

August 2017

Dover School Community,

As I reported in my July Superintendent Message, I am engaged in Entry Plan Process. The process allows me to have a thorough understanding of the district and the community and to prevent me from being easily trapped into making *jump-reflex decisions* that could result in negative consequences for the Dover School District.

The purpose of this plan is to provide an opportunity to access the past and current state of the District and to set future goals. After analyzing and sharing the data received from meeting with stakeholders, I will lead the District in defining a common future and a course to get there based on the shared goal of providing each student in the community with an exceptional education. The implementation of the plan is well underway. I am learning a great deal about the community and the school district. I continue to be impressed about with the community's pride in the city and the school district.

The District is also engaged in developing a strategic plan which started in September 2016, that will guide the work of the District over the next five-years. During the past year, focus groups and listening sessions and a survey was conducted to gain the insights from the various stakeholders. The data gathered assisted in the identification of the following goals and objectives:

GOAL 1: The Dover School District will improve educational outcomes for students by effectively engaging with the broader community.

- **Objective 1.1 – Student Voice:** We will enhance student voice by creating a student-driven environment that allows all students to have meaningful input and choice into their learning program.
- **Objective 1.2 – Student Support and Wellness:** We will enhance support and wellness for all students through purposeful engagement in classroom and community based activities.
- **Objective 1.3 – College and Career Partnerships:** For students to freely explore all post-graduation options, we will improve and expand out college and career network by strengthen existing partnerships and develop new Partnerships with businesses, non-profit organizations, and educational institutions.
- **Objective 1.4 – Family Understanding and Participation:** We will provide opportunities for diverse families to engage with the Dover schools using sustainable strategies to foster consistent and authentic two-way communication.
- **Objective 1.5 – Community Understanding and Participation:** We will provide opportunities for diverse community stakeholders to engage with the Dover schools in shared problem solving and decision making.

GOAL 2: The Dover School District will develop and sustain a culture that is characterized by optimizing social, emotional, civic, physical, and rigorous academic learning.

- **Objective 2.1 – Social, Emotional, Physical:** We will promote and support the overall health and well-being of all students and staff.
- **Objective 2.2 – Student Engagement in Learning:** We will maximize each student's level and investment and engagement in learning.
- **Objective 2.3 – Student Achievement:** We will optimize individual achievement by ensuring every student receives academic instruction that is culturally responsive and matched to development needs.
- **Objective 2.4 – Competency Based Education –** We will optimize student learning and achievement by developing and implementing a competency based education model.

- **Objective 2.5 – Technology Integration:** We will establish and sustain effective integration of technology into all aspects of the curriculum, teaching, and community.
- **Objective 2.6 – Technology Instruction:** We will facilitate the student’s ability to critically evaluate information available through technology.
- **Objective 2.7 – Extracurricular and Co-Curricular:** We will establish and sustain opportunities for all students to engage in a variety of healthy and productive extracurricular and co-curricular activities.

GOAL 3: The Dover School District is committed to continue investments in infrastructure to support student learning inclusive of facilities, technology, and safety-security.

- **Objective 3.1 – Facilities Maintenance and Development:** We will provide, manage, maintain clean, safe, and adequate facilities to support student learning, effective instruction, and community engagement.
- **Objective 3.2 – Informational Technology Maintenance and Development:** We will provide a robust technology infrastructure, support and training to facilitate a technology rich, collaborative 21st century learning environment.
- **Objective 3.3 – Safety and Security:** We will commit to investing and supporting the safety and security for the wellbeing of all students and staff.

GOAL 4: The Dover School District will recruit, hire, develop and retain effective and caring educators and support them in their growth as strong community members.

- **Objective 4.1 – Recruiting and Retaining:** We plan for and manage staff hiring, placement, turnover, and succession.
- **Objective 4.2 – Professional Development:** We will cultivate continuous improvement of instruction and leadership capacities to increase student growth and achievement through individual and collective professional development.

The Leadership Team continues to work on the strategic plan. Currently, the team is identifying success indicators and strategies. When this is completed, annual work plans will be developed to accomplish the goals and objectives of the strategic plan.

As I indicated in my July message, I am interested in meeting with community members. If you would like to schedule a time, please contact the me at 603-516-6804.

The start of school is quickly approaching with the students’ first day of school being August 30.

The Dover School District is looking forward to a successful 2017-2018 school year.

Sincerely,

William R. Harbron, Ed.D.
Superintendent