

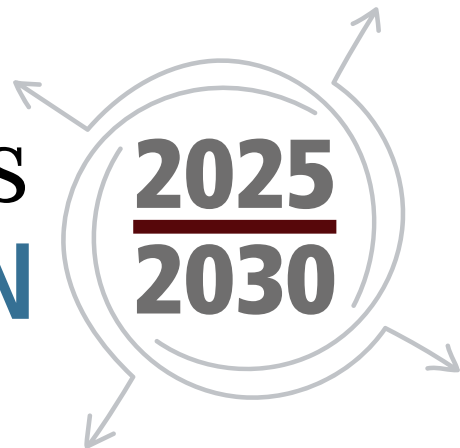


ONE DEDHAM

One Team - One Vision



Dedham Public Schools
DISTRICT STRATEGIC PLAN





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Thank You - Strategic Planning Committee





Superintendent's Message

Greetings Dedham Community,

I am filled with optimism and excitement as we unveil our new strategic plan for 2025-2030, paving the way for the future of Dedham Public Schools. This plan is the result of a collective effort by 25 dedicated individuals—school leaders, teachers, staff, parents, and community representatives—who have worked together to shape a vision focused on excellence, growth, and continuous improvement.

Our strategic plan is a testament to the unwavering commitment of our educators and community, ensuring that exceptional, equitable, and innovative learning opportunities are accessible to students of all ages, abilities, and backgrounds. This plan serves as our roadmap for the next five years, and it is our shared responsibility to bring these initiatives to life.

Additionally, the development of this plan has allowed us to reimagine and redefine our Mission, Vision, and Core Values. These guiding principles will steer our daily efforts and decisions, reminding us of the profound impact our work has on students and the broader community.

I am deeply grateful for the dedication of our teachers, staff, students, families, and community partners. Together, we must work relentlessly to achieve our goals, ensuring that every student in Dedham Public Schools has the opportunity to succeed and thrive. Your continued support and collaboration are essential to realizing this vision.



Nan Murphy
Dedham Superintendent of Schools

District At A Glance

2,793
TOTAL STUDENTS



540 Employees

~500 are educators and instructional support personnel.

11:1

Avg. Student:Teacher Ratio



47.13%

High Needs Students



8.36%

English Language Learners



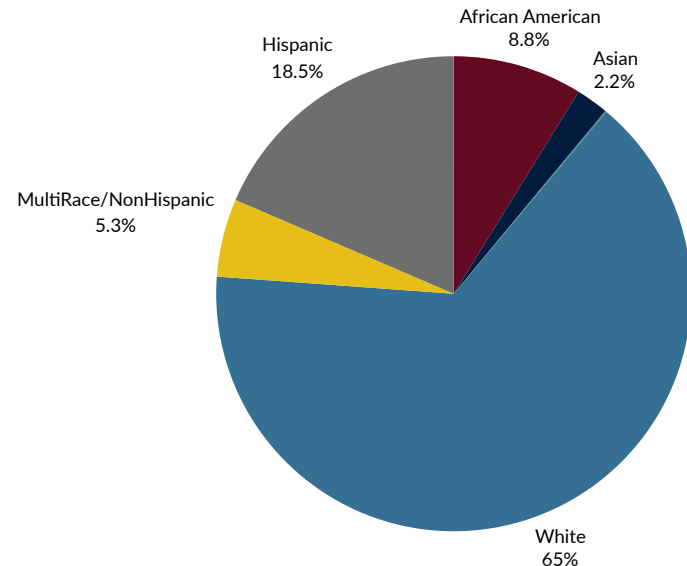
32.11%

Economically Disadvantaged



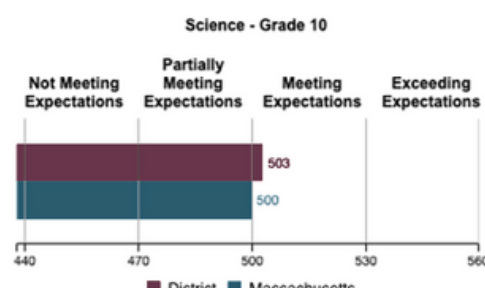
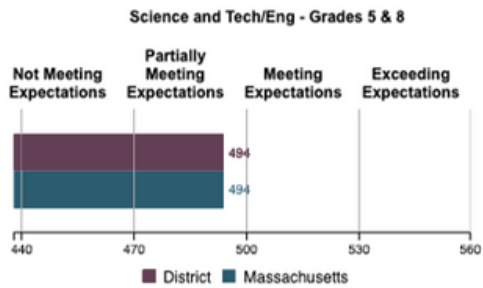
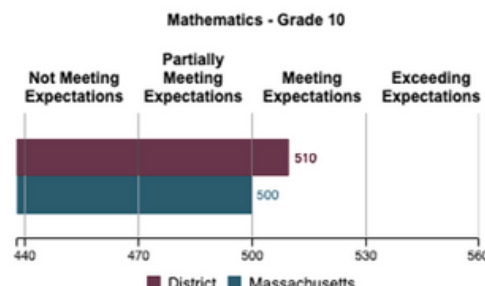
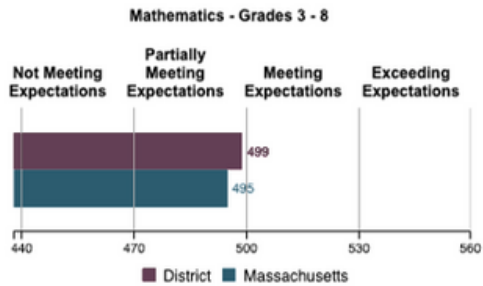
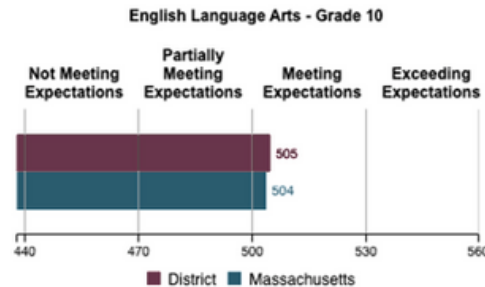
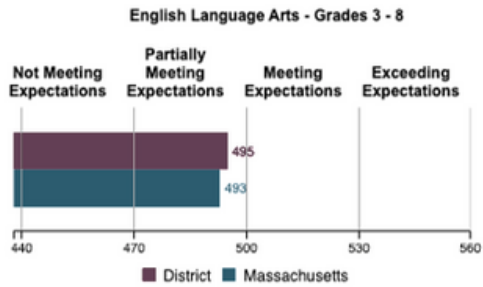
25.97%

Students with Disabilities



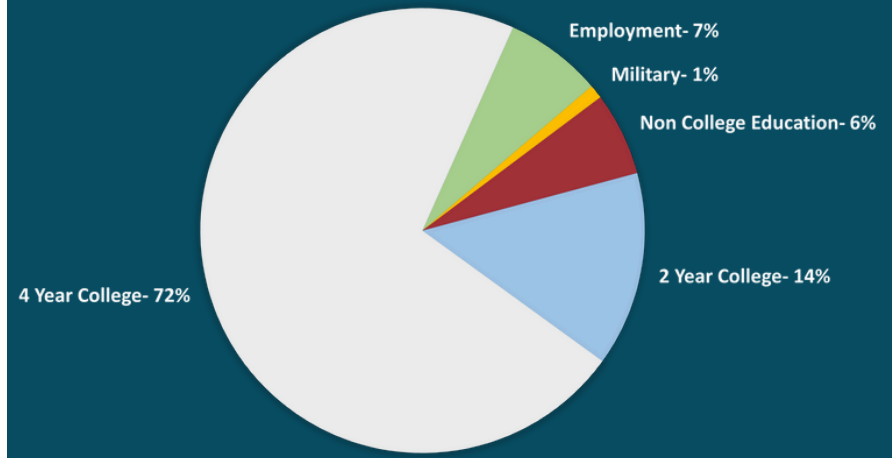
District At A Glance

2024 MCAS Scores



Post DHS Plans

- Class of 2024



SAT 2024 Avg Scores

561 -Reading and Writing

581 -Math

2024 Advanced Placement

219 students

404 AP exams

68% of the scores were 3 or better.

Mission:

What We Do

The mission statement explains who we are and highlights our fundamental reason for existing.



Ensure every student has a strong foundation of knowledge, a passion for lifelong learning, and the skills necessary to thrive in a changing global society.



Vision:

What We Aspire To

The vision statement is statement designed to serve as a compass, helping guide current and future courses of action by defining what success looks like in the near and distant future.

United as **ONE DEDHAM**, we are dedicated to fostering a school community rooted in excellence, support, and continuous growth, where students are empowered to thrive, persevere, and pursue their dreams.



Core Values: What We Believe



EXCELLENCE

We maintain high expectations, providing all students and educators with the tools, resources, encouragement and opportunities to reach their full potential.

RESPECT

We celebrate differences, foster belonging and togetherness in an environment of mutual understanding and consideration where we ensure everyone is seen, valued, and heard as we work toward common goals.

PERSEVERANCE

We embrace curiosity, determination, and continuous improvement, recognizing that challenges and mistakes are opportunities for growth.



Core Values: What We Believe

INNOVATION

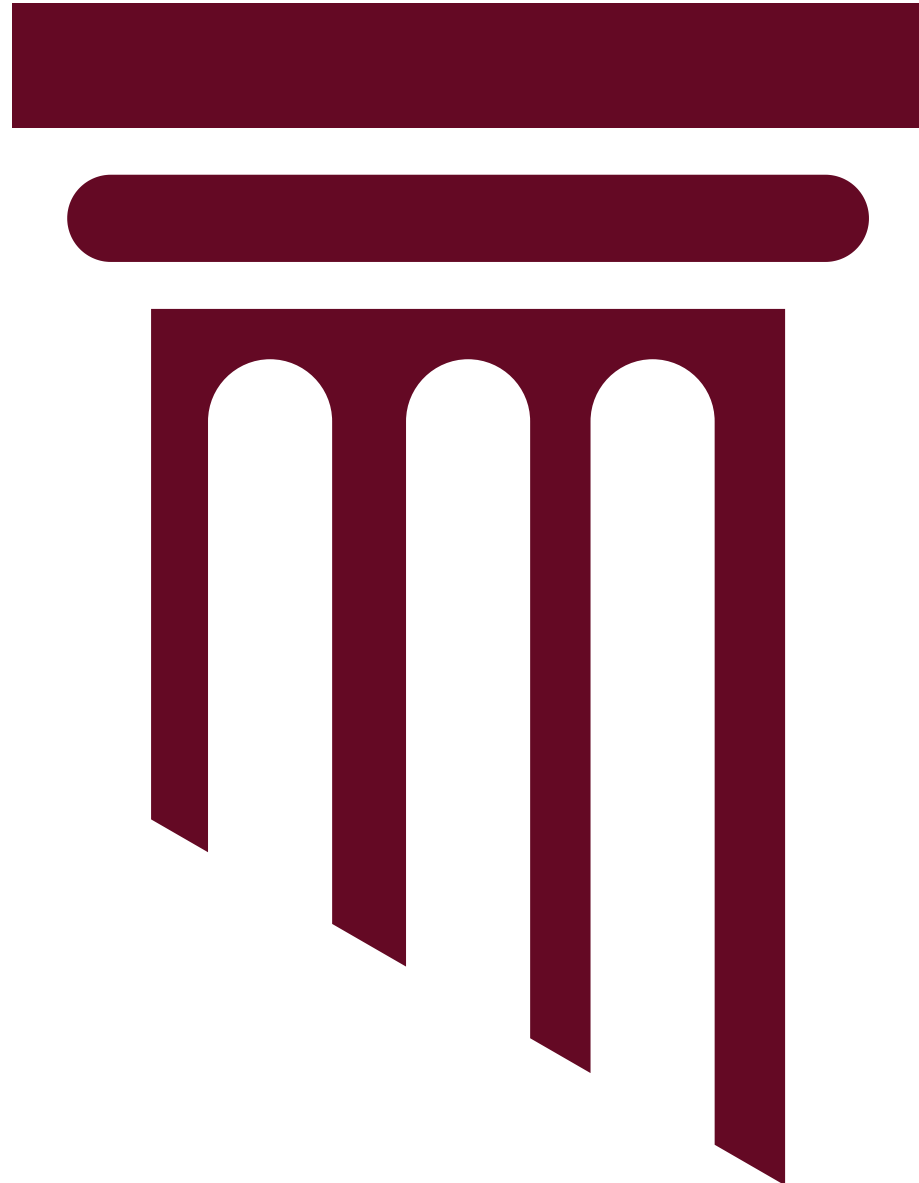
We embrace creativity, problem-solving, and new technologies to develop critical thinking skills and prepare students for an evolving world.

RESPONSIBILITY

We work in partnership with our community to responsibly manage resources, ensuring their sustainability and ethical use for the benefit of current and future generations.

ACCOUNTABILITY

We take responsibility for our actions and decisions, upholding integrity, transparency, respect and fairness in all we do.





Theory of Action

If

We support student and staff needs by engaging ALL to:

- Support the growth of students and staff through evidence-based, inclusive practices while promoting a rigorous, horizontally, and vertically aligned curriculum
- Ensure all students feel a sense of belonging and physical safety
- 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.



Strategic Plan Overview

The Dedham 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.

The plan is built on a foundation of stakeholder input, district data and the vision that has been articulated for our school district. It seeks to define the core focal areas and outcomes we we aim to achieve as a District, and will be complemented by a detailed set of action plans for each year that provide the necessary steps required, identify those responsible for owning and leading the work, and outline further measures of success.



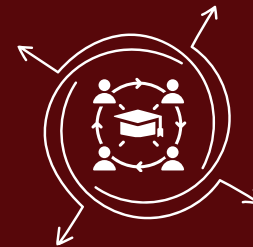
Teaching & Learning

Support the growth of students and staff through evidence-based, inclusive practices while promoting a rigorous, horizontally, and vertically aligned curriculum.



Safe & Supportive Schools

Foster a learning environment and climate that ensures all students feel a sense of belonging and safety.



Family & Community Engagement

Strengthen interactions and seek multiple ways to meaningfully engage all families and stakeholder groups as partners.



Budget & Capital Improvements

Enhance collaboration among schools, town government, and the community to create a shared vision for addressing school funding, facility issues, and staff recruitment.



Support the growth of students and staff through evidence-based, inclusive practices while promoting a rigorous, horizontally, and vertically aligned curriculum.

Teaching & Learning



1.1

Establish clear expectations for teaching and learning by defining the instructional core and defining, developing, and integrating Dedham's Portrait of a Learner.

1.2

Strengthen and elevate educator expertise to evaluate and develop core instructional materials and tiered supports while restructuring systems to ensure equitable academic opportunities.

1.3

Empower educators and instructional leaders through high-quality professional learning that drives evidence-based practices, fosters student growth, and cultivates a culture of continuous learning.

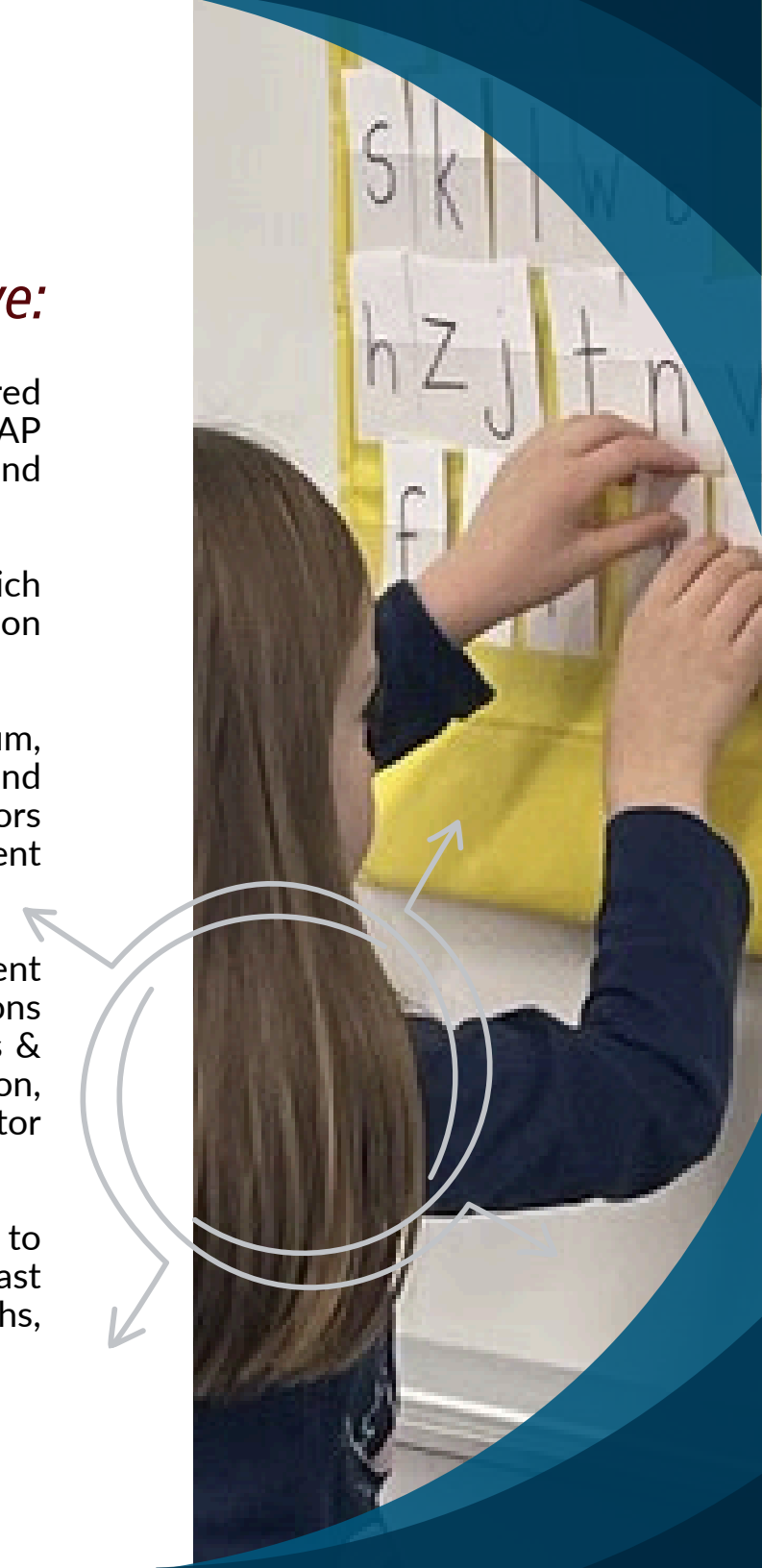
1.4

Develop a vertical approach to review and align specially designed instructional programs and resources.

STRATEGIC FOCUS 1 OUTCOMES

By June 30, 2030, Dedham Public Schools will have:

- Improved academic performance among students as measured through multiple measures of assessment (MCAS, DIBELS, AP participation/scores, attendance data, student survey data, and educator evaluation metrics).
- Reduced identification of Special Education students by 4%, which will have DPS at 18% of students identified as Special Education students.
- Integrated Dedham's Portrait of a Learner into curriculum, instruction, and assessment by aligning expectations for teaching and learning across all grade levels, ensuring at least 80% of educators demonstrate implementation as measured through student assessments, observations, and DPS curriculum maps.
- Developed expertise among educators to evaluate and implement high quality core instructional materials, researched interventions and tiered supports (MTSS) in the areas of English Language Arts & Literacy, Mathematics, Comprehensive Health & Physical Education, and Science as measured by student growth data and educator surveys.
- Sustained high-quality, goal-driven professional learning that leads to increased implementation of evidence-based practices in at least 90% of classrooms, as measured by instructional walkthroughs, student achievement outcomes, and educator satisfaction surveys.



STRATEGIC FOCUS

2

Safe & Supportive Schools



Foster a learning environment and climate that ensures all students feel a sense of belonging and safety.

- 2.1** Identify, create, and implement a tiered PK-12 social-emotional learning curriculum, inclusive of systems for mental and behavioral health.
- 2.2** Create and empower a District-wide team, representative of all DPS schools and roles, to review and revise policies, instructional materials, and practices and lead work around developing and implementing a plan that promotes inclusive, equitable, and culturally responsive practices.
- 2.3** Create regular, meaningful opportunities for all students K-12 to express their ideas, contribute to decision-making, and take ownership of their learning and school environment.
- 2.4** Align safety practices across the District to further enhance emergency response preparedness.
- 2.5** Encourage and enhance the sense of pride in a school culture that embraces ONE DEDHAM.

STRATEGIC FOCUS 2 OUTCOMES

By June 30, 2030, Dedham Public Schools will have:

- Increased satisfaction scores in the annual community and staff surveys related to inclusivity and belonging by 20%, with at least 85% of staff reporting a positive experience of inclusivity and belonging in the workplace. Progress will be reviewed annually to ensure consistent improvement.
- At least 80% of students reporting that they feel their opinions are valued in school decision-making processes.
- Integrated student support plans into the curriculum and daily operations, ensuring that 100% of students in grades K-12 receive individualized support at each phase of their schooling, with regular progress reviews every semester.
- Hosted annual opportunities for cross-District engagement across schools, levels, responsibilities and roles, for both staff and students.
- Created consistent opportunities to reiterate and celebrate the District's core values that embody our ONE DEDHAM vision.



**STRATEGIC
FOCUS**

3

Strengthen interactions and seek multiple ways to meaningfully engage all families and stakeholder groups as partners.

**Family &
Community
Engagement**

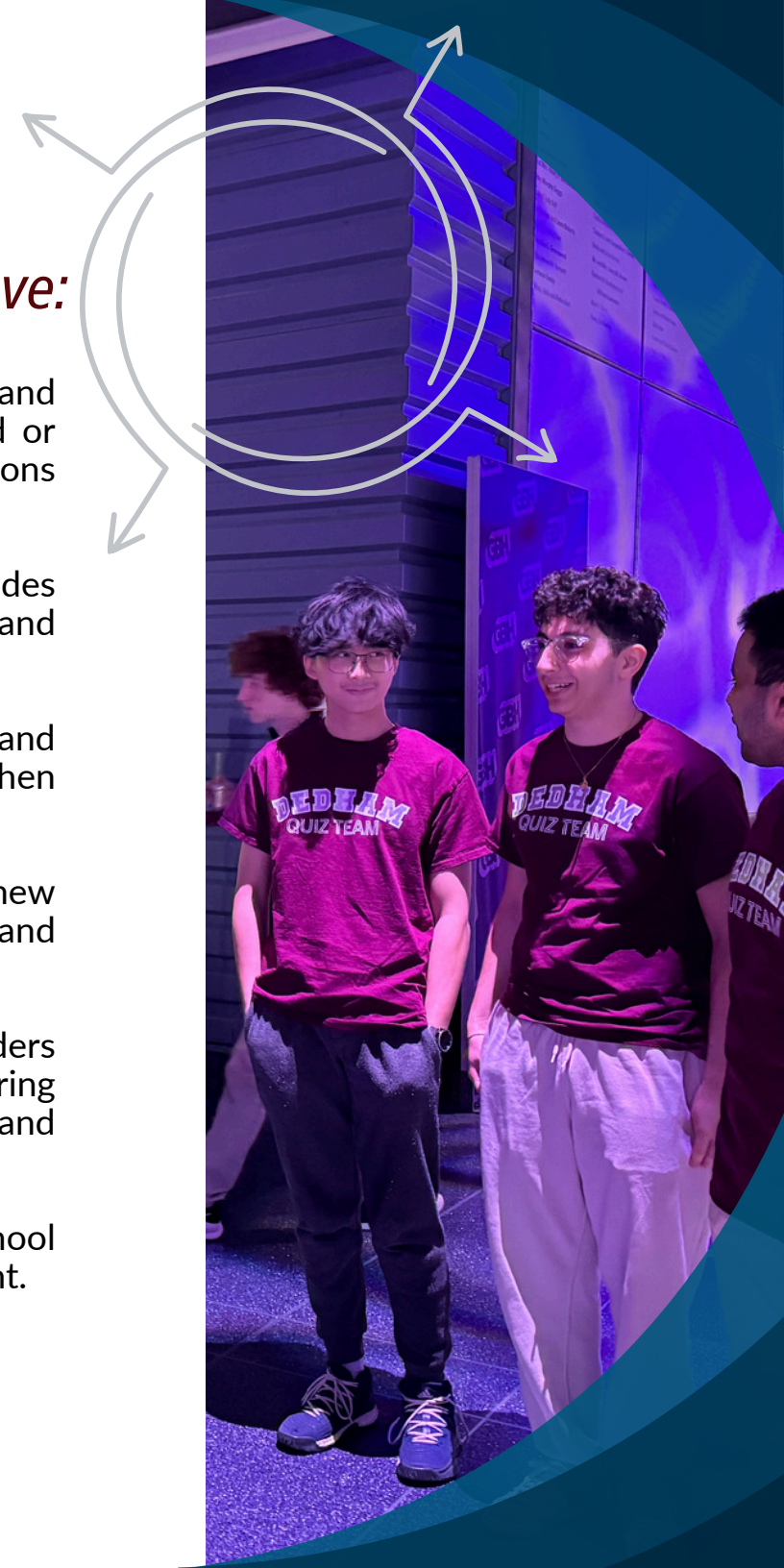


- 3.1** Assess current communication practices to identify areas in need of improvement and develop an updated district-wide communication plan to strengthen engagement and connection.
- 3.2** Expand opportunities for student and educator voice and visibility in District communication efforts.
- 3.3** Define expectations and establish practices for effective school-home 2-way communication.
- 3.4** Develop and align opportunities, programs, and partnerships with external institutions, organizations, corporations, etc. that serve to enhance the educational experiences of Dedham students.

STRATEGIC FOCUS 3 OUTCOMES

By June 30, 2030, Dedham Public Schools will have:

- Identified and resolved barriers for families in connecting and communicating with schools, educators and resources, updated or adding new tools to make all district and school communications accessible on multiple platforms, in a timely, relevant manner.
- Implemented new communication distribution system that provides multichannel, multilingual formats with defined expectations and guidelines for consistent, aligned usage across the district.
- Created a systemic framework that makes district, school and classroom stories, successes and news widely available to strengthen engagement and connection.
- Worked with educators at all levels to identify and implement new tools and best practices resulting in consistent, aligned and accessible classroom-to-home connections.
- Hosted a Town-wide leadership summit to bring together leaders from local organizations and partners that benefit students during and outside of the school day to improve connections and opportunities.
- Improved positive survey responses from families regarding school communications annually, demonstrating continuous improvement.



**STRATEGIC
FOCUS**

4

Enhance collaboration among schools, town government, and the community to create a shared vision for addressing school funding, school facility issues, and staff recruitment.

Budget & Capital Improvements



4.1

Enhance learning environments in all Dedham Public Schools buildings to improve existing safety & security systems so that all students and staff thrive.

4.2

Recruit, develop, and retain a workforce that reflects the diversity of the District's student body.

4.3

Develop a sustainable financial and facilities strategy that meets the needs of all DPS students and staff and ensures a proactive approach to preventative maintenance, rehabilitation, and replacement of School Department facilities.

STRATEGIC FOCUS 4 OUTCOMES

By June 30, 2030, Dedham Public Schools will have:

- Established a comprehensive plan for ongoing implementation of safety and accessibility upgrades and practices in all seven buildings ensuring safe learning environments for students and staff.
- Increased the percentage of employees from underrepresented racial and cultural groups.
- Increased retention rates among diverse staff as demonstrated by stronger alignment between staff demographics and student population diversity.
- Operating and capital budgets that meet the needs of all learners, provide robust professional learning for all faculty and staff, equip learning to support the District's strategic priorities, contain appropriated contingency for unexpected enrollment shifts, and are understood and supported by the community as measured by positive feedback on budget transparency and fiscal stability.





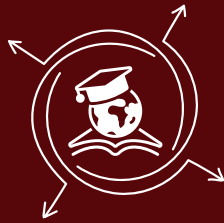
ONE TEAM - ONE VISION
ONE DEDHAM

OUR MISSION

Ensure every student has a strong foundation of knowledge, a passion for lifelong learning, and the skills necessary to thrive in a changing global society.

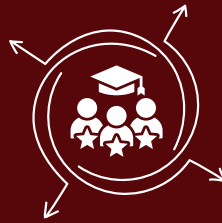
OUR VISION

United as ONE DEDHAM, we are dedicated to fostering a school community rooted in excellence, support, and continuous growth, where students are empowered to thrive, persevere, and pursue their dreams.



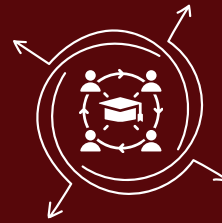
Teaching & Learning

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Budget & Capital Improvements

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EXCELLENCE - RESPECT - DETERMINATION - INNOVATION - ACCOUNTABILITY - RESPONSIBILITY

DEDHAM PUBLIC SCHOOLS



Acknowledgements

From October 2024 through January 2025, this 5-year Plan for Success was developed through a collaborative effort of over 25 members of the school administration, staff and members of the Dedham community. Input was gathered from in-person sessions, experiences and survey results collected from families, students and staff. The process was outlined by the MA Department of Education (DESE) and facilitated by Ruth Gilbert-Whitner, M.Ed., Ed.D. a Planning for Success facilitator and Dedham Public Schools' Superintendent Nan Murphy.

Thank you!

Dr. Ian Kelly -Deputy Superintendent

Jackie Mendonsa - Principal

Kristen Cannon-Principal

Dr. Heather Smith- Assistant Superintendent

Jenny McGowan -Principal

Karen Hillman -Principal

Dr. Sara Stetson - Assistant Superintendent

Kim Hermesch -Principal

Jim Forrest -Principal

Patricia Rocha - DPS Educator

Dana Bennett -Principal

Ed Paris - Director of Teaching and Learning

Sara Errickson - Communications Coordinator

Kate Garand - DPS Educator

Anthony Rodriguez -Community Member

Dr. Ashley Dube - Director of Counseling

Sara Follen - DPS Educator

Jessica Porter - Community Leader/Member

Maria Antonuccio - Director of Health Services

Cara King Anderson- Parent

Dr. Melissa Pearrow - Community Member

Matt Haffner - Director of Facilities

David McAuley - Parent

Patricia Sanchez Connally - Parent