BERLIN-BOYLSTON PUBLIC SCHOOL DISTRICT
BERLIN-BOYLSTON, MASSACHUSETTS

AN EQUAL OPPORTUNITY EMPLOYER

APPLICATION FOR SUPERINTENDENT (Interim)

Personal Information:

Name Karen Dwyer

Home Phone [redacted]

Address [redacted]

Office Phone [redacted]

[redacted]

Cell Phone [redacted]

city state zip

Email Address [redacted]

How may we contact you? ☐ at work ☐ at home ☐ by e-mail ☑ by cell phone

Certifications Held

Certification	State
Superintendent Certification	MA

Are you licensed as a superintendent in Massachusetts? ☑ YES ☐ NO

Are you eligible for licensure as a superintendent in Massachusetts? ☐ YES ☐ NO

If not, have you submitted an application for certification as a superintendent in Massachusetts? ☐ YES ☐ NO

Date of application: _____

Current School District Information:

Are you presently under contract to a school district? Yes

If yes, when does your contract expire? 06/30/2027

Name of District Uxbridge Public Schools

Position Interim Superintendent of Schools

Academic and Professional Training:

High School(s), Colleges, Universities Attended	Location	Degree
Boston University	Boston, MA	Ed.D.
Harvard University	Cambridge, MA	M.Ed.
Tufts University,	Medford, MA	M.A.T
Tufts University,	Medford, MA	BA English

Professional Experience:

No. Years	Dates From/To	Position	School District
Months	01/25-present	Interim Superintendent	Uxbridge Public Schools
3+	08/21-Present	Assistant Superintendent	Uxbridge Public Schools
3	07/18-08/21	Principal	Lynnfield Public Schools
7	08/11-06/18	Assistant Principal	Boxborough/Acton-Boxborough Regional School District
8	09/03-08/11	Literacy Specialist	Chelmsford Public Schools
7	09/96-07/03	Senior Lecturer	Curry College

Other Relevant Work Experience and Achievements:

In January, the School Committee asked if I would step into the role of Interim Superintendent of Uxbridge Public Schools.

I am now working in both positions as Interim Superintendent and Assistant Superintendent.

Memberships in Professional Organizations:

LSDO Local Staff Development Opportunities

BVCC Blackstone Valley Curriculum Consortium

MRA Massachusetts Reading Association

MASS Massachusetts Association of School Superintendents

References:

Please list below the names and addresses of three persons who have knowledge of your professional competence and character, whom we may contact should you become a finalist.

Name Sean Bouzan Address [redacted]

Relationship Director of Technology Phone Number

Name Ben Casper Address [redacted]

Relationship School Committee Chair Phone Number [redacted]

Name Jen Parsons Address [redacted]

Relationship Mentor Phone Number [redacted]

A complete application form includes the following:

1. ✓ A completed and signed application form. **APPLICATIONS WILL NOT BE CONFIDENTIAL.**
2. ✓ An up-to-date resume.
3. ✓ A copy of the candidate's Massachusetts superintendent license, or evidence that the candidate is eligible for licensure as a superintendent in Massachusetts and has submitted his/her application to the Department of Education.
4. ✓ Evidence of highest degree earned (copy of diploma, license and/or certificate).
5. ✓ Three recent letters of reference (within the past three years preferred) from persons **other than those listed on the previous page**.
6. ✓ The Committee requests a personal statement describing your major educational accomplishments and the specific leadership and management skills you can bring to the superintendency of the Berlin-Boylston Public School District. Berlin-Boylston

All application documents listed above must be received in the MASC office on or before **April 4, 2025** at 3:00pm.

Please note: MASC does not maintain an applicant file for use in future searches.
A new application and application materials listed are required for each search.

I understand that my application will become public information.

Signature Karen Dwyer Date 4/3/25

Send all information to:

Berlin-Boylston Public Schools Search
c/o Tracy Novick
MASC
One McKinley Square
Boston, Massachusetts 02109
Telephone: (617) 523 – 8454
FAX: (617) 702 – 4111

Email all information to Ann-marie Martin: amartin@masc.org

For further information please contact Tracy Novick at tnovick@masc.org (508-579-5472)
Please do not contact school committee members or members of the school administration.

Karen Dwyer, Ed.D.

Innovative Senior Leader | Experienced Collaborative Educator | Curious Lifelong Learner
Greater Boston | [redacted]

CAREER PROFILE

Innovative leader with expertise in data analysis that drives operations and student success. Collaborative professional with extensive experience coaching and mentoring teams to increase employee engagement and ensure accountability. Relationship builder creating bridges across organizations and in communities. Deeply committed to diversity, social equity, and inclusion.

EDUCATION

Boston University | Boston, MA
Doctorate in Literacy (Ed.D.), Language, and Cultural Studies

Harvard University | Cambridge, MA
Master of Education (M.Ed.) in Reading and Language

Tufts University | Medford, MA
Master of Arts in Teaching (MAT), Concentration in English
Bachelor of Arts (B.A.) degree in English

ADMINISTRATIVE EXPERIENCE

Uxbridge Public Schools | Uxbridge, MA
Interim Superintendent **January, 2025-Present**

- Developed and presented budget for FY26 that was approved by the School Committee
- Manage budget for FY25 to allocate resources that support student achievement goals
- Collaborating with community stakeholders to ensure support for the FY26 district budget
- Implementing comprehensive professional development program for principals that is focused on creating consistent district-wide standards for teacher observations and evaluations
- Establishing clear "look-fors" and shared vocabulary to ensure evaluation consistency
- Developing framework to align principal expectations across all schools in the district

Assistant Superintendent **August 2021 - Present** Lead several hundred faculty and staff in a 1600 student school district

- Work collaboratively with the Superintendent of School to assist in overall leadership and management of school system
- Lead a team of educators to achieve substantial improvements in student outcomes through implementation of high quality curriculum, professional development and analysis of data
- Collaborate with the Superintendent and Leadership Team to create annual goals for the district, school or program in district improvement plans
- Developed continuity and coherence of curriculum K-7
- Report to School Committee monthly concerning teaching, learning and curriculum
- Work with the Director of Finance, Superintendent and all leadership parties to develop budget
- Developing culture to evaluate and analyze student achievement and analyze data to determine the effectiveness of curriculum, instruction and programs in grades Prek-12. Direct the process of curriculum development from piloting a program to approval by the School Committee
- Taught a graduate course with Director of Technology on Best Practices in Literacy, Digital Literacy and AI for Uxbridge staff
- Guide the leadership team to develop, implement and review comprehensive assessment procedures
- Lead the district's professional development for the district, working with the principals, academic coaches and Teacher

Leaders as well as establish the schedule for professional development

- Lead the principals' and coaches' discussions about quality instruction and understanding of gaps in curriculum alignment and rigor with the state standards.
- Responsible for new Teacher Induction Program monthly and co-teach, with Assistant Superintendents from other districts, the mentor program for the second and third year teachers in their respective cohorts.
- Work cooperatively with the Superintendent, business manager and principals to develop a coherent budget for the district.
- Coordinate the ELL program
- Research, write and manage grants for Title I, IIA, IV, as well as the ESSER grants, and the many other grants such as SELIS, HQIM, Accelerated Math, and Investigating History.

Summer Street School | Lynnfield Public Schools | Lynnfield, MA
Principal **July 2018 - August, 2021** Lead a 400+ student school, including the recruitment and development of 70+ high-quality professional staff and management of the operating budget

- Developed and implemented annual School Improvement Plan and collaborated with the district leadership team to produce the District Improvement Plan
- Created the school-based Diversity Committee for staff and parents (2019-2021)
- Participated in the newly created district Diversity and Equity Committee (2020-2021)
- Evaluated 40+ unionized teachers using the Massachusetts Teacher Evaluation system
- Developed budget for the school, collaborating with all teachers to ensure fairness
- Facilitated quarterly data meetings for grades K-4
- Planned and implemented monthly professional development opportunities for teachers, including Leveraging Technology, Online Learning, Curriculum Development, Social-Emotional Resources, and Diversity and Equity Training • Strengthened student learning through meaningful partnerships (Graduation Ceremony, Halloween Fest, and Parent Information Nights) with PTO, town departments (Planning Board, Recreation, Public Safety), and local media
- Delivered quarterly presentations and updates to School Committee on topics including MCAS results, and the School Improvement Plan

Blanchard Memorial School | Acton-Boxborough Regional Schools | Boxborough, MA
Assistant Principal **September 2011 - June 2018** Built, implemented, and assessed a strategic plan focused on school-wide intervention, review, and enrichment and as the Coordinator of Massachusetts Tiered System of Support (MTSS)

- Evaluated 60+ unionized teachers utilizing the Massachusetts Teacher Evaluation system
- Launched an annual *Literacy Night* for parents and students to promote reading
- Determined appropriate needs of students by analyzing monthly ELA, math, and writing data
- Increased MCAS writing scores in each category (proficient and exemplary) by identifying strengths and weaknesses in ELA writing as the Director of Reading/English Language Arts
- Served as a lecturer for a graduate-level course on assessment and workshops on Scaffolding Literacy, and Writing
- Delivered monthly presentations and updates to School Committee
- Awarded the *Goldin Foundation for Excellence in Education*

The Woodward School | Quincy, MA
Dean of Academics **September 1997 - June 1998** Promoted from Literacy Specialist to manage all curriculum, faculty professional development, and evaluation • Orchestrated a school-wide book reading to educate students on health issues

- Led monthly faculty development workshops on literacy, assessment, and employee wellbeing
- Coordinated monthly parent workshops for struggling learners

TEACHING AND CURRICULUM DESIGN EXPERIENCE

Parker Middle School | Chelmsford, MA
Literacy Specialist **September 2003 - August, 2011** Taught, redesigned curriculum, and conducted assessments for classes in the Literacy Support Program • Increased student achievement by 1.5 to 2 grade levels by creating a comprehensive intervention

Curry College | Milton, MA
Senior Lecturer **September 1996 - July 2003**

- Taught, created, and improved graduate-level classes, including Redesigning Assessment, Improving Literacy Instruction, and Literature for Children and Adolescents.
- Served as a thesis advisor to graduate students and supervisor of student teachers (Pre-K through 12th grade)

The Woodward School | Quincy, MA
Literacy Specialist **September 1994 - June 1996**

Thayer Academy | Braintree, MA
English Teacher **September 1991 - June 1993**

PROFESSIONAL AFFILIATIONS

LSDO-Local Staff Development Opportunties-2021-present
Consortium of public school district to provide professional development
Blackstone Valley Curriculum Consortium-2021-present
Consortium of public school district to provide professional development
Principal Advisory Cabinet, Massachusetts Department of Elementary and Secondary Education 2017-2019

COMMUNITY ENGAGEMENT

Alumni Board, Boston University **2008 - 2011**
Board of Directors, Woodward School for Girls **1997 - 1999**

Massachusetts Department of
Elementary & Secondary Education

Inquiry - Activity Details

Karen H. Dwyer-Tower [redacted]

Activity Type: **Licensure**

Credential: **Superintendent/Assistant Superintendent, All Levels, Initial**

Requirements

close

[redacted]

Boston University Transcript

Boston University
Office of the University Registrar
881 Commonwealth Avenue
Boston, Massachusetts 02215

STUDENT NAME	IDENTIFICATION NUMBER	DATE OF BIRTH	SEX
Dwyer-Tower, Karen Hunt	[redacted]		F

DEGREE AWARDED

Doctor of Education
Major: Developmental Studies
September 25, 2007

COURSES	TITLE	CREDIT	GRADE	HONOR POINTS	GPA SEM	GPA CUM
	FALL 1999					
ADMITTED to School of Education						
Doctor of Education						
SED ED703	IN HST CON TRAD	4.0	B+	13.2		
SED LS690	CONTEXTS FR LIT	4.0	B+	13.2	3.30	3.30
	SPRING 2000					
SED DC900	IND STUDY	4.0	A	16.0		
SED ED702	IN HST DEV LFSP	4.0	A-	14.8		
SED LS761	LIT PROC:WRITNG	4.0	B+	13.2	3.67	3.52
	SUMMER I 2000					
SED LS626S	INT ED: THE&MTH	4.0	B+	13.2	3.30	3.48
	SUMMER II 2000					
SED DC900S	INDEPENDENT STD	4.0	A	16.0		
SED LS658S	SEC LNG ACQ	4.0	A	16.0	4.00	3.61
	FALL 2000					
SED LS780	PROCESS OF READ	4.0	A-	14.8	3.70	3.62
	SPRING 2001					
SED RS650	FND EDU INQUIRY	4.0	B	12.0	3.00	3.56
	FALL 2001					
SED LS750	COG DEVEL&LANG	4.0	B+	13.2	3.30	3.54
	SPRING 2002					
CAS MA684	MULTIVAR ANALYS	4.0	B	12.0	3.00	3.49
	FALL 2002					
SED RS652	QUALIT RES METH	4.0	A-	14.8	3.70	3.51

BASIS OF ADMISSION

Harvard University
Cambridge, MA
Master of Education

Tufts University
Medford, MA
Bachelor of Arts

COURSES	TITLE	CREDIT	GRADE	HONOR POINTS	GPA SEM	GPA CUM
	SUMMER I 2004					
SED DC900S	INDEPENDENT STD	3.0	I	0.0		
	FALL 2004					
SED DC900	INDEPENDENT STD	3.0	A	12.0	4.00	3.53
	SPRING 2005					
SED DC900	INDEPENDENT STD	3.0	A	12.0	4.00	3.56
	SPRING 2006					
SED LC900	INDEPENDENT STD	3.0	I	0.0		
	FALL 2006					
SED LC999	DISSERTATION AD	3.0	J	0.0		
	SPRING 2007					
SED LC999	DISSERTATION AD	3.0	J	0.0		

Cumulative Credits Earned : 58.0
Cumulative Grade Point Average: 3.56

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Issued in a signed and sealed envelope

1974 Family Educational Rights and Privacy Act Information

The information contained on this transcript is not subject to redisclosure to any other party without the expressed written consent of the student or his/her legal representative. It is understood this information will be used only by the officers, employees, and agents of your institution in the normal performance of their duties. This information should be destroyed once its need has been fulfilled.

transcript is not valid without the signature of the authorized official and the embossed seal of the University, and the student's photograph. Additional security features include a hologram on the front and a warning statement on the back. No erasures or any other alterations are permitted.

Florence Berger
University Registrar

November 29, 2023

Dear Search Committee Members -

This letter is written on behalf of Dr. Karen Dwyer in support of her candidacy for the position of Interim Superintendent of Schools. In my role as Superintendent for the Uxbridge Public Schools, I was fortunate to have had the opportunity to work with Karen in her capacity as Assistant Superintendent of Schools. During that time period, she served expertly with the primary focus of leading several hundred faculty and staff working collaboratively to advance the academic, social and emotional development of nearly 1,700 students.

Karen is an exceptional leader! I have had the privilege of serving with some of the best education, corporate and military leaders; Karen stands atop these accomplished leaders and I cannot overstate the strength of her leadership acumen. While she excelled in her primary responsibilities of curriculum, instruction and assessment, she also demonstrated depth and capacity in other core areas required of successful Superintendents. She is an essential leader in the execution of the strategic plan, union relationships, annual budget planning and led the team in navigating the challenges of the COVID pandemic. She remains an excellent partner of the school committee and her expertise is consistently leveraged during school and community engagements.

Karen is viewed as the consummate professional; a leader who sets high standards for herself and others. She places students' success and well-being at the core of her decision making. She is skillful at navigating the most complex situations, in large part because she operates with a high degree of commitment, fairness, and open-mindedness. When you factor in her strong organizational and conflict-resolution skills, it is no surprise that Karen has earned the reputation as a trustworthy, caring, committed transformational senior administrator.

Underlying her skills and extensive leadership experience are additional qualities that I observed in her every single day: a deep sense of responsibility to colleagues, the entire school community, and family; an unparalleled commitment to excellence; and a personal integrity that cannot be shaken.

I wholeheartedly recommend Dr. Dwyer for the position and I am confident she is the leader you seek to assist in the advancement of student growth. I would welcome a conversation should you need additional information on her candidacy.

Respectfully,

PJ Dillon

CAPT Patrick J. Dillon, Ed. D. (USCGR Ret.)
VP of Student Services
Dean of Students/Commandant of Cadets
Massachusetts Maritime Academy
[redacted]

November 28, 2023

To whom it may concern,

I write this letter on behalf of Dr. Karen Dwyer, a strong and inspirational leader, whom I have come to know and admire in our three years together in Uxbridge Public Schools. Dr. Dwyer has served as the Assistant Superintendent in Uxbridge and has proven herself an exceptional, effective educational leader while also demonstrating unwavering dedication, patience, and kindness in her role.

One of Dr. Dwyer's greatest strengths is her open-mindedness, particularly in regards to the visions and ideas of others. Truly brilliant and visionary in her own right, Dr. Dwyer offers her own wealth of knowledge and experience while also seeking and encouraging input from others. Dr. Dwyer knows when to lead from the top down, but also strategically adopts a collaborative approach whenever possible. This has resulted in innovative solutions in Uxbridge, combined with a sense of shared ownership and responsibility by those on her team.

Dr. Dwyer has made exceptional contributions to Uxbridge and has accomplished a lot in a short amount of time. She entered a district plagued by administrative turnover and has remained steadfast in her commitment to equity and achievement since day one. She quickly identified instructional practices and professional development as areas where she could have the largest impact on student achievement and set to work implementing solutions that complemented her vision. In the past three years, Dr. Dwyer has secured a number of grants and professional development opportunities for our staff including (but not limited to): Investigating History, Illustrative Math, Culturally Responsive Teaching and Learning, MTSS, Family and Community Partnerships, and the SELIS grant for social-emotional learning. Moreover, Dr. Dwyer has implemented a number of curriculum changes to target student achievement. Notably among these is the district adoption and implementation of the iReady assessment platform for Math and ELA in grades K-8.

Dr. Dwyer shows a strong personal commitment to equity and student achievement in Uxbridge. In addition to securing all of the grants and providing the professional development I previously referred to, Dr. Dwyer has also committed herself to co-teaching a graduate level course rooted in equity and literacy best practices for teachers in Uxbridge. We have partnered with MassCUE to include professional development focused on equity to encourage teachers in the course to evaluate and revise the curriculum with an equity lens. Teaching this course added a significant amount of work to her already heavy workload, but further demonstrates her willingness to personally contribute her knowledge and expertise to the students and teachers she serves.

On a personal level, I owe a great deal to Dr. Dwyer's ability to identify and nurture potential in others. She is the first to encourage others to reach their full potential and to place people she sees as promising in positions to exercise their vision. I first started working with Dr. Dwyer as the Technology Integration Specialist in Uxbridge; however, upon the resignation of the Director of Technology, Dr. Dwyer encouraged me to apply for the position and recommended me to the Superintendent for the role. During my time in this role, Dr. Dwyer has supported the ed tech vision I have for this district; she has been my mentor, my friend, and my sounding board for every moment of growth on my journey into administration. She has carved out time in her schedule, has taken late night phone calls, has collaborated with me on multiple projects, and has taught me the ins and outs of how to navigate the educational system. In this time, I have grown to truly love and respect her. She is the type of leader I aspire to become. Any district would be fortunate to have her on their leadership team.

If you have any further questions, or would like to know more about Dr. Dwyer's character and qualifications, please feel free to contact me at your convenience. I am honored to speak on her behalf and to recommend her for such a vital role in education.

Warm regards,



Jessica Brittingham
Director of Technology and Digital Learning
Uxbridge Public Schools
MassCUE Board of Directors

DAMSA

ADVANCED MATH & SCIENCE ACADEMY

INTEGRITY EXCELLENCE COMMUNITY

Phone: 508-597-2400

Fax: 508-597-2499 Web: www.amsacs.org 201 Forest Street, Marlborough, MA 01752

Dear Hiring Committee,

I am writing to enthusiastically recommend Dr. Karen Dwyer for the Interim Superintendent position within your organization. As the Executive Director of AMSA, I have had the privilege of working closely with Dr. Dwyer for three years in several capacities, and I am consistently impressed with her exceptional skills, dedication, and passion for improving education. For a time, I served as the chair of the Uxbridge School Committee and served as Karen's supervisor; more recently, I am proud to call her my colleague.

One of Karen's standout qualities is her extensive experience in curriculum development. Having served as the Assistant Superintendent for the Uxbridge Public Schools, she played a pivotal role in designing and implementing innovative curriculum strategies. Karen demonstrated a keen understanding of educational principles and the ability to tailor curriculum to meet the diverse needs of students. This expertise significantly improved academic programs K-12 under her guidance.

Karen has a remarkable track record of enhancing academic performance in a struggling Uxbridge District. Through her strategic initiatives and hands-on approach, she successfully elevated student outcomes across various academic metrics and across grade levels.

Karen has a unique ability to identify areas of improvement, implement targeted interventions, and measure the impact of these efforts. This results-driven approach aligns perfectly with the requirements of the leadership position s is pursuing. Equally important is Karen's exceptional collaboration skills. She has consistently fostered a culture of teamwork and open communication, earning the respect and admiration of all staff. Whether leading professional development sessions, facilitating collaborative projects, or liaising with other departments, Karen has consistently demonstrated a collaborative spirit that enhances the overall effectiveness of our educational programs.

In addition to her professional accomplishments, Karen possesses excellent interpersonal skills, a strong work ethic, and a passion for fostering a positive and inclusive learning environment. She is adept at building solid relationships with colleagues, students, and parents, creating a supportive community that values education and growth.

I do not doubt that Karen will bring the same commitment, expertise, and leadership to your organization. She is a qualified professional and an individual of high integrity and ethical standards.

I wholeheartedly recommend Dr. Karen Dwyer for the leadership position within your system. If you have any further questions or require additional information, please feel free to contact me at [redacted]. Thank you for considering Dr. Dwyer for this vital role. I am confident that she will make significant contributions to your organization.

Sincerely,

Lisa C.Mobley, Ed.D

Lisa C. Mobley
Executive Director AMSA
Former Uxbridge School Committee Member/Chair

April 1, 2025

Dear Members of the Search Committee,

I am writing to express my interest in the position of Interim Superintendent for the Berlin-Boylston Public Schools. With my successful experience as Interim Superintendent in Uxbridge, where I have effectively managed budgets, supported educational initiatives, and collaborated with diverse stakeholders, I can provide stable leadership during this transitional period for your district.

I understand that transitions create uncertainty. Parents worry about their children's continued academic progress, while staff members are concerned about the continuity of their important initiatives. I view the role of Interim Superintendent as one who creates stability by actively listening to stakeholder concerns, learning about community priorities, and helping to articulate the shared values that will guide the selection of your next permanent superintendent.

In my current role as Interim Superintendent in Uxbridge, I have demonstrated strong operational leadership by:

- Successfully developing and securing School Committee approval for the FY26 budget
- Strategically managing the FY25 budget to maximize resources for student achievement
- Building community support for district funding through transparent communication and collaboration

Perhaps most importantly, I have established trust with the School Committee during a challenging period when Uxbridge has been under public scrutiny. For nearly four years, I have provided the steady, reliable leadership the district needed. When faced with divided opinions, I work individually with committee members to find common ground and determine constructive paths forward. While committee members may not always agree, I ensure every voice is heard and valued in our decision-making process.

In reading about Berlin-Boylston Regional School District, I am struck by the shared experiences that I have had in both Uxbridge Public Schools and Acton-Boxborough Regional School District. Berlin-Boylston Regional School District and Uxbridge Public Schools are both small districts who have had to manage turnovers in financial directors as well as Superintendents. In addition, the regionalization of your district is still fairly new. I understand the sensitivity of regional districts from my work in Acton-Boxborough. I was an administrator in Boxborough when the elementary school finally merged with

Acton-Boxborough (6-12) to form a Pk-12 partnership. Boxborough took an enormous pride in their one school and giving up control of their beloved school took a great deal of respect and care by both communities. I will bring that knowledge and respect for the individual towns' values and process of deliberating school budgets as well as the ability to step into a critical situation with integrity and trust.

I am excited about the opportunity to bring my experience and commitment to educational excellence to Berlin-Boylston Regional School District. I look forward to partnering with your School Committee, district staff, and community stakeholders to maintain momentum and foster an environment where every student can thrive during this important transition.

Sincerely,

Karen Dwyer, Ed.D.