactive and adaptive to evolving threats.

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. Vulnerability assessments are conducted annually by the District SRO. Needs assessments, will be conducted quarterly for each of our six (6) facilities. This is to ensure physical safety, 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. Our web page addition will be created using feedback from our Safety Task Force, a group made up of stakeholders, students, staff, city officials, and first responders. This addition to our website will show an effort towards communicating our commitment to school safety to our stakeholders, and to provide our students, parents, and caregivers with helpful 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.



Strategic Plan 2023-2025

**Goal
Five**

Facilities and Finance

December 2024 Updates:

 **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. The District has entered into the OFCC's Expedited Local Partnership Program and enrollment reports were provided, studied, and approved. SHP was hired as a pre-bond architect for facility study and exploration and they are completing on-site engineering visits. District leaders attended 17 community/staff meeting to update stakeholders on the process. 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.

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 homes in Spring 2024. One financial issue has been included in each quarterly community newsletter. Advocacy for the Fair School Funding model continues at the district level, and discussions are also brought into our financial review committee. The Financial Review Committee met quarterly during FY24 and added seven (7) new members in Fall 2024.