



ONE Dartmouth



Dartmouth Public Schools 2024-2029
Strategic Plan



Dartmouth Public Schools

8 Bush Street

Dartmouth, MA 02748

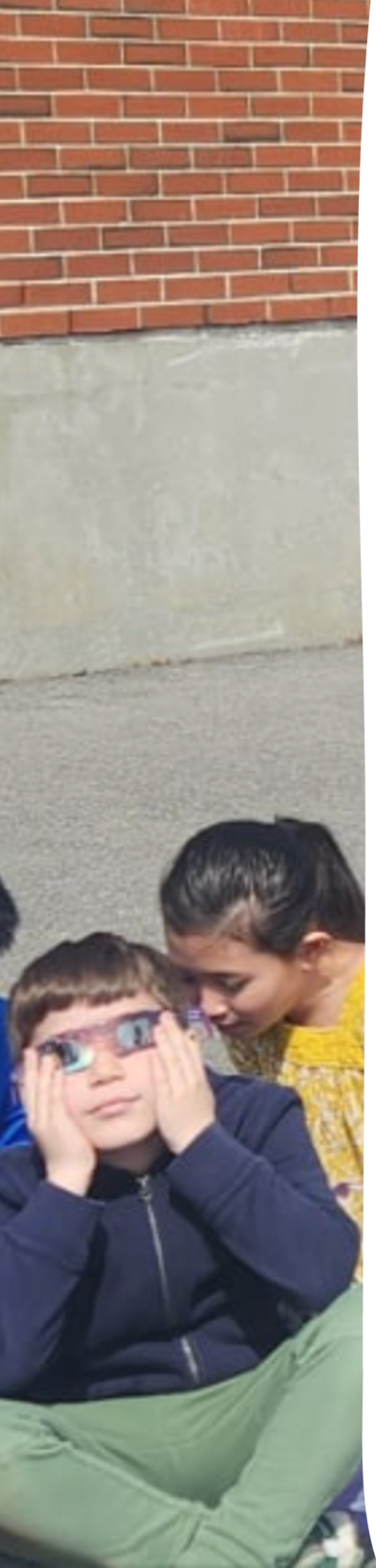
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Facilitated and Prepared by
Teaching and Learning Alliance, Inc.



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Dear Dartmouth Public School District Community,

We are pleased to introduce our new five-year strategic plan to guide our district toward a future of excellence, growth, and continuous improvement. This plan results from an extraordinary collaboration shaped by the contributions of 37 dedicated individuals across our district and the broader community. Beyond these individuals, there was a collective effort that included—school leaders, teachers, staff members, family members, and community representatives—whose contributions ensured that the plan reflected our shared vision and commitment to the success of every student.

At the heart of this strategic plan is reimagining our mission, vision, and core values, underscoring our collective responsibility to provide an exceptional educational experience for all Dartmouth students.

Mission: Together with students, staff, families, and the broader community, we are committed to cultivating a safe, supportive, and inclusive learning environment that empowers all students to become compassionate, informed, and engaged members of our local and global communities.

Vision: United as ONE DARTMOUTH, we are dedicated to fostering ongoing improvement across our district. Dartmouth Public Schools proudly provides unparalleled opportunities that lead to educational excellence and lasting success for current and future generations.

Core Values:

- P**ersonal excellence and responsibility
- R**espect for self and others
- I**nclusivity, equity, and belonging
- D**iverse opportunities, student voice, and choice
- E**thical and accountable actions

Strategic Focus Areas:

Our strategic plan centers on four major initiatives, each supported by the combined efforts of school leaders, educators, staff, families, and community members:

1. Teaching and Learning
2. Safe and Supportive Schools
3. Family and Community Engagement
4. Budget and Capital Improvement

This strategic plan represents a renewed commitment to our students, staff, families, and community. It reflects the unified vision of all stakeholders and our shared desire to create a vibrant, inclusive educational ecosystem. We are excited about the positive changes ahead and are confident that this plan will help shape a brighter future for Dartmouth Public Schools.

We extend our deepest gratitude to everyone who contributed their time, energy, and insights to the development of this plan. Your involvement has been invaluable in creating a roadmap that positions our district for continued success.

Thank you for being an integral part of our school district community. Together, we will make a lasting difference in our students' lives and for the future of our **One Dartmouth** community.

Sincerely,

Christopher Oliver
Chair, School Committee

June Saba-Maguire, Ed.D
Superintendent





Strategic Planning Committee Members

June Saba-Maguire
Superintendent

James Kiely
Assistant Superintendent

Ross Thibault
Director of T & L - Secondary

Catherine Pavao
Director of T & L - Elementary

Laurie Dionisio
Director of Student Services

Jonathan Gallishaw
Director of Technology

Ian Flint
Director of Music

Andy Crisafulli
Director of Athletics,
Health & Physical Education

Rachel Chavier
DHS Associate Principal

Sarah Decas
DMS Associate Principal

Jessica Pratt
DMS Teacher

Daniel Lefebvre
DMS Literacy Coach

Heidi Brooks
Select Board

Lori O'Neil
Cushman Literacy Coach

Elizabeth Correia
DeMello Principal

Adam Hill
DeMello Assistant Principal

Elizabeth Voci
DeMello Instructional Tech
Specialist

Stephanie Yermalovich
Quinn Assistant Principal

Janine Tavares
Quinn Literacy Coach

Melissa McHenry
Potter Assistant Principal

Dana Doucette
Potter Math Coach

Joseph Silva
DMS Teacher/DEA

Terri Hamm
Finance Committee

David Tatelbaum
Selectboard Chair

Elizabeth Coughlin
School Committee

John Nunes
School Committee

Thomas Quinn
Gr. 11 Student

Andrew Moniz
Gr. 10 Student

Hadassa Vieira
Gr. 9 Student

Stephen Witzig
High School Parent

Sarah Dury
Middle School Parent

Zak Tavares
Elementary Parent

Holly Coutinho
Elementary Parent/Quinn ESP

Kristen Martinho
Elementary Teacher - Grade 1

Melissa Sylvia
Elementary Teacher - Kindergarten

Kim Rivard
DHS Teacher

Karen McCarthy
Dartmouth Community Member

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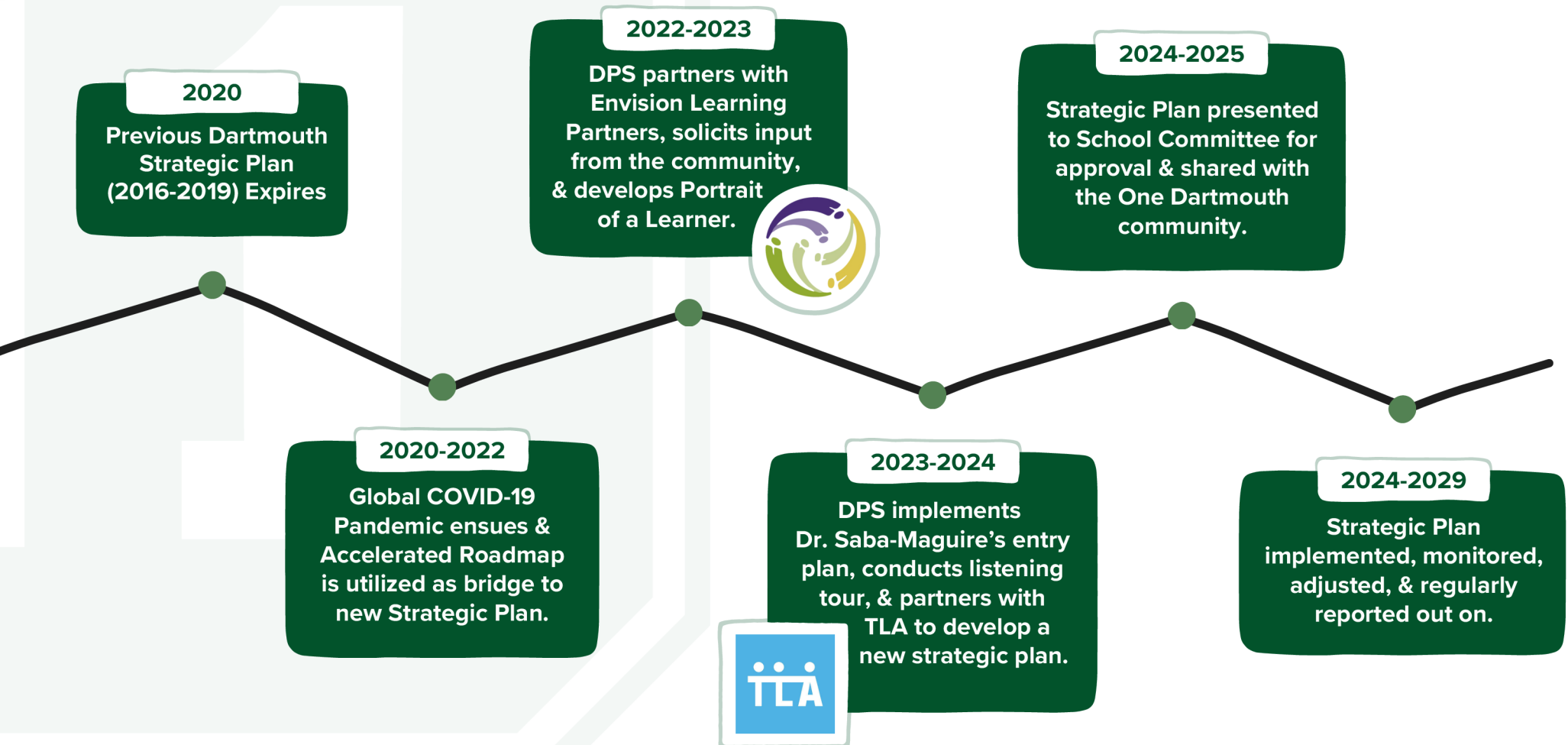


Dartmouth Public Schools is proud to



be part of New England's Farm Coast!

Strategic Planning Timeline







Summary of the Strategic Planning Process

The strategic plan is a powerful tool that can assist a district in staying focused on what it is, what it wants to be, and how it can achieve its goals. It represents “the set of actions an organization chooses to pursue in order to achieve its objectives. These deliberate actions are puzzle pieces that fit together to create a clear picture of how the people, activities, and resources of an organization can work effectively to accomplish a collective purpose.” (Curtis & City, 2010, p. 20). The strategic planning process affords the opportunity to seek feedback from constituents that comprise the school district: students, parents/guardians, staff, administrators, school committee, and the community, in order to best serve the educational community in the future.

In the Spring of 2024, members of the Dartmouth Public Schools and community came together to develop a strategic plan that would serve as a road map for improvement for the 2024-25 through 2028-29 school year. The following three-step strategic planning process was employed to help guide the planning process:

Phase 1

Building the Foundation

Phase 2

Building the Plan

Phase 3

Implementing the Plan

Phase One represented an important step in beginning the building of a strong foundation in the strategic planning process. In this phase, relevant data representing the performance of the Dartmouth Public Schools was collected and community input and feedback was solicited. A series of forums were conducted with parents/guardians, community leaders, school committee, staff, and district leadership team members. Ex-post facto data about the Dartmouth Public Schools was also collected to be used in Phase Two of the process. This data guided the work of the Strategic Planning Committee in Phase Two of the process.

In **Phase Two**, a Strategic Planning Committee was established to begin the important work of analyzing internal and external data to guide the work in establishing core values, a vision, and a mission. The current strategic plan was also assessed to inform the development of a new plan. During Phase Two work, members of the Strategic Planning Committee analyzed internal and external data collected in order to identify common themes, referred to in the plan as focus areas. The Strategic Planning Committee established strategic objectives for each focus area, key actions for each objective, and identified outcomes for each strategic initiative. A theory of action was also developed from the Focus Areas and mission.

In the **final phase** of the strategic planning process, the Strategic Planning Committee discussed how the newly developed contents of the district strategic plan could be implemented both vertically and horizontally in the organization to guide the change process over the next five years. Strategies were highlighted that would be employed to ensure that district improvement would focus on the identified Focus Areas.



Our Mission

What we do

The **Mission Statement** explains who we are and highlights our fundamental reason for existing. When others read the mission statement they should understand what our core role is as a regional school district. The mission creates fundamental questions for all organizations to ask:

- What is it that we do?
- Who benefits from our work?
- What are the results of our work?

The Strategic Planning Committee reviewed all collected data from parents/guardians, community members, and staff, and then engaged in a great deal of conversation regarding the aforementioned questions and developed the following mission statement:

Together with students, staff, families, and community, we are committed to cultivating a safe, supportive, and inclusive learning environment that empowers all students to become compassionate, informed, and contributing members of our local and global community.



Our Vision

What we aspire to be

A **Vision Statement** represents an aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action. It is intended to be our compass – our North Star. The vision statement should be a brief, but concise statement that clearly exemplifies the district's vision for those it serves.

United as ONE DARTMOUTH,
we are invested in the ongoing
improvement of our community.
Dartmouth Public Schools proudly
offers unparalleled opportunities
leading to educational excellence
and success for current and future
generations.

Our Core Values

What we believe

The Dartmouth Public Schools **Core Values** should remain constant in an ever-changing world. These values provide the foundation for our work and influence how we conduct ourselves and engage with others. The following set of core values were established:





Theory of Action

An organization's theory of action represents a set of actions that will be implemented in order to improve the organization and help it reach its mission. The theory of action is closely related to the strategic objectives and how their implementation will lead to organizational improvement.

If

we support student and staff needs by engaging ALL to:

- ensure an aligned curriculum employing culturally and intellectually affirming practices
- support a sense of belonging and social emotional well-being
- strengthen community and family engagement
- create a joint vision to address funding and facility needs

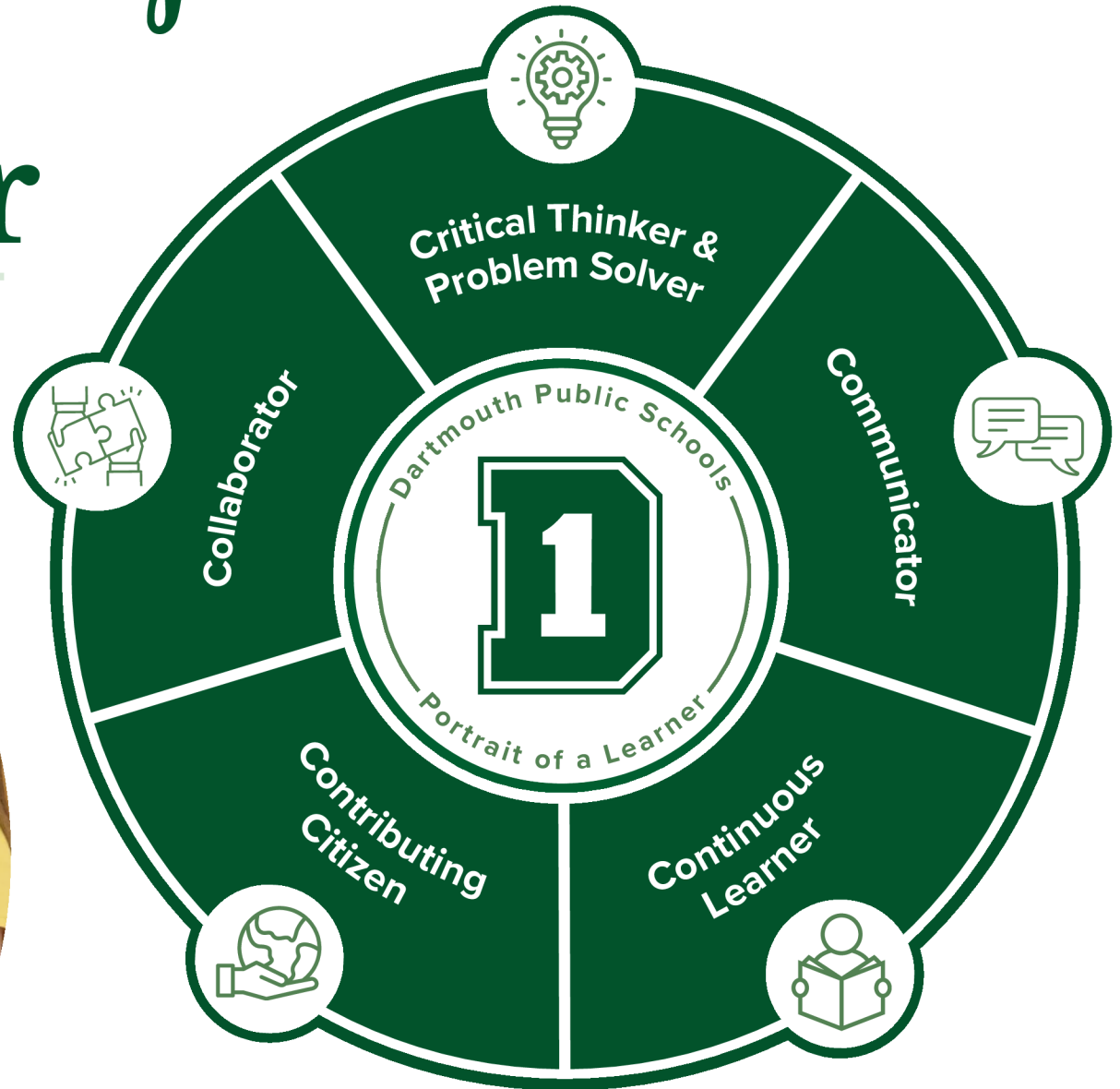
Then

we will cultivate a safe, supportive, and inclusive learning environment that empowers all students to become compassionate, informed, and contributing members of our local and global community.

What's Our Why?

PORTRAIT OF A Learner

The Five Competencies





Dartmouth Public Schools Detailed Strategic Action Plan

2024 - 2029

The Dartmouth Public Schools Detailed Strategic Action Plan seeks to highlight identified action steps, a proposed timeline, clear measures of success, and those responsible for leading and facilitating the work. The Dartmouth Public Schools District Strategic Plan is intended to be a living document that serves as a roadmap to the school community over the next five years. To that end, we anticipate reporting regularly on progress being made and when necessary making adjustments to the plan.

The positions identified in our **Led By column are not indicative of all of the professionals involved in any given initiative or action step. *Each of the four Focus Areas will be led and monitored by the Superintendent of Schools recognizing that our strategic objectives can only be achieved with the meaningful contributions and voice of the professional educators and community members of the Dartmouth Public School system.***

Action Steps

Timeline

Led By

Measures of Success

We look forward to working collaboratively with members of the One Dartmouth community toward our shared goal of providing unparalleled educational opportunities for all current and future Dartmouth Public Schools students.

Photo by
Leighah Beausoleil



Strategic Focus Area #1

Teaching and Learning

Objective: Support the varied needs of students and staff through best practices while promoting innovation and a horizontally and vertically aligned curriculum

TL1: Ensure vertical and horizontal alignment of curriculum and instructional practices PreK-12 that incorporate data to inform instruction and align to the Portrait of a Learner

Action Steps	Timeline	Led By	Measures of Success
Develop and implement a curriculum review cycle	Ongoing from Fall 2024 through Spring 2029	Directors of Teaching & Learning	Published Curriculum Review Cycle
Identify, pilot, and implement high quality, research-based curriculum Pre-K to 12 in alignment with the established curriculum review cycle	Ongoing from Fall 2024 through Spring 2029	Directors of Teaching & Learning	Published vertically and horizontally aligned high quality, research-based curriculum Pre-K to 12
Identify, develop, and implement aligned instructional practices within and across grade levels and disciplines in alignment with the established curriculum review cycle	Ongoing from Fall 2024 through Spring 2029	Directors of Teaching & Learning	Observational Data, Lesson Plans, Common Planning Time and Faculty Meeting Agendas
Identify, develop, and implement common assessments across and within grade levels and disciplines in alignment with the established curriculum review cycle	Ongoing from Fall 2024 through Spring 2029	Directors of Teaching & Learning	Common assessment practices are utilized within grade levels and disciplines

Action Steps	Timeline	Led By	Measures of Success
Identify and develop common expectations for classwork, homework and student participation within and across grade levels	Ongoing from Fall 2024 through Spring 2025	Directors of Teaching & Learning / Building Leaders	Consistent and clearly communicated expectations for classwork, homework and student participation, within and across grade levels
Publish and implement common expectation for classwork, homework and student participation within and across grade levels	Ongoing from Fall 2025 through Spring 2029	Directors of Teaching & Learning / Building Leaders	Consistent and clearly communicated expectations for classwork, homework and student participation, within and across grade levels
Identify sources of data and measures of success to be included in a district developed data dashboard related to student achievement	Ongoing from Fall 2024 through Spring 2025	Directors of Teaching & Learning	Consistent and clearly communicated expectations for classwork, homework and student participation, within and across grade levels
Publish Dartmouth Public Schools Data Dashboard and report annually on student achievement and the state of the schools	Ongoing from Fall 2025 through Spring 2029	Directors of Teaching & Learning	Published Data Dashboard used to consistently report progress and achievement within the district and to the broader Dartmouth community



Strategic Focus Area #1: Teaching and Learning

TL2: Design professional learning opportunities that are relevant and support professional growth for all educators and staff

Action Steps

Identify and develop an array of professional learning opportunities designed in alignment with principles of effective professional development

Develop and implement an educator survey to identify professional learning needs across the district

Timeline

Ongoing from
Fall 2024 through
Spring 2025

Annually

Led By

Directors of
Teaching & Learning

Directors of
Teaching & Learning

Measures of Success

Reimagined and revised Curriculum Council to support high quality professional learning opportunities that are relevant and support professional growth for all educators and staff

Educator responses to professional learning survey



Strategic Focus Area #1: Teaching and Learning

TL3: Reimagine educational pathways and opportunities providing increased voice and choice to students throughout their educational journey

Action Steps	Timeline	Led By	Measures of Success
Conduct an equity audit	Fall of 2024	Directors of Teaching & Learning	Completed equity audit
Survey stakeholders (students, families/caregivers, and staff) to identify areas of need and opportunities for growth and expansion of educational programming to meet the needs of a variety of learners and specialized populations (i.e. Early College, flexible learning pathways, etc.)	Ongoing from Spring 2025 through Fall 2026	Directors of Teaching & Learning / Director of Student Services	A published roadmap for the expansion of innovative programming to meet the needs of all learners
Launch expanded educational pathways	Ongoing from Fall 2026 through Spring 2029	Directors of Teaching & Learning / Director of Student Services	Expanded innovative programming to meet the needs of all learners; increased voice and choice for students throughout their time in the Dartmouth Public Schools





Strategic Focus Area #2

Safe and Supportive Schools

Objective: Ensure that all students feel a sense of belonging and social emotional well-being in school through the use of culturally and intellectually affirming practices

SS1: Build the capacity of all students and staff to support social emotional wellness

Action Steps	Timeline	Led By	Measures of Success
Engage in review of current SEL curriculum through Curriculum Review Cycle	June 2025	Directors of Teaching & Learning / Director of Student Services	Consistent SEL Curriculum implemented PreK-12
Identify evidence based interventions and supports to address social emotional wellness	June 2026	Directors of Teaching & Learning / Director of Student Services	District Curriculum Accommodation Plan (DCAP) identifies tiered interventions that support Social Emotional wellness
Provide professional development to support implementation of identified evidence-based interventions and supports to address social emotional wellness	Ongoing from Fall 2026 through Spring 2029	Directors of Teaching & Learning / Director of Student Services	Increase in observable tiered supports for students and staff

Strategic Focus Area #2: Safe and Supportive Schools

SS2: Enhance the sense of pride and culture that embraces ONE Dartmouth

Action Steps	Timeline	Led By	Measures of Success
Create opportunities for cross-district engagement vertically and horizontally	Ongoing from Spring 2025 through Spring 2029	District Leadership Team	Cross-district engagement
Create opportunities to celebrate core values that embody ONE Dartmouth	Ongoing from Fall 2025 through Spring 2029	District Leadership Team	Established consistent celebrations and traditions aligned to One Dartmouth core values

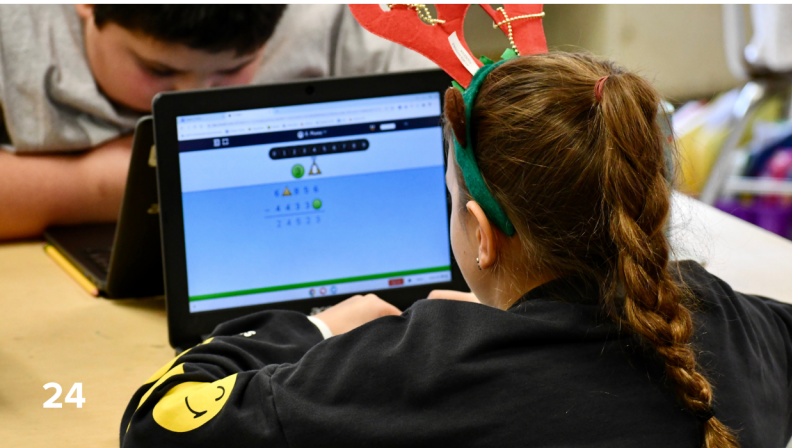
SS3: Employ culturally, emotionally, and intellectually affirming practices throughout the district

Action Steps	Timeline	Led By	Measures of Success
Identify, develop, and implement aligned culturally, emotionally and intellectually affirming instructional practices within and across grade levels and disciplines	Ongoing from Fall 2024 through Spring 2029	Directors of Teaching & Learning	Observational Data, Lesson Plans, Common Planning Time and Faculty Meeting Agendas highlight diverse curricular materials that reflect culturally, emotionally, and intellectually affirming practices within and across grade levels and disciplines

Strategic Focus Area #2: Safe and Supportive Schools

SS4: Expand enrichment/before and after-school programming at all levels to offer all students access to a club/activity within their interest

Action Steps	Timeline	Led By	Measures of Success
Identify varied funding sources to support enrichment/before and after school programming at all levels	Ongoing from Fall 2024 through Spring 2029	Assistant Superintendent of Finance and Operations, Directors of Teaching & Learning / Director of Student Services	Funded enrichment and before and after school programming at all levels
Conduct student surveys to identify areas of interest	Ongoing from Fall 2024 through Spring 2029	Directors of Teaching & Learning	Completed survey and data about student interest
Develop and implement enrichment/before and after-school programming at all levels	Ongoing from Fall 2024 through Spring 2029	Directors of Teaching & Learning / Building Leadership	Operational enrichment/before and after-school programming at all levels



Strategic Focus Area #2: Safe and Supportive Schools

SS5: Align safety practices across the district to further enhance emergency response preparedness

Action Steps	Timeline	Led By	Measures of Success
Reestablish the District and School-Based Crisis Management Teams	Ongoing from Fall 2024 through Spring 2029	Assistant Superintendent of Finance and Operations, Directors of Teaching & Learning / Director of Student Services	Consistent meeting of District and School-Based Crisis Management Teams
Establish a consistent protocol for safety drills and communication to be conducted annually at all schools	Ongoing from Fall 2024 through Spring 2029	Assistant Superintendent of Finance and Operations, Directors of Teaching & Learning / Director of Student Services	Consistent safety practices employed across all schools within the district





Strategic Focus Area #3

Family and Community Engagement

Objective: Strengthen interactions and seek multiple ways to engage all families and stakeholder groups as partners

FCE1: Develop and implement a district-wide communication plan that supports families and community members as partners in student learning

Action Steps	Timeline	Led By	Measures of Success
Develop and administer annually a district-wide Family & Community Engagement Survey to identify current and preferred methods of communication and to identify areas of opportunity to strengthen engagement between families/caregivers and the district	Fall 2024	Directors of Teaching & Learning / Director of Technology	Completion of Family & Community Engagement Survey
Establish a District Communications Team to analyze data collected from communications survey and develop a communication plan	Ongoing from Fall 2024 through Spring 2025	Directors of Teaching & Learning / Director of Technology	Published and implemented District Communication Plan
Implement and monitor the effectiveness of District Communication Plan	Ongoing from Fall 2025 through Spring 2029	Directors of Teaching & Learning / Director of Technology	Accessible, consistent, streamlined, timely communication within and beyond the school district, increased awareness of district and school events and initiatives, and an increased sense of belonging for all families and community members as measured by the Family & Community Engagement Survey

Strategic Focus Area #3: Family and Community Engagement

FCE2: Establish/strengthen relationships and opportunities to engage with the school and the greater community

Action Steps	Timeline	Led By	Measures of Success
Develop and administer annually a district-wide Family & Community Engagement Survey to identify current and preferred methods of communication and to identify areas of opportunity to strengthen engagement between families/caregivers and the district	Fall 2024	Directors of Teaching & Learning / Director of Technology	Completion of Family & Community Engagement Survey
Identify areas of strength and opportunities to enhance family and community engagement across the district	Ongoing from Spring 2025 through Spring 2029	Directors of Teaching & Learning / District Leadership Team (DLT)	Increased and diversified engagement opportunities, increased community partnerships (i.e. DCOA and other town departments, higher ed, local business), and strengthened collaboration across all town departments and officials





Strategic Focus Area #4

Budget and Capital Improvements

Objective: Enhance collaboration between schools, town government and the community with the goal of creating a joint vision to address school funding, facility issues and staff recruitment

BCI1: Communicate and advocate for the instructional and operational needs of the district addressing identified structural deficiencies			
Action Steps	Timeline	Led By	Measures of Success
Develop an operating budget reflecting the instructional and operational needs of the district and reflecting the key initiatives identified in the District Strategic Plan	Ongoing from Fall 2024 through Spring 2029	Assistant Superintendent of Finance and Operations	Budget reflecting the instructional and operational needs of the district
Communicate the budget plan to seek support from the school community, School Committee, Select Board, Finance Committee, Town Administration, Town Meeting and the Dartmouth community	Ongoing from Fall 2024 through Spring 2029	Assistant Superintendent of Finance and Operations	Consistent and clearly communicated budget plan to all stakeholder groups
Implement and monitor the effectiveness of the budget plan	Ongoing from Fall 2024 through Spring 2029	Assistant Superintendent of Finance and Operations	Maximization of resources supporting student achievement and District Strategic Plan objectives

Strategic Focus Area #4: Budget and Capital Improvements

BCI2: Communicate and advocate for the facility and capital improvement needs of the district

Action Steps	Timeline	Led By	Measures of Success
Develop a ten-year capital improvement plan reflecting the facility and capital needs of the district	Ongoing from Fall 2024 through Spring 2029	Assistant Superintendent of Finance and Operations	Capital Improvement Plan reflecting the needs of the district
Develop a long-term building replacement/major renovation plan reflecting the facility needs of the district	Ongoing from Fall 2024 through Spring 2029	Assistant Superintendent of Finance and Operations	Long-Term Building Replacement/Major Renovation Plan reflecting the needs of the district
Communicate the ten-year capital improvement plan to seek support from the school community, School Committee, Capital Improvement Planning Committee, Select Board, Finance Committee, Town Administration, Town Meeting and the Dartmouth community	Ongoing from Fall 2024 through Spring 2029	Assistant Superintendent of Finance and Operations	Consistent and clearly communicated capital improvement plan to all stakeholder groups
Communicate the long-term building replacement/major renovation plan to seek support from the school community, School Committee, Long-term Capital Improvement Planning Committee, Capital Improvement Planning Committee, Select Board, Finance Committee, Town Administration, Town Meeting and the Dartmouth community	Ongoing from Fall 2024 through Spring 2029	Assistant Superintendent of Finance and Operations	Consistent and clearly communicated long-term building replacement/major renovation plan to all stakeholder groups

Strategic Focus Area #4: Budget and Capital Improvements

BCI2: Communicate and advocate for the facility and capital improvement needs of the district

Action Steps

Implement and complete capital improvement projects

Timeline

Ongoing from
Fall 2024 through
Spring 2029

Led By

Assistant
Superintendent of
Finance and Operations

Measures of Success

Successfully completed capital improvement projects addressing facilities' needs





Our Mission

Together with students, staff, families, and community, we are committed to cultivating a safe, supportive, and inclusive learning environment that empowers all students to become compassionate, informed, and contributing members of our local and global community.

Our Vision

United as **ONE DARTMOUTH**, we are invested in the ongoing improvement of our community. Dartmouth Public Schools proudly offers unparalleled opportunities leading to educational excellence and success for current and future generations.

Our Strategic Focus Areas

Teaching and Learning

Safe and Supportive Schools

Family and Community Engagement

Budget and Capital Improvements

Our Core Values



Personal
excellence and
responsibility



Respect
for self and
others



Inclusivity,
equity, and
belonging



Diverse
opportunities and
student agency
(voice and choice)



Ethical
commitments





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