

Journey 2030

Dublin City Schools Strategic Plan

March 2023





Our District...

80⁺

languages spoken
by students

94%

of parents rate our
teachers as good
or very good

9th

largest school
district in Ohio



47 sq.mi.

district serving five
different communities

89%

of parents rate the
quality of education
as good or very good

14 years

average experience of
our teachers



6th

largest English Learners
(EL) population in Ohio

40⁺

years of district
growth

24

distinct academic
buildings



100⁺

countries represented
by students

270

projected growth of
students annually
through 2032

40%

of students live outside
the City of Dublin

Acknowledgments

The district would like to thank the following individuals and groups for their commitment to Dublin City Schools. Sharing your knowledge, thoughts, and ideas resulted in a unified vision for our school district.

Special Thanks

- › 500+ District Students (Grades 6-12)
- › Student Advisory Council
- › 1,600+ Community Members
- › Key Communicators
- › Senior Citizen Advisory Council
- › Parent Teacher Organization (PTO) Leaders
- › Business Advisory Council
- › 500+ District Staff members
- › Teacher Advisory Committee
- › Building Principals Team
- › Board of Education
- › District Leadership Team
- › District Executive Cabinet Team

Consultant

- › Planning NEXT



Letter to the District

To our community,

Our district has experienced many successful outcomes on its journey. We've experienced continuous growth, embraced diverse interests and backgrounds, and endured unforeseen challenges. While this has been an exciting story so far, there are still more achievements and opportunities ahead. It is with that statement that I am excited to share the Dublin City Schools strategic plan, Journey 2030.

Journey 2030 began with an extraordinary opportunity to bring our district together. It was a time for us to reflect on our story, understand our needs, and unite around a vision. A chance for us to share our core values to ensure that students, families, staff, and the community are represented in our decisions. It's the foundation for our shared pathway toward achieving success for everyone who enters our schools.

Success is different for each student. It can guide a student down many different pathways and it is our charge to help them on their journey. This strategic plan represents the thoughts, hopes, and values of our community. It represents our commitment to our students, our partners, and our staff, who shape our learning community. This plan serves as our guide for decisions, ensuring that we stay true to preparing every student for success.

As you review this plan, I encourage you to think about our district values. Think about how we can foster a culture that goes beyond a traditional learning community. This is only the beginning of this conversation. As we set annual goals, we'll need input that helps us achieve our vision and aligns with our district values:

- › Take Responsibility - *Own Your Attitude and Action*
- › Always Growing - *Embrace the Journey*
- › Better Together - *Think Team*

On behalf of all Dublin City Schools, thank you for your dedication to our community!



John Marschhausen, PhD
Superintendent



Introduction

Journey 2030 began with an effort to define a unified vision that will guide growth and success in the district. This was an invaluable process, having been the first time in several decades that Dublin City Schools created a strategic plan. With the potential to transform the district, this process engaged students, stakeholders, parents, staff, and the community in an important discussion. It provides insight into annual goals that decision makers will view through important lenses such as equity and finance. That process led to the creation of this strategic plan which will serve as a framework for both the community and district leadership to leverage in the future.

What is a strategic plan?

A strategic plan is a road map for the future that supports the District's mission and vision. The process offers an opportunity for the district to reflect on past accomplishments, evaluate current conditions, and define a pathway for the future. This plan was developed with input from both internal (students, teachers, and staff) and external (stakeholders, parents, and community) members to serve as the foundation for an ongoing discussion around the future of Dublin City Schools.

What topics are essential for this plan?

The strategic plan focuses on many important topics that emerged through the process. While the vision and mission provide the direction, the guiding principles outline what the district sees as essential to be successful. They are a part of how the district functions and should be considered when making decisions that influence students, parents, staff, or the greater community. Some essential topics include:

- › Equity;
- › Communication;
- › Safety;
- › Family;
- › Wellness;
- › Partnerships;
- › Finance; and,
- › Innovation



Plan Summary

The following describes the overall structure for the strategic plan and how each component relates to one another.

Vision

The Dublin City School District will ensure that every student is prepared for success.

The vision statement is the broadest aspiration for the district and frames the strategic plan.

Mission

The Dublin City School District develops educator, family, and community partnerships to provide a personalized educational experience to prepare all students for success during their school journey and after graduation.

The mission statement represents district values and is the method for achieving the vision.

Guiding Principles (Nine total principles)

TAKE RESPONSIBILITY (Three principles)

ALWAYS GROWING (Three principles)

BETTER TOGETHER (Three principles)

Guiding principles serve as statements of the district's commitment to the community, identifying important considerations when making decisions.

Focus Areas



ACADEMIC FOUNDATION

Early Literacy
6-12 Pathways



STUDENT EXPERIENCE

Well-rounded
Physical and Mental Wellness



PARTNERSHIPS AND NETWORKS

Staff Development, Recruitment, and Retention
Family and Community Partnerships



MASTER FACILITY PLANNING

Maintenance, Learning Spaces, and Safety
Planning for Future Growth

Focus areas represent important topics, identified by the district, to elevate for evaluation, investment, and implementation. These areas are anticipated to change over time based on the needs of the district. An annual review cycle will allow the district to establish goals for the academic year, evaluate progress, and share success.

Vision and Mission

As the core of the plan, the vision and mission statements represent essential pieces that all other elements support. The vision was developed and refined with insight from various groups including students, parents, staff, district leadership, and the community. Our unified vision is what the district wants:

The Dublin City School District will ensure that every student is prepared for success.

The mission statement defines how the district will get to the vision. It guides the day-to-day tasks that will help achieve the district's vision for the future.

The Dublin City School District develops educator, family, and community partnerships to provide a personalized educational experience to prepare all students for success during their school journey and after graduation.

Defining our Journey

Journey 2030 serves as the framework for all essential topics influencing the district. Achieving the vision requires careful consideration of district values when making decisions and elevating priority areas for discussion. While values are lasting commitments to the district, focus areas may adapt to explore unique opportunities or address unforeseen challenges. The following pages outline the principles and areas that emerged through the process.

INTENT OF FOCUS AREAS

Focus areas represent important topics identified through engagement to elevate for priority evaluation, investment, and implementation. These provide initial direction for achieving the vision, and align with the current needs of students, staff, and the community.

As Journey 2030 is implemented, these focus areas may change to reflect the needs and desires of future pathways. The implementation cycle outlines an annual review where district leadership and key stakeholders will assess the strategic plan for new goals or focus areas. Learn more about this review cycle on page 17.

Guiding Principles

The nine guiding principles represent the shared values and commitments of the district. They identify essential considerations to guide future decision making and build on the values, behaviors, and outcomes (VBO) of the district. The VBO's represent the heart of Dublin City Schools and the guiding principles apply this to sentiments shared by the community. Leadership will use these to evaluate annual goals while the community can use the principles to maintain the district's direction.

GUIDING PRINCIPLES

VBO RELATIONSHIP

Take Responsibility

OWN YOUR ATTITUDE & ACTION

- 1** Students are at the center of decisions.
- 2** Investments are sustainable and align with the district's vision and priorities.
- 3** Learning environments prioritize safety and well-being.

- › Press Pause and Think
- › Do the Right Thing
- › Be Present

Always Growing

EMBRACE THE JOURNEY

- 4** Staff development is in alignment with district priorities and improves student outcomes.
- 5** Equity and access are prioritized when developing and delivering opportunities.
- 6** Innovative strategies are used to improve student outcomes.

- › Do the Work
- › Learn from Success and Failure
- › Be Coachable

Better Together

THINK TEAM

- 7** Community partnerships strengthen student experiences and provide a competitive advantage.
- 8** Family engagement increases student learning and wellness.
- 9** Communication among stakeholders builds trust and collaboration.

- › Care and Communicate
- › Connect and Collaborate
- › Celebrate



Academic Foundation

Prepared for success



Establishing a strong educational foundation with early literacy provides students with the skills needed to achieve their goals. This is complemented with a wide-variety of pathway options to personalize learning in grades six through 12 to set students up for a lifetime of success. Preparing for success requires flexible structures, aligned resources, and guidance for every student on their own unique journey. This section explores the complete educational pathway that helps students define and realize their goals.

Early Literacy

We will develop students who are skilled readers, writers, speakers, and listeners. Knowing every child's learning journey is unique, we will offer personalized, explicit, systematic reading and writing instruction while promoting students' ability to transfer acquired literacy skills to various personal, professional, social, and academic environments.



6-12 Pathways

We will develop individualized 6-12 pathways to facilitate post-secondary success for all students. Through authentic and immersive learning environments in partnership with families, community, and industry, the pathways aim to bridge the gap between students and post-secondary options, while cultivating the skills necessary for future readiness and success.



Student Experience

Best version of you



The Dublin City School experience provides the resources and support networks that encourage students to grow in a healthy environment. The experience fosters an environment where students are open and encouraged to enhance their lifestyles through health resources. Universal skill development provides the confidence and capability to become well-rounded community members that have a desire for making a difference. This section explores the importance of fostering a healthy environment that provides the skills and resources for students to thrive in society.

Well-rounded

We will provide a well-rounded education focused on providing students with a diverse range of knowledge and skills, encompassing not only academic subjects but also life experiences that can help shape their interests, curiosity, and development. By fostering creativity, critical thinking, and a love of learning, this approach aims to prepare students for success in all aspects of their lives.



Physical and Mental Wellness

We will give students the tools they need to stay mentally and physically healthy and balanced so that they may achieve their goals. Environments are created in which each student experiences a sense of safety and belonging. Positive relationships are the foundation of health and well-being, and staff continually develop these relationships while maintaining high expectations and inclusion for everyone.



Partnerships and Networks

Elite learning community



Relationships are a core component of education, which grow through a broad network of collaboration. Internal staff are able to adjust and adapt, striving to improve how students learn to define their pathway for success. Building a team with diverse professionals that represent our learners brings global perspectives and fosters meaningful relationships with students. Outside of the classroom, family members and community partners provide the connection to experiential learning, mentorship opportunities, and establishing a student's life-long support network.

Staff Development, Recruitment, and Retention

We will attract and retain the best talent, provide purposeful opportunities for growth and development for current staff, and foster a positive culture where all staff members feel valued and supported.



Family and Community Partnerships

We will collaborate in a meaningful way with parents and all stakeholders in our community to maximize learning opportunities for all students.



Master Facility Planning

Learning environments



Modern education is changing rapidly with new technology and experiences becoming available to students. The district has established a significant facility network with 24 school buildings, dozens of athletic fields, and supporting leadership offices. Previous investments have helped shape the district and protecting these investments allows for continued success and stability. Embracing change emphasizes the desire to remain a leader in education by providing safe learning environments with accessible resources and diverse opportunities. As the district continues to grow, existing and new facilities will require strategic investment plans to support the district's changing needs. This section explores the physical assets of the district where students, family members, and teachers gather as a community.

Maintenance, Learning Spaces, and Safety

We will provide a safe, equitable learning environment for all students in our district. This includes investments to maintain and improve aging facilities, equipping all schools with the necessary safety upgrades, and creating equitable environments that foster learning for all students.

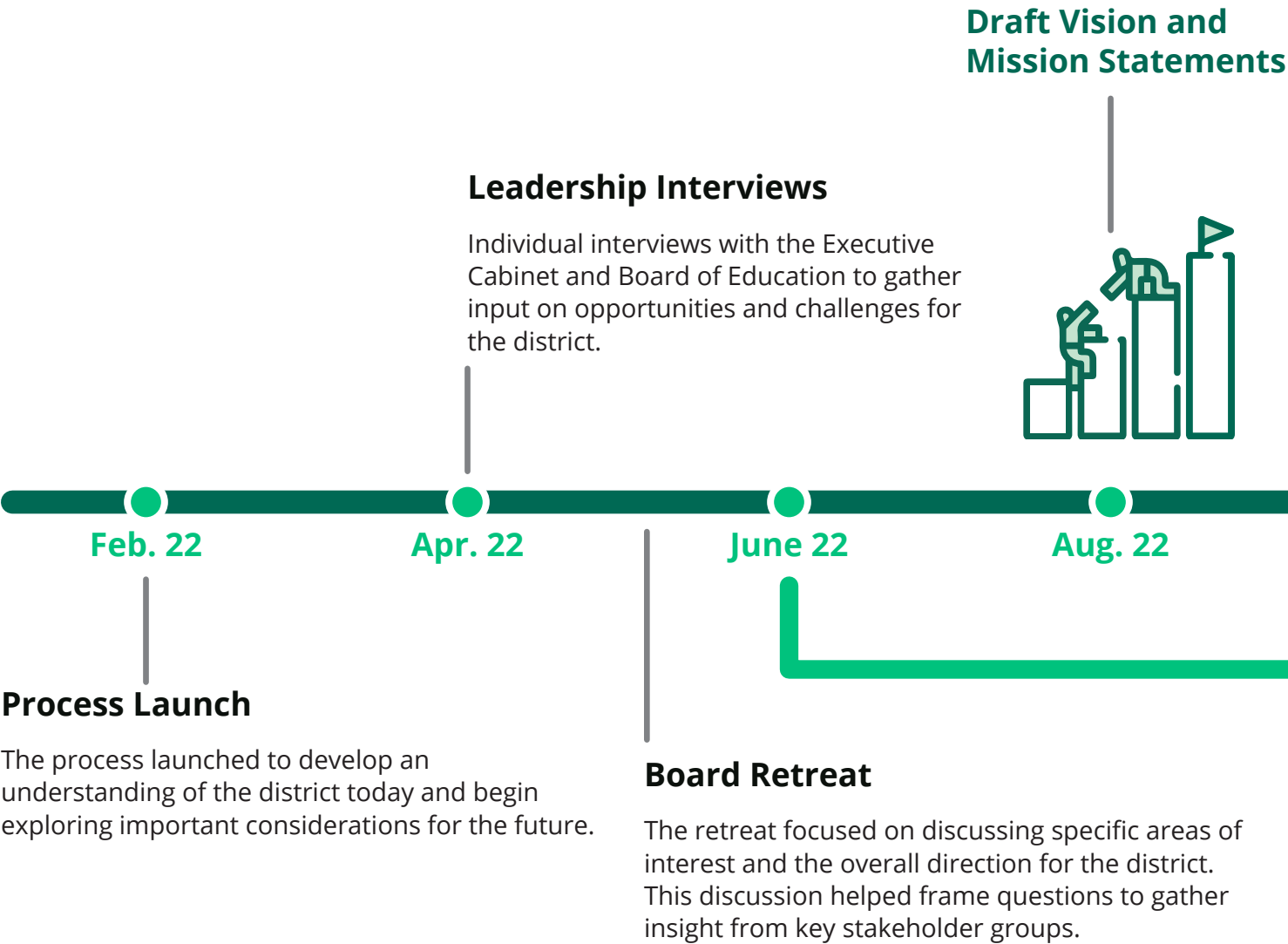
Planning for Future Growth

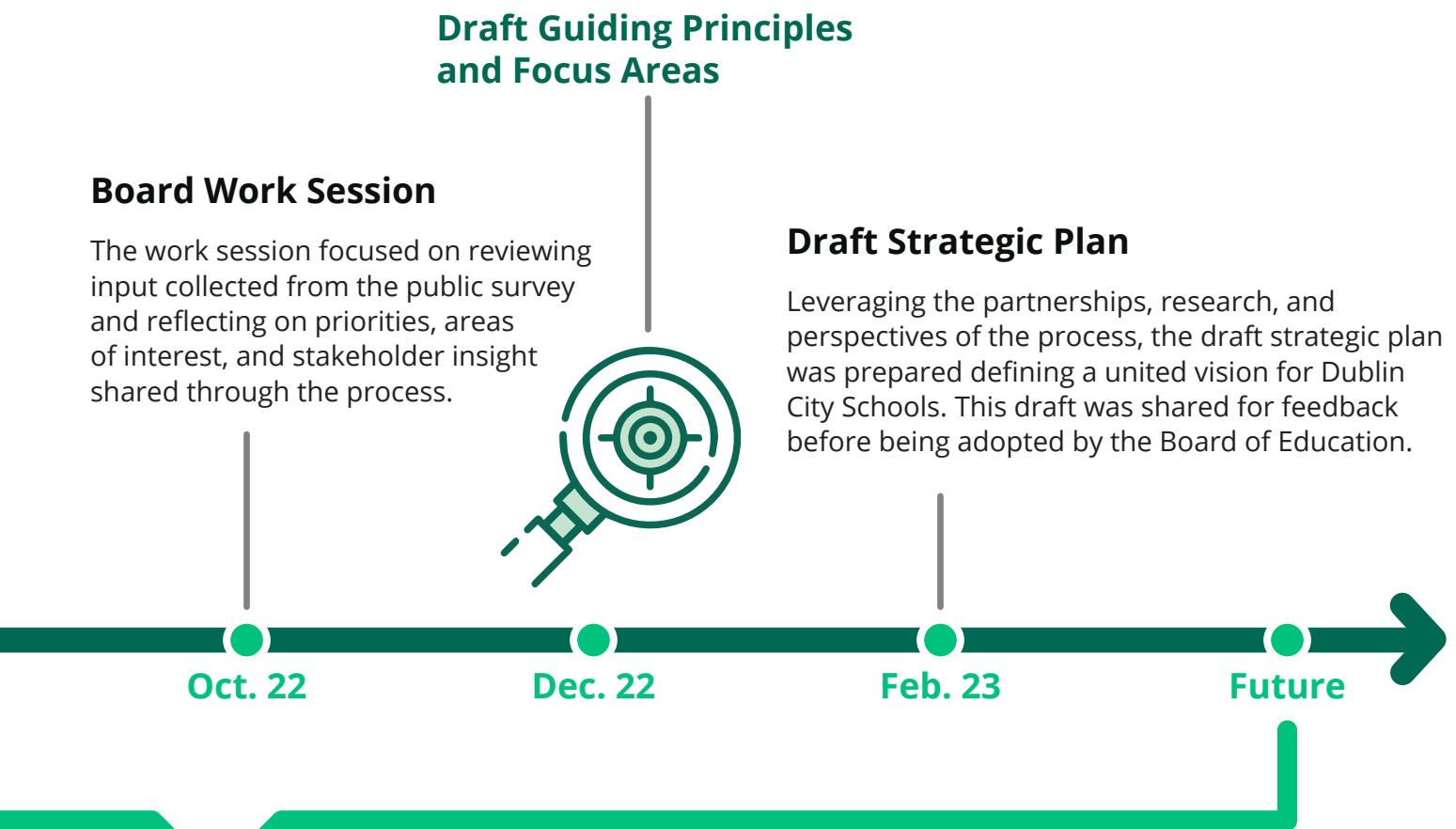
We will responsibly plan for future building needs in our district by considering factors such as projected student enrollment, community needs, and available resources. We collaborate with local government and community stakeholders, as well as utilize data and long-term planning to ensure that new construction meets the needs of a growing student population while also being financially sustainable.



Starting our Journey

Journey 2030 began through a process of discovery, testing, and adjustment with many stakeholder groups. The graphic below illustrates how engagement throughout the process led to the development of key elements in this strategic plan.





Public Survey

522

Students Engaged

1,641

Community
Members Engaged

527

Staff Engaged

Stakeholder Groups

Key focus groups provided insight at three key milestones in the process to ensure all stakeholders were represented. These groups included:

- › Student Advisory Council
- › Parent Teacher Organization (PTO) Leadership
- › Teacher Advisory Committee
- › Key Communicators
- › Business Advisory Council
- › Senior Citizen Council
- › District Administrative Team
- › Building Principals Team
- › District Leadership Team

Community Conversations

February 2023 offered an opportunity for the community to discuss the draft strategic plan. Looking forward, these will continue to serve as a method for community members to share perspective, concerns, and opportunities for the district.

Continuing our Journey

Journey 2030 is intended to be used on a daily basis as decisions are made concerning investments and strategies for the district. This strategic plan is not intended to outline specific actions (projects, policies, and programs), but instead provide an overarching guide. An annual review cycle will allow the district to establish goals for the coming academic year, evaluate progress, and share success stories. The following is a summary of how different stakeholders in the community can support the vision of Dublin City Schools.

Students

Students are at the center of the district. As personal success pathways are explored, students should know that the district is only successful if they are supported, both up to and after graduation. Resources should support their goals and ensure that each student leaves Dublin City Schools with the knowledge, confidence, and skills to pursue their future goals.

Family Members

Family strengthens the outcomes of each student. This is a partnership that spans beyond the classroom to ensure students gain insight and perspectives. Maintaining a dialogue between family members and the district will foster better outcomes for each student. Decisions should reflect the insight of family members, providing direction for students to achieve their unique pathway to success.

Community

Community embraces a sense of collaboration. Everyone is a part of the community and supports the success of each individual student. Many decisions cannot be done alone and require partnerships to ensure the district maintains its mission. Building consensus begins with the strategic plan's vision. Decisions moving forward should leverage the guiding principles and diverse viewpoints of the Dublin City Schools community.

District Staff

Staff foster student curiosity and facilitate high levels of learning and achievement. They provide a foundation for success by fostering authentic learning experiences connected to student interest and relevant topics. Supporting staff with professional development aligned with the district's vision will ensure that students have access to the opportunities they need to achieve their goals.

Stakeholders

Stakeholders offer a collaborative network of expertise to support students on their educational journey. Mentors serve as the connection between education and lifelong achievements. Introducing students to new viewpoints, innovations, and experiences provides a broader outlook of how to define personal success. Incorporating stakeholder insight in decisions allows the district to adapt to emerging needs and broaden student perspectives early in their educational career.

Reviewing the plan

This plan is intended as a living document and is anticipated to adapt based on the needs of the district. The plan will be used throughout the academic year to establish and evaluate specific goals that help achieve the vision.

Through the implementation process, focus areas may change to emphasize essential opportunities or address topics identified by the district. These will be determined at key milestones in the academic year. The graphic below illustrates this implementation cycle for the Journey 2030 strategic plan.

Review Cycle

MID-YEAR EVALUATION

Evaluate goal progress and identify opportunities to adjust or revise approach for the second semester.

IMPLEMENT PLAN

Implement actions (projects, policies, and programs) that achieve annual plan goals.



ANNUAL PLAN REVIEW

Engage stakeholders and leadership to evaluate success, assess indicators, and identify upcoming academic year goals. Focus areas may change based on accomplishments or emerging topics.

- Action Implementation
- Goal Setting and Evaluation



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CITY SCHOOLS

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