

NOTICE

**Dover-Sherborn Regional School Committee
Dover School Committee
Sherborn School Committee
Dover Sherborn Union #50 Superintendency Committee**

Meeting
Tuesday, September 12, 2023
6:30 PM
DS Middle School Library

AGENDA

1. Call to Order
2. Community Comments
Zoom link (for Community Comments only):
<https://us02web.zoom.us/j/85678011650?pwd=b1FJZ2k5NjBXbWlrSWFtNE9KM2tnZz09>
3. School Committee Norms **A.R.**
4. Superintendent's Update
5. District Strategy Presentation **A.R.**
6. District & Superintendent Goals **A.R.**
7. Consent Agenda **A.R.**
 - Substitute Rates
 - June 13, 2023 Minutes
8. Communications
 - Enrollment update for Extended Day Programs
9. Adjourn

*Note: The listings of matters are those reasonably anticipated by the Chair, which may be discussed at the meeting.
Not all items listed may, in fact, be discussed and other items not listed may also be raised for discussion to the extent permitted by law.*

The Public Schools of Dover and Sherborn do not discriminate on the basis of age, race, color, sex/gender, gender identity, religion, national origin, sexual orientation, disability, or homelessness.

DOVER, SHERBORN, AND DOVER SHERBORN REGIONAL SCHOOL COMMITTEES PROTOCOLS & NORMS

Adopted January 18, 2022

For the purpose of effective governance and enhancing teamwork among members of the School Committees and between the School Committees and the administration, we, the members of the Dover, Sherborn, and Dover Sherborn Regional School Committees collectively and individually adopt the following operating protocols and norms:

- The School Committees will represent the needs and interests of all students in the Districts and will establish a vision, create policies, allocate budgets, and assure accountability to sustain continuous improvement in student achievement and well-being. We will dedicate ourselves to seeking and supporting thoughtful solutions that put students first, and that foster our districts' dedication to inclusive excellence.
- We will operate transparently and respectfully, and we will make every effort to ensure that Committee meetings are effective and efficient. We will come to each meeting prepared to engage in thoughtful discussion, having read and digested materials prior to the meeting, and ready to render action where required.
- We agree that discussion will be limited to the agenda, and time will be dedicated during each meeting to designate future agenda topics.
- We will base our decisions upon facts and data, avoid bias (as defined in Policy Manual § ACAS), vote our convictions, and uphold and support the decisions of the majority of the Committee once a decision is made.
- We acknowledge that it is the responsibility of the Superintendent to manage the day-to-day operations of the districts and to oversee the hiring, evaluation, and handling of personnel matters; it is our responsibility to evaluate the Superintendent's effectiveness in these areas and in carrying out the vision identified by the School Committees.
- We will channel requests for information, reports, and data through the Superintendent and Chair, rather than directly to staff. Where appropriate or necessary, further action or response will be coordinated between the Superintendent and Chair in a reasonably timely manner. In turn, it is our expectation that the Superintendent will ensure each member has equal access to information in a timely manner.
- We acknowledge that School Committee meetings are held in public. We will welcome community members to attend our meetings and to participate during public comment.
- We will encourage debate and different points of view, speak with care and respect, and treat administration, staff, community members, and each other with dignity. We will maintain collegiality and respect even and especially in times of disagreement.
- We will lead by example and work to build trust among and between Committee members, administration, staff, and the community.
- We will maintain the confidentiality of privileged or sensitive information and respect the Open Meeting Law.

- We recognize the importance of professional growth and development and agree to participate in experiences to further our knowledge and understanding and to advance the work of our schools.
- We commit to annual review of these protocols and norms, to honoring them, and to taking responsibility for reminding each other if we get off track.



The Public Schools of Dover & Sherborn

Joint Meeting of the School Committees
September 12, 2023

DS Leadership Retreat



August 14 & 15, 2023
The Garden at Elm Bank



Leadership Retreat

AGENDA

Monday AM



Purpose

"Why"

Monday PM



Strategy

"What"

Tuesday AM



Initiatives

"How"

Tuesday PM



Logistics

"When"

Leadership Retreat



OBJECTIVES

Community Building

Build a sense of community among team members.

Leadership

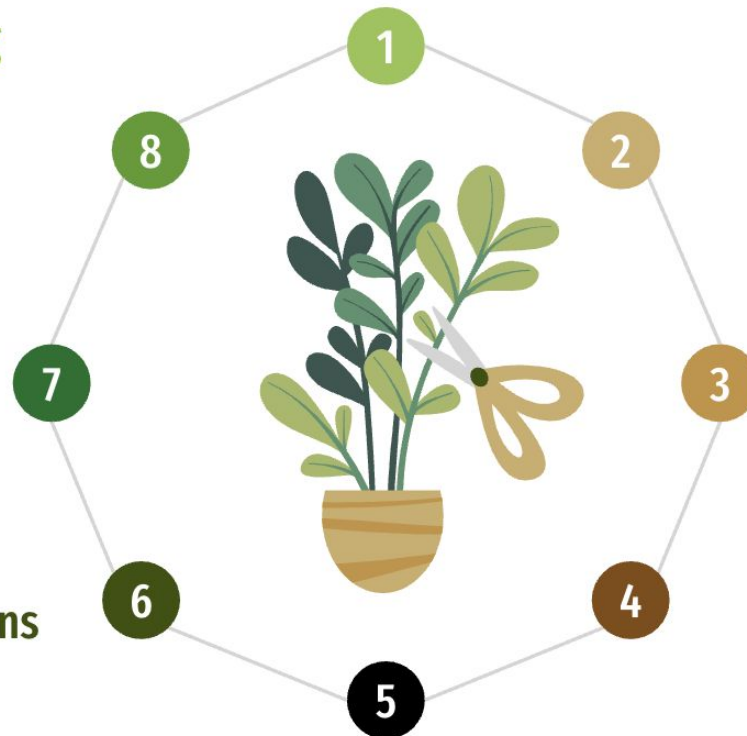
Share strategies for leading through difficult times.

District Strategy

Provide feedback on the draft District Strategy.

Norms & Expectations

Define school-based leadership norms and expectations.



Educator Goals

Review Best Practices and develop educator goals.

DEI in Action

Discuss the integration of DEI into everyday practice.

Communication

Refine communication strategies to ensure transparency.

Opening Days

Plan for a safe and supportive opening of school.



District Launch

Back to our roots.



District Launch



When you know your **WHY**,
your **WHAT** becomes more impactful.

Leadership Retreat



"Educating the mind without educating the heart is no education at all."

— Aristotle



Climb. Motivate. Invent. Give. Better. Inspire.
Act. Endorse. Change. Build. Publish.
Organize. Conduct. Lead. Elevate. Illuminate.
Champion. Model. Fill. Invite. Promote.
Defend. Spark. Implement. Nurture. Create.
Help. Sponsor. Comfort. Affirm. Humanize.
Listen. Improve. Enhance. Uplift. Care.
Liberate. Advocate. Teach. Develop. Love.
Mold. Lead. Persuade. Guide. Vote.
Construct. Facilitate. Inform. Serve. Restore.
Shelter. Write. Enhance. Voice. Nourish.
Preserve. Calm. Share. Understand. Forgive.
Encourage. March. Dignify. Converse.

WILLIAM BUTLER YEATS

*Education is not
the filling of a pail
but the lighting
of a fire.*

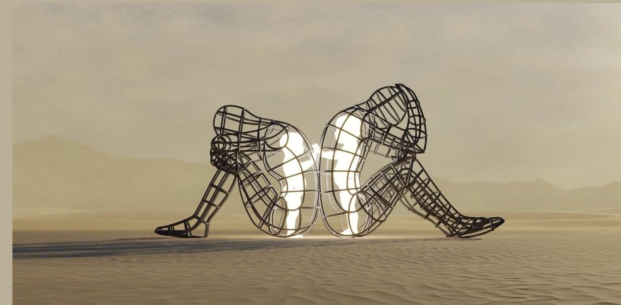


"WHAT THE EDUCATOR DOES IN TEACHING IS TO MAKE IT POSSIBLE FOR THE STUDENTS TO BECOME THEMSELVES" -PAULO FREIRE

"WE ARE WORKERS OF A FUTURE NOT OUR OWN" -ARCHBISHOP OSCAR ROMERO



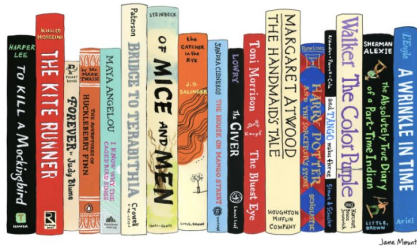
BACK TO OUR ROOTS...



District Launch



I teach because I want to help students develop the ability to think with empathy and nuance.

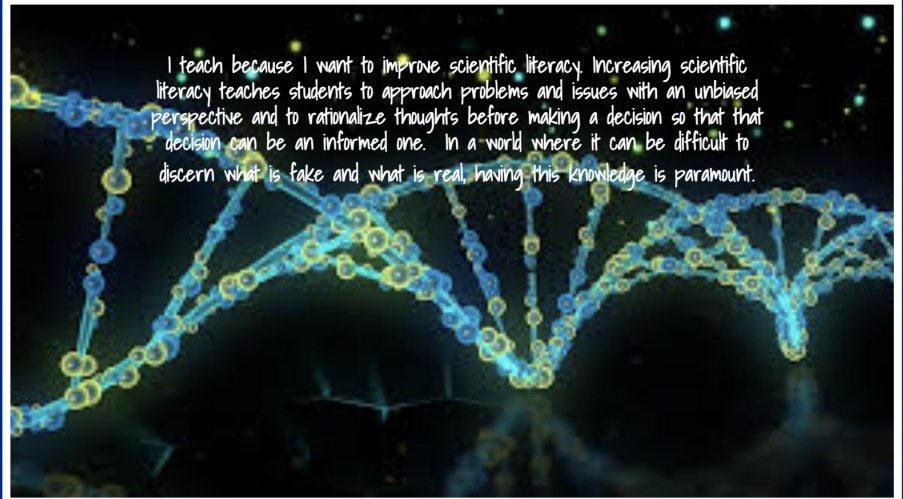


I teach because I value providing young people with opportunities to engage and collaborate with diverse perspectives to cultivate the future as global citizens.



Because people need to remember that sharing and creating art is essential to being a human being - to live, express, feel, cry, and connect. Everyone deserves a chance to feel what art can make you feel.

I teach because I want to improve scientific literacy. Increasing scientific literacy teaches students to approach problems and issues with an unbiased perspective and to rationalize thoughts before making a decision so that that decision can be an informed one. In a world where it can be difficult to discern what is fake and what is real, having this knowledge is paramount.



District Launch



To help students figure out their future road and encourage them to develop life skills needed to weather any conditions encountered.



I teach to build confidence in kids, so they are interested in taking the risks that help them to grow and thrive.



I teach to ignite the flames of curiosity and cross-cultural connection in young minds. I hope to empower students to embrace diversity, communicate across boundaries, and become lifelong learners who embrace the world with open hearts and minds.

"Wings to show you what you can become. Roots to remind you where you are from."



I teach to broaden children's world view and enhance the human experience.



District Launch



**If we want students to master the
Portrait of a Graduate competencies in order to
navigate a diverse, rapidly changing world,
what does that mean for **HOW** and **WHAT** we teach?**

Best Practices 2.0

- Get to know Best Practice list
- Create 'look fors' (teacher, student, task) for what the Best Practice looks like in action
- Compile a toolbox of learning experiences and strategies for each Best Practice



HOW do we teach?

Curriculum Audit

- Identify a high leverage point in the curriculum to continue the audit with for the 23-24 school year
- Carry out curriculum audit work
- Report back on progress and next steps June 2024

WHAT do we teach?



Revisiting the District's Roots



January

DEI - Belonging

February

DEI - Restorative Practices



May

DEI - Cultural Event

October

State of the Union

November

CS - Well-Balanced Student



March

PoG - Industry Panel

April

PoG - College Panel



District Launch



- **New Educators**

- 33 New Educators
- 12 Educational Assistants
- Other Roles

- **Professional Status**

Chickering	Pine Hill	Middle School	High School
Andrew McCorkle Devon Vanaria	Jenee Aguilar Amy Beigel Nikki Carter Allie Morey	Alyson Melucci Brigid Mullen-Richards Wendy Rush	Nicki Graziano

District Launch



- Celebrating Service

Chickering	Pine Hill	Middle School	High School
Kim Delaney - 20 Laura Driscoll - 20 Laurie Moran - 20 Keri Windsor - 20 Renee Grady - 25 Laurie Whitten - 30	Peter Gimblett - 20 Cindy Sidman - 30	Heidi Loando - 15 Veronica Moy - 15 Sandra Sammarco - 15 Donna Bedigan - 20 Mark Thompson - 20	Janice Barry - 15 Allison Collins - 15 Rick Grady - 15 Annemarie McCrave - 15 Mary Andrews - 20 Lindsay Li - 20 Bonnie Turco - 20 Josh Bridger - 25

District Priorities



- VISION FOR TEACHING & LEARNING

Establish a shared vision for teaching and learning that engages students as active learners in the development of skills depicted in the Dover-Sherborn Portrait of Graduate.

- STUDENT SENSE OF BELONGING

Nurture a positive school culture and strong sense of belonging as a means to improve academic and social-emotional outcomes for all students.

- TRANSPARENT COMMUNICATION

Refine communication strategies relative to district goals and practices as a means to increase transparency and build trust with families and the community.

Highlights from Summer



- Curriculum map revision (all grades)
- Math Differentiation (K-5)
- Revised ELA Units of Study (K-2)
- Interdisciplinary Connections (K-5)
- Makerspace Activities
- 8th grade Civics
- Science Fiction unit (6-8)
- Earth & Space Curriculum (6-8)
- Financial Literacy (9-12)
- Computer Science (9-12)
- Civics Project (9-12)
- Interdisciplinary Course (9-12)

August 22 Instructional Launch



Essential Questions:

- What is our purpose as educators?
- Why is now an important inflection point in time and what does this mean for education?
- What needs to happen in the classroom in order to fully actualize the Portrait of a Graduate competencies and prepare our students to be successful in a rapidly changing world?
- What is the instructional core and how can it function as a useful tool when thinking about our district's goals relating to teaching & learning?



August 22 Instructional Launch



If kids don't care about all of these assignments they have to do then of course they are going to use AI to do the assignments for them.

But...if they do care, then there is an opportunity for real, deep learning to happen.

If that is the goal, then let's focus on making learning as meaningful and relevant as possible when we have the ability to do so.

This change, just like any other hinge in history, is an opportunity to do something amazing.

"What Happens When Kids Care About Their Learning?" – AJ Juliani

Dover-Sherborn Public Schools

BEST PRACTICES



1 Relationships



Promote a climate of kindness and respect that prioritizes students' relationships with educators and peers in order to foster empathy, belonging and well-being.

2 Voice



Engage all students as active participants in meaningful learning by giving them a voice into what and how they learn.

3 Agency



Create opportunities for students to build their efficacy and agency by taking academic risks, challenging themselves and claiming ownership of their learning.

4 Relevance



Prioritize skills and content that allow students to apply their learning in relevant, authentic, and real-world contexts.

5 Equitable Access



Ensure all students are held to high expectations and have equitable access to a wide range of rigorous coursework and learning opportunities.

6 Critical Thinking



Develop students' abilities to examine information and ideas by thinking critically, asking questions, and analyzing perspective and bias.

7 Collaboration



Provide opportunities for cooperative learning, conferring, and civil discourse as a means to develop collaborative and interpersonal skills.

8 Individualization



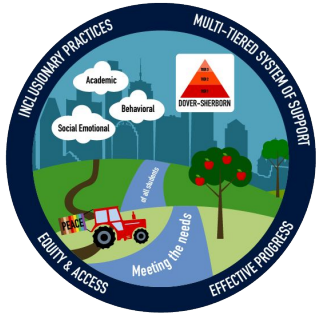
Utilize instructional practices that tailor learning to students' identities, experiences, prior knowledge, and learning styles, ensuring that all students are supported and challenged to meet their full potential.

9 Growth



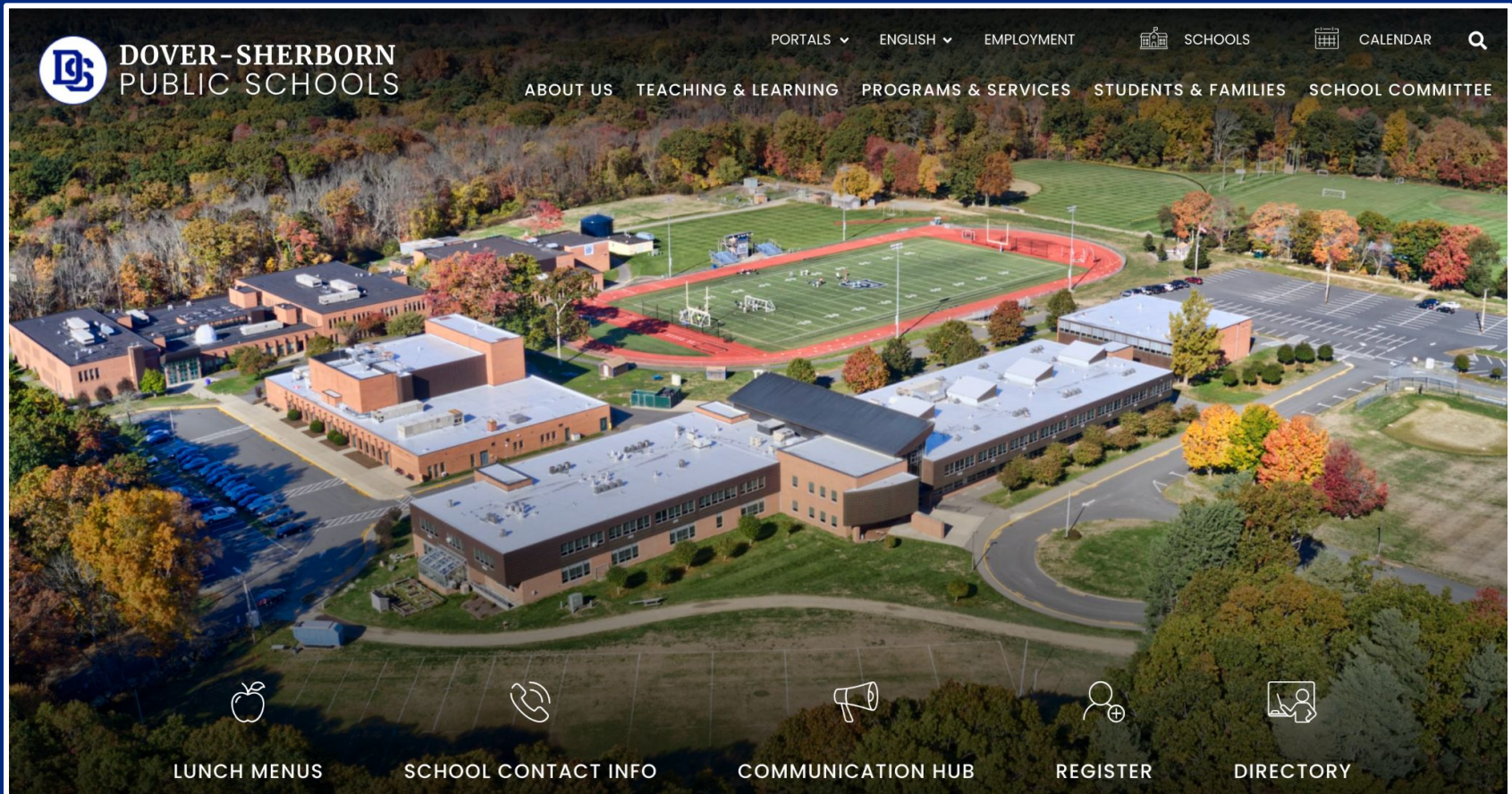
Offer students multiple opportunities and means to demonstrate their learning, reflect on their growth, and receive meaningful feedback from educators.

August 24 New Staff Orientation



Student Panel

New District Website



DOVER-SHERBORN
PUBLIC SCHOOLS

PORTALS ▾

ENGLISH ▾

EMPLOYMENT



SCHOOLS



CALENDAR



ABOUT US

TEACHING & LEARNING

PROGRAMS & SERVICES

STUDENTS & FAMILIES

SCHOOL COMMITTEE



LUNCH MENUS



SCHOOL CONTACT INFO



COMMUNICATION HUB



REGISTER



DIRECTORY

New District Website



DOVER-SHERBORN
PUBLIC SCHOOLS

PORTALS ▾

ENGLISH ▾

EMPLOYMENT



SCHOOLS



CALENDAR



ABOUT US

TEACHING & LEARNING

PROGRAMS & SERVICES

STUDENTS & FAMILIES

SCHOOL COMMITTEE

News

Events

Social

Sep
12

Regional SC
Mtg.

⌚ 5:30 PM - 6:30 PM
DSMS LIBRARY

[Read More](#)

Sep
12

Joint SC Mtg

⌚ 6:30 PM - 8:30 PM
DSMS LIBRARY

[Read More](#)

Sep
14

Middle School
Open House

⌚ 6:00 PM - 7:00 PM

[Read More](#)

Sep
19

Sherborn SC
Mtg.

⌚ 5:30 PM - 6:30 PM
SHERBORN TOWN
HALL

[Read More](#)



[LOAD MORE EVENTS](#)



[View all events](#)

New District Website



DOVER-SHERBORN
PUBLIC SCHOOLS

PORTALS ▾

ENGLISH ▾

EMPLOYMENT



SCHOOLS



CALENDAR

ABOUT US

TEACHING & LEARNING

PROGRAMS & SERVICES

STUDENTS & FAMILIES

SCHOOL COMMUNITY

News

Events

Social



www.doversherborn.org/#fs-panel-3937

New District Website



DOVER-SHERBORN
PUBLIC SCHOOLS

PORTALS ▾

ENGLISH ▾

EMPLOYMENT



SCHOOLS



CALENDAR



ABOUT US

TEACHING & LEARNING

PROGRAMS & SERVICES

STUDENTS & FAMILIES

SCHOOL COMMITTEE

2023-2024 Academic Calendar



Dover-Sherborn Academic Calendar

2023-2024

Elementary Schools: 7:50 AM - 2:15 PM
Middle/High Schools: 8:35 AM - 3:10 PM

2023

IMPORTANT DATES

AUGUST/SEPTEMBER						
S	M	T	W	T	F	S
27	28	29	30	31	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
(21 days)						

OCTOBER						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				
(21 days)						

NOVEMBER						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		
(18 days)						

DECEMBER						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						
(16 days)						

AUGUST

28	EDUCATORS' FIRST DAY
30	FIRST DAY OF SCHOOL GRADES 1-12
31	FIRST DAY OF PRE-K & KINDERGARTEN

SEPTEMBER

4	LABOR DAY - NO SCHOOL
20	EARLY RELEASE- ALL
25	YOM KIPPUR - NO SCHOOL

OCTOBER

9	INDIGENOUS PEOPLES' DAY - NO SCHOOL
18	EARLY RELEASE - ELEM & MIDDLE ONLY (CONFERENCES)
25	EARLY RELEASE - ELEM & MIDDLE ONLY (CONFERENCES)

NOVEMBER

1	EARLY RELEASE - ALL
10	VETERANS DAY (Observed) - NO SCHOOL
22	EARLY DISMISSAL - ALL
23-24	THANKSGIVING BREAK - NO SCHOOL
27	EDUCATOR PROF. DEVELOPMENT- NO SCHOOL for students

DECEMBER

25-29	DECEMBER BREAK - NO SCHOOL
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OTHER CALENDARS

All in One Calendar

(This calendar can be filtered to display the school(s) you would like to see)

Individual School Calendars

[Chickering](#)

[Pine Hill](#)











[Middle School](#)

[High School](#)

New District Website



Dover-Sherborn Communication Hub

			 MIDDLE SCHOOL	 HIGH SCHOOL
 @DS_Schools @DSteachlearn @DSFPArts	 @chickeringdover	 @pinehillschool	 @doversherbornms	 @doversherbornhs @DSRaidersSports
Superintendent's Communications Superintendent's Back to School Letter	Family Newsletter September 5, 2023 September 8, 2023	Pine Hill Post May 31, 2023 May 17, 2023	DSMS News September 8, 2023 June 14, 2023	Bi-Weekly Updates September 7, 2023 Bi-Weekly Updates Archives



Emergency Preparedness

- District-Wide Response Team Team
- School-Based Emergency Response Team
- Annual Training
 - Staff Training
 - Student Training
 - Evacuation/Fire Drill
 - Bus Evacuation
 - Shelter-in-Place
 - Lockdown



Extended Day Programs

- **Dover Extended Day**

- Enrolled: 99 students (5, 4, 3 day slots)
- Waitlisted: 10 (all new families)

- **Sherborn Extended Day**

- Enrolled: 90 students (all 5 day slots)
- Waitlisted: 19 (5 day slots, primarily new families); 16 (4 or 3 day slots)
- Enrollment up from 80 students in FY23
- Seeking addt'l staff to cover a few more 5 day families

Calendar Task Force



STUDENTS

- Shreya Atluri
- Iris Chen
- Frederic Courtin
- Anika Gupta
- Amber Nie
- Matt Rooney

EDUCATORS

- Beth Hecker
- Kelly Hodge
- Renee Grady
- Keith Kaplan
- Andrea Moran

PARENTS

- Marina Baklanova
- Fiona Hu
- Zahra Ishikawa
- Parag Tandon

ADMINISTRATORS

- Deb Reinemann
- Tracy Sockalosky

SCHOOL COMMITTEE

- Judi Miller
- Goli Sepehr
- Christine Walsh

Calendar Task Force



Timeline

- | | |
|------------------------------------|--|
| • May 23, 6:30 PM, Zoom | Outline process |
| • June 7, 6:30 PM, Zoom | Finalize community survey |
| • September 6, 6:30 PM, Zoom | Launch survey & conduct research |
| • October 4, 6:30 PM, MS Library | Review survey results & research |
| • November 1, 6:30 PM, MS Library | Develop proposals & gather feedback via feedback |
| • November 29, 6:30 PM, MS Library | Finalize proposal |
| • January 10, 6:30 PM, TBD | (Will meet if needed) |
| • January 30, 6:30 PM, MS Library | Present proposal to school committees |



Start Times Review

- Data will be collected via Aspen, Panorama & surveys
 - Sleep time
 - Academic achievement
 - Social-emotional wellness
 - Late arrivals/early dismissals
 - Student behavior
 - Involvement in after-school activities



Dover-Sherborn Public Schools
District Strategy
2023-2028

Joint Meeting of the School Committees
Tuesday, September 12, 2023

ENTRY PROCESS

01

LISTEN & LEARN

September - February

02

**DATA ANALYSIS
& FINDINGS**

March - April

03

**STRATEGY
DEVELOPMENT**

May - August

“A systematic and thoughtful exploration of the culture, strengths, challenges, hopes and aspirations of the school district, undertaken by a new leader, i.e., the Superintendent. The purpose of this process is to learn about the district through multiple venues and processes and develop a report sharing impressions and findings with stakeholders.”

- MASS New Superintendent Induction Program

COMMUNITY OUTREACH

INTERVIEWS (41)

- School & District Leaders (15)
- School Committee Members (15)
- Town Officials (3)
- Local Safety Officials (6)
- Union Leaders (2)

FOCUS GROUPS (22)

- Students (9)
- Educators (6)
- Parents/Community (7)

SURVEYS (355)

- Students (161)
- Educators (34)
- Parents/Community (160)

QUESTIONS

- What do you value most about the Dover-Sherborn Public Schools?
- What are the District's greatest strengths and assets?
- What challenges do we face as a school system and how might we address them?
- The District's mission is "to inspire, challenge and support all students." In what ways do we inspire, challenge and support students? In what ways might we improve?
- To what extent does our district ensure equity and inclusivity? How could we do better?
- What should education in the 21st century look like? What shifts and changes should we consider?
- How should we measure the success of our district?
- Is there anything else you would like to share?

KEY DOCUMENTS

CURRICULUM

- DS Portrait of a Graduate
- District and School Improvement Plans
- NEASC Report
- NYU Equity Audit Report
- Curriculum documents
- Academic Handbooks
- Student performance and outcome data
- Social-emotional survey data
- District Curriculum Accommodation Plan
- Student support plans
- Technology Plan
- Extracurricular offerings and involvement

MANAGEMENT & OPERATIONS

- District Organizational Chart
- Central Office Organizational Study
- Staffing assignments
- Financial documents
- Capital Improvement Plans
- Class size reports
- Enrollment projections
- Student and staff handbooks
- Coordinated Program Review
- Collective Bargaining Agreements
- Policy Manual
- Emergency Management Plans
- DESE reports

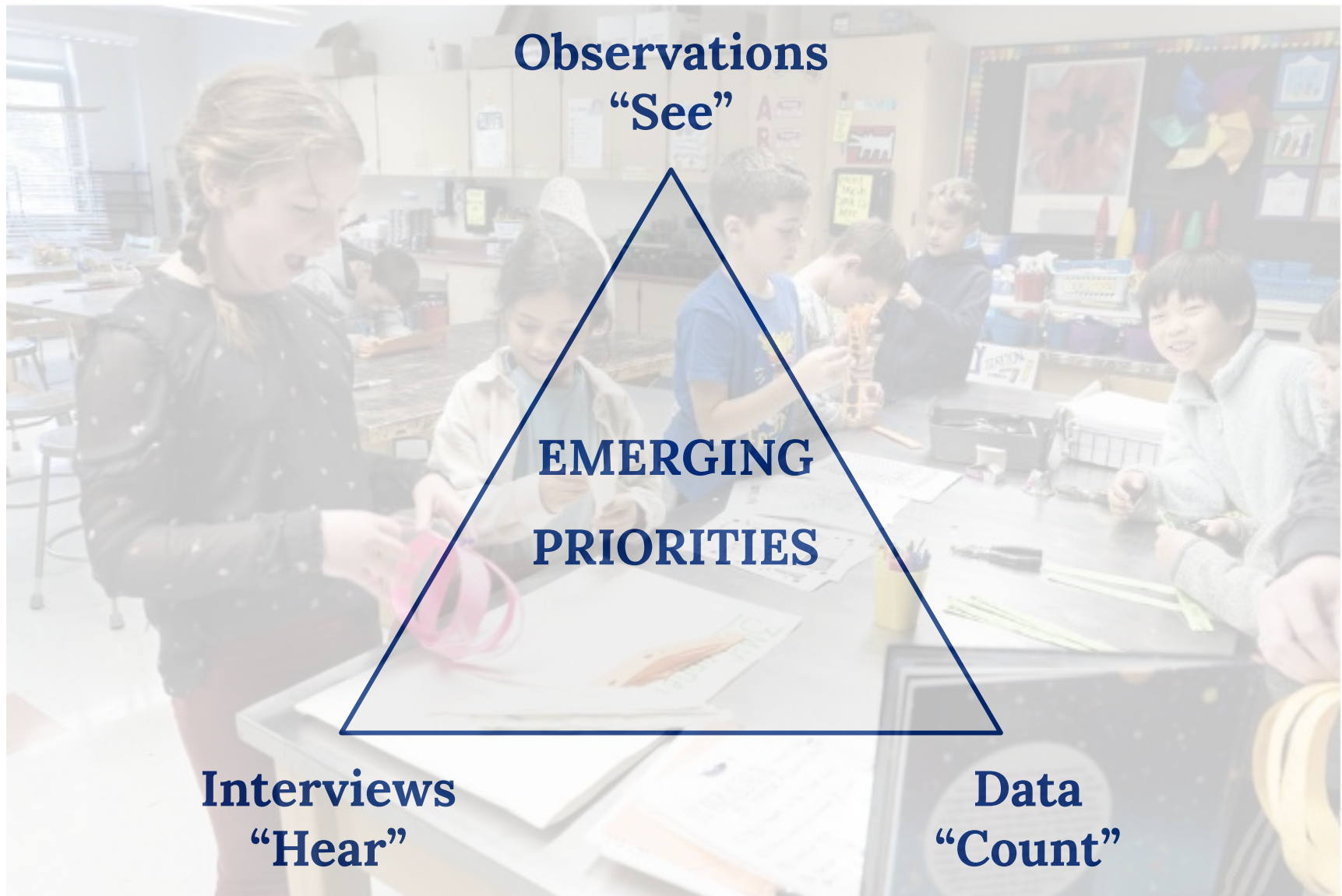
COMMUNITY ENGAGEMENT

- District website
- District and school publications
- Communication Survey results

PROFESSIONAL CULTURE

- Educator evaluations
- Culture and climate survey data
- Professional Development Plan
- Mentoring and Induction Handbook

Triangulation of Data



District Strengths



- Academic Excellence
- Community
- Educators & Staff
- Students
- Focus on Whole Child

"We moved here and most value the rigor of education that Dover Sherborn schools provides in preparing students for life beyond 12th grade."

-Chickering & High School Parent

"Our greatest assets are our students. We are also lucky to have parents who value education and support the schools."

- Chickering Educator

"The colleagues with whom I work are our greatest asset."

- Middle School Educator

"I think that DS should continue to promote well rounded students. Success should be measured not just by academic success, but also passion for a subject or career and intellectual curiosity."

- High School Student

EXCELLENCE & INNOVATION IN LEARNING



Maintain academic excellence and rigor while adapting practices to prepare graduates for success in a rapidly changing world.

STRENGTHS

- Portrait of a Graduate
- Enrichment & Resources
- Elementary Coaches
- Added High School Courses
- New Instructional Strategies
- Flexible Seating

AREAS FOR GROWTH

- Shared Vision for Learning
- Actualize Portrait of a Graduate
- Grading Practices
- Technology Plan
- School Schedules
- Alternative Pathways
- Learning Spaces

GUIDING QUESTIONS

- How do we design learning experiences to prepare students for a rapidly changing world?
- How can we build upon students' innate curiosity and foster a lifelong love of learning?
- How do we balance technology use with opportunities for student interaction & discourse?
- What types of spaces and schedules support 21st century learning?
- How can we partner with local agencies to expand opportunities for students?

CHALLENGE & SUPPORT ALL STUDENTS



Enhance programming to ensure all students are able to achieve their full potential within a supportive learning environment.

STRENGTHS

- Content Experts
- Relationships
- Whole Child
- Tiered Support
- English Learner Program
- Equity Audit Process
- Curriculum Review
- Technology Advancements

AREAS FOR GROWTH

- Curricular Alignment
- Access to Advanced Courses
- Meeting Range of Needs
- Sense of Belonging
- Tools to Address Incidents
- Restorative Practices
- Assumptions re: Wealth

GUIDING QUESTIONS

- How do we ensure all students have access to rigorous coursework and learning opportunities?
- How do we simultaneously support and challenge students below, at and above grade level?
- How do we measure success and hold ourselves accountable to the growth of all students?
- How do we promote a safe, supportive and inclusive learning environment?

PROFESSIONAL LEARNING & GROWTH



Expand opportunities for professional growth and collaboration among educators in support of the District's vision for teaching and learning.

STRENGTHS

- **Highly Skilled Educators**
- **Rich PD Opportunities**
- **Collaborative Culture**

AREAS FOR GROWTH

- **Instructional Support**
- **Identify PD Gaps**
- **Increase Collaboration Time**
- **Meaningful Evaluation Process**
- **Human Resource Position**

GUIDING QUESTIONS

- **What resources are needed to support 21st century practice across PK-12 classrooms?**
- **How can we increase collaboration and planning time for educators?**
- **How do we expand opportunities for reflection, dialogue and feedback in the evaluation process?**
- **How can we further diversify our faculty and staff?**
- **How do we sustain continuous improvement while maintaining a healthy work-life balance?**

FAMILY & COMMUNITY ENGAGEMENT



Engage families and community members in the strategic pursuit of a shared vision and mission.

STRENGTHS

- **Multiple Communications**
- **Community Forums**
- **New Website**

AREAS FOR GROWTH

- **Highlight Academics**
- **Access to Curricular Info**
- **School Calendar**
- **Participation in Events**
- **Communicate Goals**

GUIDING QUESTIONS

- **How can we better highlight the rich learning and academic experiences of our students?**
- **How can we improve communication to increase access to information for all families?**
- **How can we further promote civil and constructive discourse within the community?**

SAFE & SUSTAINABLE SPACES



Evaluate and update facilities to ensure safe, sufficient and sustainable spaces amidst a changing educational and environmental landscape.

STRENGTHS

- Well-Maintained Facilities
- Safety Updates
- Sustainability Efforts

AREAS FOR GROWTH

- Additional Safety Measures
- Availability of Space
- Pine Hill Infrastructure
- Regional Athletic Fields
- More Green Initiatives

GUIDING QUESTIONS

- How do we provide for the safety of our students and staff within buildings and across campuses?
- How can we increase space to meet the growing needs of our students and programs?
- How do we maintain, update and expand facilities within the financial means of the towns?
- What additional steps can be taken to support green infrastructure and sustainability?

District Strategy



01

LISTEN & LEARN

September - February

02

**DATA ANALYSIS
& FINDINGS**

March - April

03

**STRATEGY
DEVELOPMENT**

May - August

“A Strategy for District Improvement is a written set of prioritized and deliberate actions a district chooses to pursue in order to improve the academic and social-emotional skills of all students in the district.”

- MASS New Superintendent Induction Program

EXCELLENCE & INNOVATION IN LEARNING



Maintain academic excellence and rigor while adapting practices to prepare graduates for success in a rapidly changing world.

STRATEGIC INITIATIVES

- **Develop a district-wide vision for teaching and learning grounded in practices that promote the attainment of 21st century skills and competencies.**
- **Further actualize the District's Portrait of a Graduate including methods for classroom application and measures of student growth and mastery.**
- **Revise the curriculum to engage all students as active learners in relevant, standards-based content and resources.**
- **Identify a comprehensive set of data points to monitor student, school and District growth relative to established goals and benchmarks.**
- **Update the District's Technology Plan to support the development of students' digital and media literacy skills within a continuously evolving landscape.**

CHALLENGE & SUPPORT ALL STUDENTS



Enhance programming to ensure all students are able to achieve their full potential within a supportive learning environment.

STRATEGIC INITIATIVES

- Identify essential content and skills within each grade level and content area to ensure a rigorous continuum of learning for all students.
- Expand educators' repertoire of inclusive practices, including Universal Design for Learning, differentiation and co-teaching.
- Further establish a multi-tiered system (MTSS) of assessment tools, data structures and intervention programs to support and monitor student growth and achievement.
- Promote a positive school culture whereby all students feel valued and experience a strong sense of belonging.
- Clarify community expectations within and across buildings, integrating restorative practices as a means to promote reflection and repair.

PROFESSIONAL LEARNING & GROWTH



Expand opportunities for professional growth and collaboration among educators in support of the District's vision for teaching and learning.

STRATEGIC INITIATIVES

- **Examine the current leadership model to ensure adequate instructional support to achieve the District's vision for 21st century teaching and learning.**
- **Provide differentiated professional learning opportunities for educators to deepen knowledge and improve practice in priority areas.**
- **Strengthen the supervision and evaluation process to ensure constructive and targeted feedback for all staff relative to individual, school and district goals.**
- **Increase efforts to recruit, support and retain highly qualified diverse educators.**

FAMILY & COMMUNITY ENGAGEMENT



Engage families and community members in the strategic pursuit of a shared vision and mission.

STRATEGIC INITIATIVES

- Streamline platforms and practices to ensure timely, effective systems of communication between home and school.
- Maintain open and transparent dialogue relative to District goals and practices.
- Increase opportunities for all families to participate in school activities and community events.
- Enhance the METCO experience by expanding program opportunities and strengthening relationships between Dover, Sherborn and Boston families.

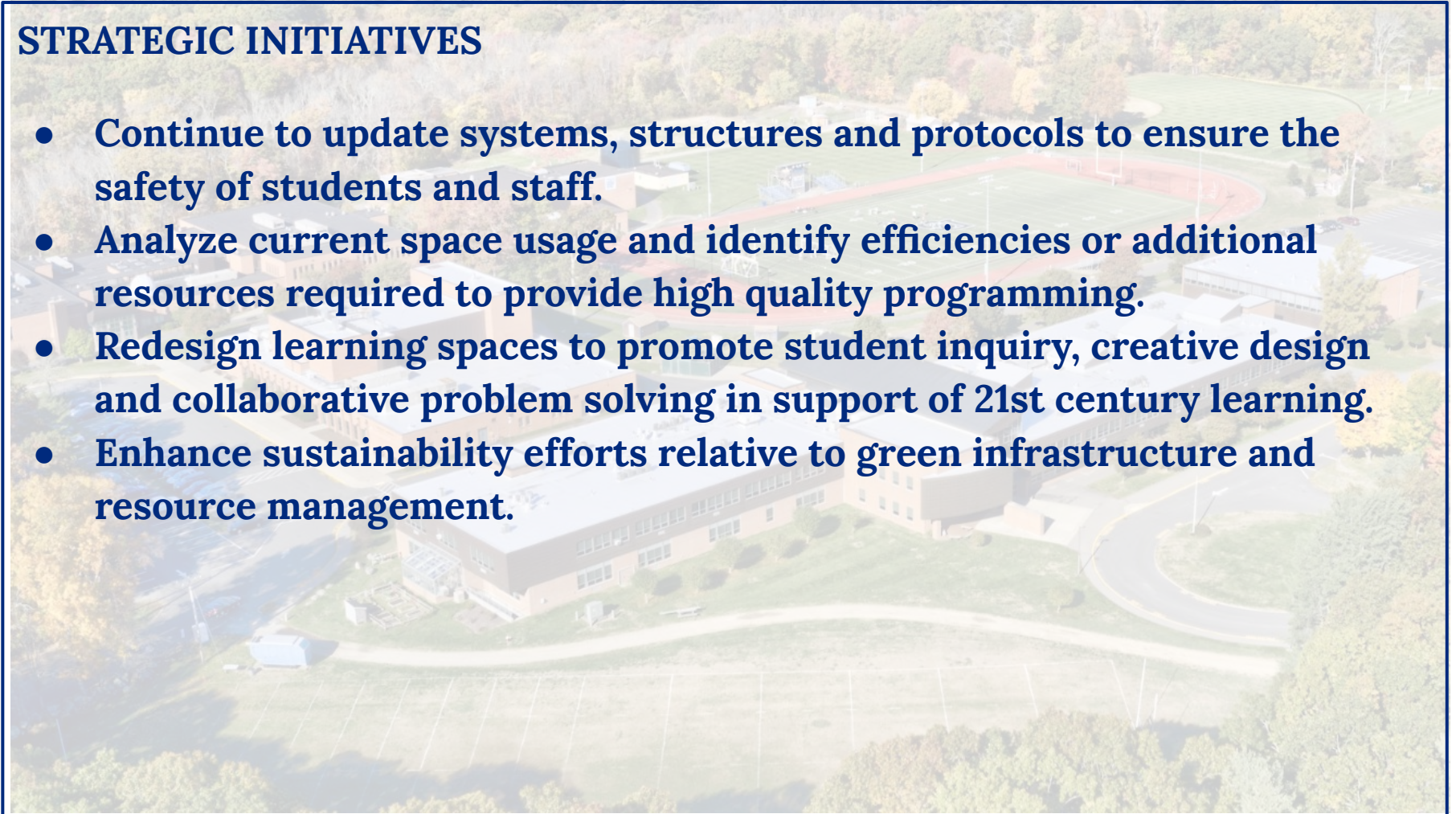
SAFE & SUSTAINABLE SPACES



Evaluate and update facilities to ensure safe, sufficient and sustainable spaces amidst a changing educational and environmental landscape.

STRATEGIC INITIATIVES

- Continue to update systems, structures and protocols to ensure the safety of students and staff.
- Analyze current space usage and identify efficiencies or additional resources required to provide high quality programming.
- Redesign learning spaces to promote student inquiry, creative design and collaborative problem solving in support of 21st century learning.
- Enhance sustainability efforts relative to green infrastructure and resource management.



DEI Roadmap



PROVIDING HIGH QUALITY INSTRUCTION		
	Goal	Financial Implications
Short Term	Conduct an audit to ensure the curriculum engages all students as active learners in meaningful, standards-aligned content by: 1) providing opportunities to explore topics and apply learning in relevant, authentic, and real-world contexts; 2) building on students' strengths, interests, backgrounds, and prior knowledge; 3) developing students' abilities to think critically, ask questions, and analyze sources. (DESE , DS Portrait of a Graduate)	Curriculum Materials Budget (no change)
	Research and use evidence-based instructional practices to provide all students opportunities, supports, and scaffolds for learning. (DESE)	NA
Midterm	Identify essential content/skills within each content area to ensure a rigorous K-12 continuum of learning accessible to all learners. (UDL & MTSS)	NA
	Expand educators' repertoire of inclusive practices , including co-teaching and small group instructional models that leverage special educators' expertise within the general education classroom.	Professional Development Budget (no change)
Long Term	Increase opportunities for educator collaboration across buildings to ensure a scaffolded approach to content and skill development for students.	NA
SETTING HIGH EXPECTATIONS		
	Goal	Financial Implications
Short Term	Further expand the definition of success to include multiple pathways to college, career and life opportunities. (Challenge Success)	NA
Midterm	Analyze student demographic data relative to course enrollment and levels to ensure all students have access to rigorous learning opportunities (i.e. multiple entry points, sections). (DESE)	NA
	Ensure all parents/caregivers have access to information (i.e. curricular expectations, academic programming and support systems, course level criteria, etc). (DESE)	NA
Long Term	Calibrate expectations across course levels (college prep, honors, AP) to ensure consistency of rigor, skill development, homework, etc.	NA
CREATING A POSITIVE SCHOOL CULTURE & CLIMATE		
	Goal	Financial Implications
	Build positive, caring relationships to ensure all students feel valued, respected, supported, and a sense of belonging in the school community. (DESE)	NA
	Provide students, educators and families with tools to promptly and safely address bullying and bias-based incidents (i.e. Stop It, Name It, Claim It).	Professional Development Budget (no change)

DEI Work Embedded



Excellence &
Innovation in
Learning

Challenge &
Support All
Students

Professional
Learning &
Growth

Family &
Community
Engagement

Safe &
Sustainable
Spaces



Engagement
Curriculum Audit
Relevance
Representation
Data Dashboard
Multiple Pathways

High Expectations
MTSS
Course Access
Grading Practices
Climate/Relationships
Restorative Practices
SEL Curriculum

Diversify Hiring
Prof Development
Affinity Groups
Exit Interviews
Collaboration

Access to Info
Calendar/Holidays
Incident Response
Community Events
Eliminate Barriers

Universal Access
Program Spaces
Flexible Seating

District Goals 2023-24



- **VISION FOR TEACHING & LEARNING**

Establish a shared vision for teaching and learning that engages students as active learners in the development of skills depicted in the Dover-Sherborn Portrait of Graduate.

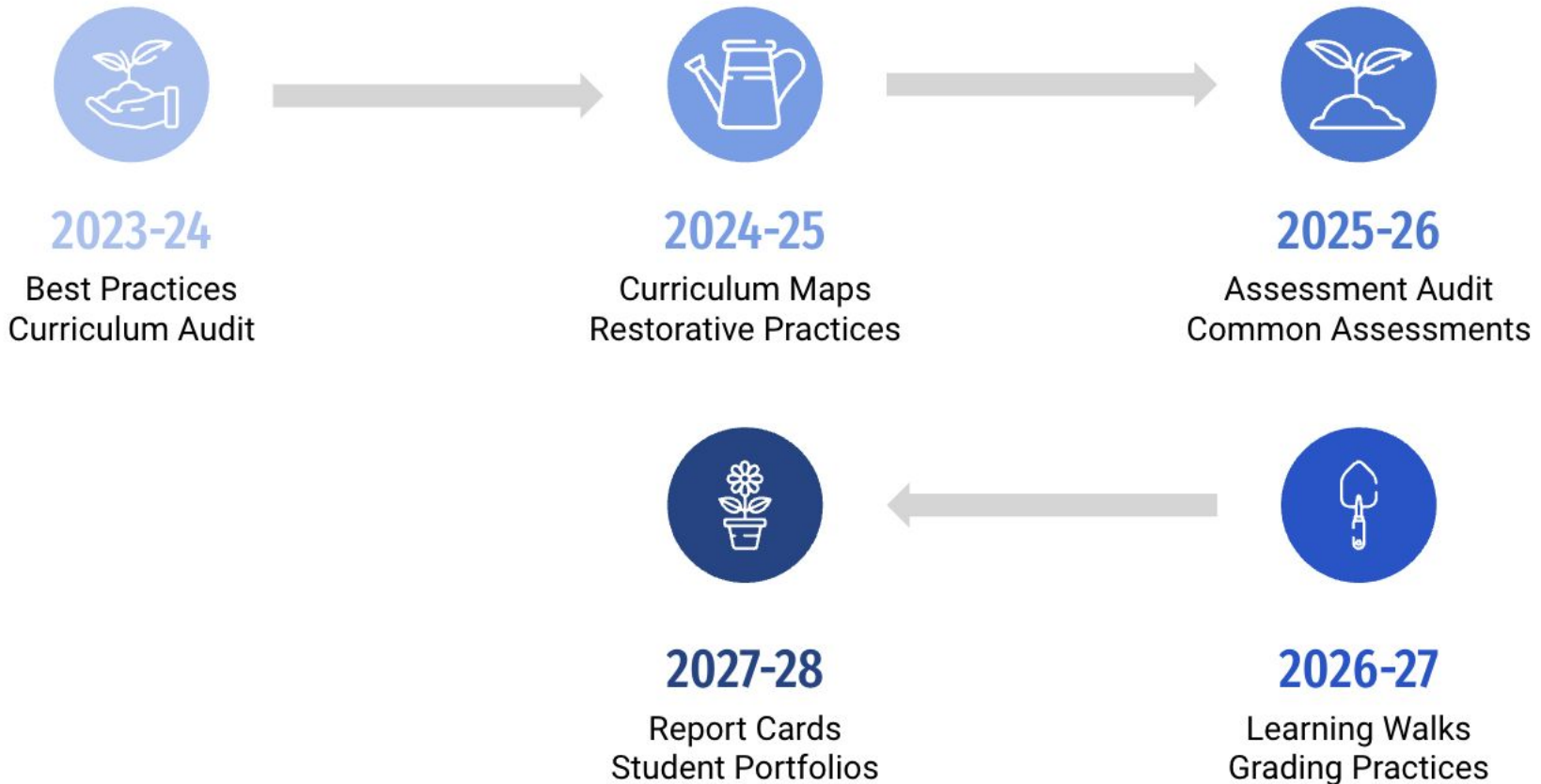
- **STUDENT SENSE OF BELONGING**

Nurture a positive school culture and strong sense of belonging as a means to improve academic and social-emotional outcomes for all students.

- **TRANSPARENT COMMUNICATION**

Refine communication strategies relative to district goals and practices as a means to increase transparency and build trust with families and the community.

Long-Term Planning





THANK YOU!

The Public Schools of Dover and Sherborn

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Dover, MA 02030
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www.doversherborn.org



Elizabeth M. McCoy, Superintendent
Denton Conklin, Assistant Superintendent

Dawn Fattore, Business Administrator
Kate McCarthy, Director of Student Services

To: Dover, Sherborn, and Dover-Sherborn Regional School Committees
From: Elizabeth McCoy
Re: Superintendent Goals 2023-24
Date: September 8, 2023

DISTRICT IMPROVEMENT GOALS 2023-24

Vision for Teaching and Learning

Establish a shared vision for teaching and learning that engages students as active learners in the development of skills depicted in the Dover Sherborn Portrait of a Graduate.

Student Sense of Belonging

Nurture a positive school culture and strong sense of belonging as a means to improve academic and social-emotional outcomes for all students.

Transparent Communication

Refine communication strategies relative to district goals and practices as a means to increase transparency and build trust with families and the community.

SUPERINTENDENT GOALS 2022-24

Goal 1: Vision for Teaching and Learning (Student Learning)

In order to increase student engagement and foster deep learning, I will support educators in further utilizing student-centered, inquiry-based, skills-focused instruction.

Key Actions

1. Develop a list of district-wide “best practices” and identify key indicators as evidence of application across grade levels and disciplines.
2. Support leaders in creating goals centered around expanding educators’ capacity to utilize multiple “best practices.”
3. Conduct classroom observations focused on key indicators; engage in post-observation conversations with evaluators to share strategies for coaching educators and providing targeted feedback.
4. Share sample observations and problems of practice between leaders as a means of calibrating findings and strengthening individual and collective efficacy.

The Dover Sherborn Schools share in the mission to inspire, challenge and support all students as they discover and pursue their full potential.

Benchmarks

1. A list of district-wide “best practices” and individual grade level/department indicators.
2. Leaders’ student learning and professional practice goals.
3. A schedule of classroom observations and debriefing sessions with building leaders.
4. Leadership Team meeting agendas and sample calibration activities.

Goal 2: District Measures of Success (Student Learning)

Identify a comprehensive set of data points to monitor student, school and District growth relative to established goals and benchmarks.

Key Actions

1. Identify a set of data points to measure growth in priority areas as identified in the District Strategy.
2. Establish a process for the ongoing collection and analysis of data from multiple sources by various teams.
3. Develop a platform to share findings with the community relative to progress in priority areas.

Benchmarks

1. List of data points and measures of District progress growth.
2. An outlined process for the ongoing collections and analysis of data.
3. A public platform to share data and findings relative to established goals.

Goal 3: Transparent Communication (Professional Practice)

Streamline platforms and practices to ensure timely, effective systems of communication between home and school.

Key Actions

1. Refine the new district website based on user feedback and analytics.
2. Streamline access to program information available in principal reports, school newsletters and social media posts.
3. Develop guidelines relative to norms of communication between families and educators, building leaders, district administrators and school committee members.

Benchmarks

1. Updates to the new district website over time.
2. Increased access to various sources of information for parents and community members.
3. A communication guidebook.

The Public Schools of Dover and Sherborn

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Elizabeth M. McCoy, Superintendent
Denton Conklin, Assistant Superintendent

Dawn Fattore, Business Administrator
Kate McCarthy, Director of Student Services

TO: Dover, Sherborn and Dover-Sherborn Regional School Committees

FROM: Dawn Fattore, Business Administrator

DATE: September 8, 2023

RE: Approval of Substitute Rates

Our District-wide substitute rates remained unchanged for a long period of time until the need to quickly react to the impacts to the labor market from the pandemic starting in FY21. We saw increases in our daily substitute rate of \$95 in FY20 up to \$115 for FY23. We have set the rate for FY24 at \$125. This is a very competitive rate based on our surrounding districts and we have been able to grow our pool of substitutes.

Over this time period we have also set a new separate rate for nurse substitutes as well as setting a separate rate for substitutes required for educational assistants primarily at the elementary level when a multiple day absence occurs.

We are requesting approval of these rates by the three committees. They will be revisited annually, and revisions brought forward as needed in future years.

SUBSTITUTE RATES **Effective August 30, 2023**

Educator (regular day sub)	\$125
Educator (Long-term sub position)	\$190*
Nurse (regular day sub)	\$200
Educational Assistant (day sub)	\$115

*Assignments over 20-days

DRAFT

Dover-Sherborn Regional School Committee
Dover School Committee
Sherborn School Committee
Union #50 Superintendency Committee
Meeting Minutes June 13, 2023

Present:

Dover School Committee

Liz Grossman

Jeff Cassidy

Goli Sepehr

Jessie Hole

Martha Castle

Sherborn School Committee

Dennis Quandt

Christine Walsh

Kristen Aberle

Becca Hammond

Dover-Sherborn Regional School
Committee

Judi Miller

Maggie Charron

Kate Potter

Mark Healey

Angie Johnson

Colleen Burt

1. **Call to order** – The meeting was called to order at 6:32 PM in the DSMS Library.
2. **Union #50 Reorganization**

Liz Grossman nominated Dennis Quandt as Chair of the Union #50 Committee. Christine Walsh seconded.

Vote in favor: Dennis Quandt, Christine Walsh, Liz Grossman, Jeff Cassidy, and Goli Sepehr

Dennis Quandt nominated Liz Grossman as Secretary of the Union #50 Committee. Christine Walsh seconded.

Vote in favor: Dennis Quandt, Christine Walsh, Liz Grossman, Jeff Cassidy, and Goli Sepehr

3. **Community Comments** - Many members of the faculty of the District were present to thank the Administration for the dedication to education and for working to make the schools better than they were the day before.
4. **Superintendent Report** - Beth McCoy reviewed the highlights from the 2022-23 school year including: the Entry Report; multiple Community forums; Curriculum reviews; contract negotiations; designing the new website; and HR Director search.
5. **2023-24 Pine Hill Family Handbook (SSC only): second read** - the school committee member list needs to be updated.

Dennis Quandt made a motion to approve the Handbook as amended. Christine Walsh seconded.

Vote in favor: Dennis Quandt, Christine Walsh, Kristen Aberle, and Becca Hammond

6. **2023-24 DSMS Student Handbook (RSC only): second read** -

Maggie Charron made a motion to approve the Handbook as amended. Colleen Burt seconded.

Vote in favor: Judi Miller, Mark Healey, Angie Johnson, Kate Potter, Maggie Charron, and Colleen Burt.

7. **2023-24 DSHS Student Handbook (RSC only): second read** -

DRAFT

Mark Healey made a motion to approve the Handbook as amended. Angie Johnson seconded. Vote in favor: Judi Miller, Mark Healey, Angie Johnson, Kate Potter, Maggie Charron, and Colleen Burt.

8. DSEA Memorandum of Agreement: FY24-26 - Kate Potter reviewed the terms of the agreement. It was based on the following guiding principles: provide a fair and equitable increase to all educators; remain competitive with agree upon comparable districts; maintain programs and services; respect Town's finances with sustainable increases not requiring overrides; and keep contract language current with changes in federal/state legislation and operating needs of the District.

The Matrix increases will be 2.75% plus \$300 per step annually. Extra-Compensatory increases (Appendix C) will be 2.6% in FY24 and 1.6% in both FY25 and FY26.

For FY24, the step % increase, COLA increase, and the step \$ increase equals a 4.74% increase vs FY23 overall.

There were motions to approve the DSEA MOU as presented.

RSC: motion by Colleen Burt, second by Mark Healey

Vote in favor: Judi Miller, Mark Healey, Angie Johnson, Kate Potter, Maggie Charron, and Colleen Burt

SSC: motion by Christine Walsh, second by Kristen Aberle

Vote in favor: Dennis Quandt, Christine Walsh, Kristen Aberle, and Becca Hammond

DSC: motion by Goli Sepehr, second by Jeff Cassidy

Vote in favor: Liz Grossman, Goli Sepehr, Jeff Cassidy, Jessie Hole, and Martha Castle

9. Association Memorandums of Agreement

- *Administrative Assistants (FY24-26)*
- *Custodians (FY24-26)*
- *Food Service (FY24-26)*
- *Educational Assistants (FY23)* - not ready for vote yet

There were motions to approve the agreements for Administrative Assistants, Custodians, and Food Service for FY24-26.

RSC: motion by Angie Johnson, second by Kate Potter

Vote in favor: Judi Miller, Mark Healey, Angie Johnson, Kate Potter, Maggie Charron, and Colleen Burt

SSC: motion by Christine Walsh, second by Kristen Aberle

Vote in favor: Dennis Quandt, Christine Walsh, Kristen Aberle, and Becca Hammond

DSC: motion by Martha Castle, second by Jeff Cassidy

Vote in favor: Liz Grossman, Goli Sepehr, Jeff Cassidy, Jessie Hole, and Martha Castle

10. Consent Agenda

- *Minutes of April 4 and 26, 2023*
- *Appoint Elizabeth McCoy to TEC and ACCEPT Board of Directors*

There were motions to approve the Consent Agenda.

RSC: motion by Colleen Burt, second by Mark Healey

Vote in favor: Judi Miller, Mark Healey, Angie Johnson, Kate Potter, Maggie Charron, and Colleen Burt

SSC: motion by Christine Walsh, second by Kristen Aberle

DRAFT

Vote in favor: Dennis Quandt, Christine Walsh, Kristen Aberle, and Becca Hammond

DSC: motion by Goli Sepehr, second by Jeff Cassidy

Vote in favor: Liz Grossman, Goli Sepehr, Jeff Cassidy, Jessie Hole, and Martha Castle

11. Communications (for Members Information)

- *Draft School Committee 2023-24 Meeting Schedule*
- *Matriculation Report*
- *TEC and ACCEPT Annual Reports and FY24 Budgets*

12. Adjourn at 8:13 pm

Respectfully submitted, Amy Davis