The mission of the Iowa City Community School District is to ensure all students will become responsible, independent learners capable of making informed decisions in a democratic society as well as in the dynamic global community; this is accomplished by challenging each student with a rigorous and creative curriculum taught by a diverse, professional, caring staff and enriched through the resources and the efforts of families and the entire community.

**Board Ends Policies**
- Students will over time...
  - Independently read increasingly complex text with understanding
  - Independently write increasingly complex text with meaning, clarity, purpose and application of standard conventions
  - Independently solve increasingly complex mathematical problems.
  - Independently use increasingly complex scientific information and the processes of inquiry to construct scientific knowledge
  - Develop the knowledge and the skills of the core disciplines of social studies and apply this knowledge to their lives as citizens
  - Observe and/or participate in multiple fine arts experiences, representing a broad range of fine arts forms.
  - Demonstrate knowledge and understanding of community accepted interpersonal, interpersonal and civic values (character education)

**District Goals**
- Goal #1: Annually increase the percentage of students who are proficient in Reading, as measured by the Iowa Assessments, with a focus on closing the achievement gap for each sub-group measured under the Elementary and Secondary Education Act.
- Goal #2: Annually increase the percentage of students who are proficient in Math, as measured by the Iowa Assessments, with a focus on closing the achievement gap for each sub-group measured under the Elementary and Secondary Education Act.

**Building and Classroom Goals**
- The Building Comprehensive School Improvement Plans...
  - are aligned with the District Goals
  - are based on student building-level data
  - require a minimum of 3 goals with 1 goal for each of the District Goals
  - may have additional goals based on the building’s unique needs (but should not exceed 5 total goals)
  - require plans developed by the Building Leadership Team (Teacher Leadership and Compensation program) and are shared with all faculty
  - are used to guide staff professional development
  - are used to guide Teacher Career Development Plans
  - are used to guide Administrator Career Development Plans
  - progress for each building and for the District is evaluated and updated annually

**Superintendent Directions**

**Engagement (see next page)**

**Classroom Learning Supports (see next page)**

**Teaching and Learning (see next page)**

**Infrastructure and Talent (see next page)**

**Student Achievement**
Teaching and Learning

Teaching and Learning Practices
Regular Education Programming
Regular Education Intervention Programming
Programming Options
Special Education Programming
English Language Learner Programming
At-Risk Education Programming
Early Childhood Education Programming

Classroom Learning Supports

Professional Development
Teacher Leadership
Assessment/ Compliance
Staffing
Technology in the Classroom
School Calendar/ School Day Length

Engagement

Planning Integration/ Focus
Communication Plan
Parent/ Community Support/ Outreach
Emergency Planning
Advisory Committees
Volunteer Program
Community Partnerships
ICCSD Foundation
Legislative Affairs
Elections

Talent

Staffing
Equity Plan
Leadership Development
District Climate and Culture

Infrastructure

Facilities Master Plan
Attendance Area Development Plan
Physical Plant and Equipment Levy
Safety and Security Upgrades
Technology Upgrades
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Iowa City Community School District Strategic Plan

Core Values and Beliefs (What We Should/Should Not Do)

Critical Behaviors to Operationalize the Mission and Core Values/Beliefs

Targets 3-5 Years (Where Are We Going?)

Key Capabilities to Operationalize the 3-5 Year Priorities

Goals – Annual (What Are We Doing?)

Significant Initiatives to Operationalize the Annual Priorities
- Measurable Targets
- Actions
- Accountability – Critical Data
- Accountability – Staff & Timeline

Priorities – Quarterly (What Are We Doing Right Now?)

Vital Processes to Operationalize the Quarterly Priorities
- Measurable Targets
- Actions
- Accountability – Critical Data
- Accountability – Staff & Timeline

Opportunities to Exceed the Plan

Threats to Completing the Plan