



**DOVER SCHOOL  
DISTRICT**

## DOVER SCHOOL BOARD – MINUTES

Meeting Type:	Special Session #1
Meeting Location:	McConnell Center, Superintendent's Conference Room
Meeting Date:	<b>Thursday, January 19, 2012</b>
Meeting Time:	<b>6:00 P.M.</b>

- A. ROLL CALL:** Present were Rocky D'Andrea, Betsey Andrews Parker, Amanda Russell, Paul Butler, Doris Grady and Ken Appel. Kathy Baker was absent.

Also present were; Superintendent Jean Briggs Badger; Curriculum, Instruction, and Assessment Director Gary Tirone.

- B. PLEDGE OF ALLEGIANCE:** Mr. D'Andrea led the Board in the Pledge of Allegiance.

- C. CITIZEN'S FORUM (LIMITED TO AGENDA ITEMS ONLY):** No one addressed the Board.

- D. NEW BUSINESS:**

- 1. Goals and Priority Setting:** Mr. D'Andrea informed the Board that he spoke with Mayor Trefethen about a meeting time for the Joint Fiscal Committee. The meeting will be Wednesday, February 1 at 6:00 p.m. in the City Council Chambers at City Hall. The meeting should last no more than one hour. The tax cap calculation comes out on January 25<sup>th</sup>.

The purpose of this meeting is budget discussion and Council guidance on that area. The Council should also have their goals at this meeting. Ms. Andrews Parker asked if this is the time to discuss specific budget issues. Mr. D'Andrea responded that the thought this would be the appropriate time for the discussion. Ms. Briggs Badger stated that she felt they did not give us enough direction last year and would like to discuss it more with the Council this year since the budget could have "catastrophic" results. Mr. D'Andrea asked Board members to email him if they would like anything specifically addressed at this meeting and he will inform Mayor Trefethen so that it can be added to the agenda.

Ms. Parker Andrews distributed information regarding Senate Bill 196 and will be discussing it at the February 13<sup>th</sup> School Board meeting. This subject of this bill is "An act relative to the renomination or reelection of teacher and the grievance procedures."

Superintendent Jean Briggs Badger distributed the Dover School District 5 Year Action Plan 2010-2015 for discussion and reminded the Board that Paul Deminico had suggested that they keep the direction of the district somewhat constant. The goals can be tweaked, but should not be changed too drastically.



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### DOVER SCHOOL DISTRICT 5 YEAR ACTION PLAN 2010 – 2015

**Mission:** Strengthening our community by educating every child, every day!

**Vision 2010-2015:** Teachers and students will be held accountable to a standard of excellence, emphasizing collaboration, innovation and best practices in teaching and learning.

#### **Goals 2010- 2015:**

##### **I. Curriculum**

All students will be provided with aligned, rigorous, and research-based instructional materials to prepare them for the 21<sup>st</sup> century learning and post- secondary opportunities.

##### **II. Instruction**

All educators will partner with colleagues to create an instructional climate that values coaching, modeling, and a collaborative culture to improve teaching practices.

##### **III. Assessment**

All educators will use assessment information to improve achievement of all students.

##### **IV. Environment**

Educators, students and parents will partner to create a positive, engaging, and safe school environment.

##### **V. Technology**

Teachers and students will use technology to enhance learning.

#### **ASSESSMENT**

- ◆ Raise the achievement level for all students.
- ◆ Close the achievement gap for SES and Special Education sub-groups.
- ◆ Develop a systematic process of monitoring progress at the classroom, building, and district levels to maximize student achievement.

#### **CURRICULUM**

- ◆ Establish full curriculum alignment to include:
  - Awareness of revision cycle process and duties of Curriculum Planning Council
  - Scope and sequence K-12
  - Sound transitions between grades and between schools
  - Adequate resources for sustainability and professional development

#### **INSTRUCTION**

- ◆ Target professional development for new and veteran teachers on best practices, through coaching and modeling.
- ◆ Stress importance of cross curriculum applications of content.
- ◆ Create collaborative teams focused on teaching and learning.

#### **ENVIRONMENT**



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- ◆ Enhance sense of community through a positive, engaging school climate.
- ◆ Increase quality, frequency, and consistency of parent involvement and communication strategies.
- ◆ Increase opportunities for students to explore and pursue post-secondary options.

### TECHNOLOGY

- ◆ Pursue options to increase technology infrastructure, capacity, and integration.

Ms. Briggs Badger also distributed the 2011-2012 School Board and Superintendent Goals from the September 12, 2011 Board meeting.

## 2011 – 2012 SCHOOL BOARD AND SUPERINTENDENT GOALS From September 12, 2011 Board Meeting

### Responses in RED

#### 1. PROGRAM EVALUATION

- a. Create a District Program Guide (by Oct. 15<sup>th</sup>)  
a. & b. Guide was forwarded to Board in Jan. 2012
- b. Description/Purpose & Measure of Success  
(See attachment)
- c. Programs and Newly Adopted Curriculum.  
Will update programs to Board in March after our NECAP scores are available.  
(under 5 years) to support student achievement:
 

. DGR (K-8)	. ROTC
. Read 180 DHS	. Oasis/DMS (5-8)
. Systems 44 DHS	. Freshman Academy
. Math in Focus (K-6)	. Summer Programs (K-8)
. Competencies DHS (9-12)	. CTC (9-12)
. Science (K-4)	. ESOL (K-12)
. Block Scheduling (DHS)	. Special Education (K-12)

#### 2. TECHNOLOGY

- a. Technology Inventory Across District – C. Roberge  
a. Sept. 12<sup>th</sup> Board Meeting update given – see attached minutes
- b. Use and Goals of Technology – G. Tirone  
b. Sept. 12<sup>th</sup> Board Meeting update given – see attached minutes
- c. Technology Vision Timeline (G. Tirone)  
c. Sept. 12<sup>th</sup> Board Meeting update given – see attached minutes (Full reports available upon request)

#### 3. EDUCATIONAL QUALITY & EQUITY

- Raise Test Scores – Create Strategies for Success.  
Dover’s Growing Readers Benchmark scores  
Review Program Evaluation Guide                      Math Numeracy DATA  
(see #1 above).  
DHS Course Competency Work with assessments  
Creation of Professional Learning Communities K-12 focused on student achievement

#### 4. SPECIAL EDUCATION

- Review Recommendations – S. Crosson



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Aug. 22<sup>nd</sup> Board Meeting update given - see attached minutes

Implement Plan and Timeline for Improvement

RTI Committee formed headed by P. Glynn. They are meeting monthly update is scheduled for Feb./March – see attached minutes from meeting . SPED update scheduled with Ms. Crosson for Feb./March

### 5. DHS CULTURE AND CLIMATE

a. Institute Fall 2011 & Spring 2012 Perception Survey

a. Perception Survey Results given at Dec. 12<sup>th</sup> meeting – minutes attached  
Grades 9 – 12

b. Reduce Dropout rate

b. Alt. Learning Plans – Gary Tire, Chris Boston and DHS Administrators

c. “It Gets Better” Campaign (DHS Guidance) c. Chris Boston and DHS Administrators

d. Dress Code Enforcement (DMS/DHS Admin) d. c. Chris Boston and DHS Administrators

### 6. PERSONALIZE INSTRUCTION FOR ALL STUDENTS

a. Monitor Non Proficient Students' Growth

a. Data Reports from Principals

b. Ensure Appropriate Remediations/Support Are In Place

b. RTI Group

c. Improve Quality of Instruction

1. PD Master Plan c. 1. G. Tirone will complete in March

2. Teacher Evaluation Process c. 2. TBD – G. Tirone

3. New Teacher Induction c. 3. Update at the Sept. 12 SB meeting – see attached minutes

4. Mentoring/Modeling c. 4. Update at the Sept. 12 SB meeting – see attached minutes

d. Raise Test Scores d. Review Scores: NECAP / Benchmark etc. / PALS March 2012 – G. Tirone

### 7. COMMUNITY ENGAGEMENT

a. Public Utilization of Buildings and Grounds a. – c. Planning Committees formed - DHS

b. Dover Adult Learning Center Involvement/ Collaboration

c. Terminology of School Boards vs. Board of Education (cradle to grave)

### 8. CONTRACTUAL ISSUES a. – e.

a. Beginning Teacher Pay

Contract discussions to resume Spring 2012 with Teachers PARAs and Admin

b. Longer School Day . PARAs and Administrators – Winter 2012 (Salary Only)

c. Later Start to Day . Secretaries – Fall 2012

d. Early Retirement Incentives

e. Tenure Date (Now 5 Years by Law)

### 9. FINANCIAL MANAGEMENT – INITIATIVES

Proposal . Tuition Costs? Rollinsford?

Change School Calendar to 175 Student Days



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### On Hold – Pending Budget Discussions

This document highlighted 9 areas including Program Evaluation, Technology, Educational Quality and Equity, Special Education, DHS Culture and Climate, Personalize Instruction for all Students, Community Engagement, Contractual Issues, and Financial Management-Initiatives. In addition to these items, responses were listed in a separate column to each goal. These items were important to the previous Board and had been brainstormed by them at a meeting in August. After the August meeting, Ms. Briggs Badger took all of the ideas and created categories. The Program Evaluation Guide was created from these ideas. Mr. Tirone added that they went back 5 years and listed all programs that had been initiated by the district.

Ms. Briggs Badger stated that these ideas had come from her notes from the August. She distributed a copy of the original sheet with her hand written notes on them for the Board to review. Ms. Briggs Badger stated that they can remove or add anything to this document. There may be different topics that are important to this Board. Many of these topics have been addressed.

Mrs. Grady stated that the document that Ms. Briggs Badger distributed was more for the goals of the Superintendent. She thought that this meeting was to discuss the district goals for the students. During the previous discussion in August most of the comments were from the previous School Board chairperson. The ideas on the document had not been voted on by the previous School Board. She sees many positive items on the list, but they were asked to pick 5 or 6 items and have a timeline to complete them. Mr. D'Andrea stated that the most important thing for him is that the goals are measurable or at least, in progress. Ms. Briggs Badger added that the Board's goals are also her goals. She wants to be open and transparent about everything including her evaluation and goals. Mr. D'Andrea agreed that the Superintendents goals and the Board's goals should be the same, except the School Board goals "should be at 30,000 feet and your goals should be at 10,000 feet". Ms. Briggs Badger will make the School Board goals happen at the ground level.

As an example, Mrs. Grady referred to Math In Focus. She stated that after a certain date, it would be determined if the program is working. If not, they would need to determine what needs to be done to fix it or make it more successful. Mr. D'Andrea agreed with Mrs. Grady and reiterated that the Board would set a goal and the superintendent would find a way to implement it. A discussion about Math In Focus continued and Ms. Briggs Badger stated she has heard many positive comments about the program. School Board members agreed, stating they had heard similar positive comments. Mr. Tirone responded to Mrs. Grady's concern regarding some students possibly not completing workbooks by the designated time, by stating that students will have to meet a competency to determine progress and he would like to have a student in each grade teach cohorts. Mrs. Grady brought up the discussion of Freshman Academy. She questioned whether it should be continued. Factual information is needed by the Board to determine its future.



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Mr. D'Andrea responded that he agrees with Mrs. Grady, but would like to focus on goals and the best way for the students of Dover to get the best education possible. He would like to see scores increase.

Ms. Andrews Parker commented that running a school is similar to running a company and there are some issues on which they have no control. She would like concrete information added to goals so that results can be measured. These goals will be needed to help defend the budget to the City Council. She asked if the Board wanted to keep the current 2010-2015 goals and suggested a possible format change to the Action Plan to help Board members understand the goals better. Ms. Briggs Badger reviewed the Action Plan and showed the details and plan for each goal and stated that all goals are all referenced in the district action plan.

Ms. Andrews Parker stated that most of the work will be completed in the sub-committees with the Board goals in mind. The committee members will report their progress to the entire School Board.

Mr. D'Andrea suggested adding 2-3 items for each goal that the Board would like to accomplish. If goals are already in the Action Plan, they can remain, or be changed as determined by the Board. Ms. Briggs Badger suggested making goals more specific to the Action Plan.

Mrs. Grady stated that sometimes a timeline is missing. A timeline should be given for each goal and then once it is reached, the Board should be given a report.

Mrs. Andrews Parker added that the Board needs to make sure that the district has resources to back up the goals. People should not be set up to fail.

Mrs. Grady stated that they should find a way to assist people who are not making the goals and try to determine how to help them.

Ms. Andrews Parker cautioned the Board that if a goal is not achievable, the district needs to support the infrastructure to make it work.

Mr. Tirone discussed updated goals on technology offering specifics to the Board.

Ms. Briggs Badger commented that the district is on a path to complete goals, but has limited resources. The budget will offer huge challenges to the district and Board.

Ms. Andrews Parker thought that the Board should discuss goals for budget season. She wants the Board to be fully prepared for the upcoming budget sessions.

Dr. Butler stated his hopes for the Board. He believes that schools are failing on NECAP testing. After the tour of schools, he expressed his dismay at the condition of the computers, as many seem to be outdated. He is wondering if the District can afford to be in an "arms race" with technology. He continued to say that he would like the Board to focus



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on competence in literacy. Teachers and administrators are dedicated, but sometimes the systems fail them. Reading with purpose is key in the education of students. Comprehension is important for every student no matter what their life plans are. He feels that computers are important, but teachers do not need a computer to teach a student to read. Math is also important, but literacy is also needed in math. Dr. Butler added that he would like to meet with Mr. Tirone to determine if curriculum in the city is the same for all students. He does not want the District to spend a great deal of money on computers that are already outdated. He agrees that computers are a wonderful resource, but they are not reading. This is one of the main reasons that he ran for the School Board.

Ms. Andrews Parker agreed 100%. Reduction of staff and aides will impact this for students. She commented that there is so much more to literacy and feels that all schools should have the same resources. Dr. Butler agreed that he would much rather spend money on reading teachers than computers that will be outdated soon.

Mr. D'Andrea commented that when he was campaigning, an older gentleman told him that the District has gotten away from the basics. He agrees that reading is an important goal.

Ms. Andrews Parker commented that students are in a different age and learning differently.

Ms. Russell stated that technology is part of core standards. It is mandated that technology be used in all classrooms. Teachers have to show evidence that they do this and it is not an option.

Ms. Briggs Badger stated the NECAP will be replaced by a national test that is tied to common core standards. Failure in NECAP testing is difficult to understand because of all the sub groups. The standard is a moving target. Every two years it is changed.

Dr. Butler asked if Rollinsford had a valid point when Dover didn't look good to them in the report. Ms. Briggs Badger replied that Dover was discounted because we would take some, but not all of their students and the decision had nothing to do with NECAP scores. Rollinsford only looked at towns who said that they would take all of their students. The Board can re-evaluate the decision and decide to take all of their students. At that point, Rollinsford can determine if they would reconsider Dover.

Ms. Russell, as a Rollinsford teacher, explained the set up of grade levels in Rollinsford for the benefit of the Board.

Ms. Briggs Badger stated that reading scores in Dover have improved through Dover's Growing Readers (DGR). The atmosphere in schools has changed since the implementation of this program. Ms. Andrews Parker expressed her pleasure in this program also. She has seen remarkable progress with her children.

Mrs. Grady stated that the primary goal of the Board should be for all elementary schools to follow the same curriculum and have the same opportunity. She continued to say that,



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“Every student in Dover should be learning the same thing.” Dr. Butler agreed with Mrs. Grady's comment.

Mr. Tirone commented that all students are doing the same work.

Ms. Andrews Parker feels that a “bookroom” should be in every school. Mr. Tirone stated that the curriculum is the same, although the resources are different.

Mrs. Grady stated that an example of the inequity is intramurals in each school. Ms. Andrews Parker stated that there are differences because of the different parent-teacher groups. They raise money differently and for different projects within the schools.

Mr. D'Andrea stated that the Board cannot control the parent groups.

Ms. Russell believes that the elementary schools are equal at this point. Ms. Briggs Badger stated that the teachers have learned to work as a community and the curriculum is exactly the same in each school. Dr. Butler asked if most teachers are following the curriculum. Ms. Briggs Badger responded that she believes they are. Teachers from all schools meet on a regular basis so that they are all on the same page. She welcomed School Board members to visit schools and talk to teachers.

Ms. Andrews Parker and Ms. Russell agreed that Dover's Growing Readers has been an exceptional program for their children and others. They related examples on how their children have flourished with this program. Ms. Andrews Parker would like to support literacy in the budget including professional development and curriculum.

Mrs. Grady stated that the City Council will just approve the bottom line and the School District will need to determine how it is spent. She wanted to be sure that what can be done for students is a priority in the budget.

Ms. Andrews Parker stated that two councilors told her they will be reviewing each line item in the budget. Mrs. Grady responded that this is something that they can't do. They can only look at the bottom line.

Mrs. Grady wants to be sure that the money in the budget is going to the students and what can be done for them.

Mrs. Grady stated that middle should be looking at their total organizational scheme. She is concerned they are not meeting their instructional time in state standards. They should have more instructional time. Homeroom, passing time, teacher-parent conference times shouldn't be counted. She added that scheduling music has always been a problem at the middle school. In the past, all music students had been on one team. Mrs. Grady commented that giving the middle school more instructional time should be one of the goals of the School Board.



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Ms. Russell stated that she has scheduled a meeting with DMS Co-principal Kim Lyndes next week to discuss scheduling. She feels that it is difficult to get information from the middle school until the last moment when it is too late to make changes. She would like to facilitate between different groups of people.

Mrs. Grady suggested that Ms. Russell contact former DMS Principal Linda Raynes to discuss scheduling.

Ms. Andrews Parker added that it seems the middle school has different schedules every two years. She acknowledges that it's a difficult age, but there should be a consistent schedule. She also commented that she is not sure if 5<sup>th</sup> grade students should be at the middle school level. 6:30 am is a difficult time for students of that age.

Mrs. Grady stated there have been a lot good ideas being discussed. Each Board member is listening to each other. She agrees with many of the goals that are being discussed and hopes that 3 or 4 goals can be agreed upon to make priorities.

Mr. D'Andrea recommended that they schedule another meeting to review potential goals.

Ms. Andrews Parker added that it would be helpful to review the budget prior to setting the goals.

Mrs. Grady would like the cost of the programs that were highlighted in the 2007-2012 Program Guide so that they can be evaluated based on their cost and determined if they should be in the budget.

Ms. Andrews Parker stated that Bruce Patrick, Strafford School Board Chairperson, recommended to the NHSBA that a resolution be passed eliminating fall test. There will now be only one testing cycle which will be in the spring.

Mr. D'Andrea asked that Ms. Briggs Badger and other School Board members bring 3 or 4 goals to the next meeting.

Ms. Briggs Badger mentioned changing the structure of elementary schools that had been discussed a few years ago. This is a huge change and has many opponents, but might be something to discuss at some time. They would be losing neighborhood schools, parent groups, and other things, but would leave room for all of the students from Rollinsford at the middle school. 5<sup>th</sup> grade students would be grouped with 4<sup>th</sup> grade students and would remain at the elementary schools.

Ms. Russell stated that she and Ms. Andrews Parker had disagreed on this restructure. She did not like that none of her children would be with their siblings at any time in their elementary education. She would be split into 4 buildings and wouldn't be able to form relationships with her children's teachers. She also felt that student's education would be chopped up into 5 buildings. She is less objectionable that she was three years ago.



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Mrs. Grady stated that at one time or another, children in one family will all be in different schools. Her problem with the committee that studied this idea a few years ago is that it was 90% Garrison parents.

The committee was trying to show the educational value of putting all K-1 students and teachers in one building. It saves time and resources. This would decrease the inequity in the elementary schools. This would also keep the 5<sup>th</sup> grade students out of the middle school and not integrated with 8<sup>th</sup> grade students.

Ms. Russell asked if changing the structure of the elementary schools would create a logistical bussing nightmare. Ms. Briggs Badger responded that it would need to be researched further to determine if it would be an extra cost or savings.

Ms. Russell also added that a disadvantage of restructuring would be that a student may not be able to create a relationship with a staff member in the building because of the change that would take place every 2 years.

Mrs. Grady understands that many teachers do not want to go to the middle school, but it turned out to be her favorite 15 years of her career. She never wanted to go there, but was glad that she made the change.

It was agreed that the Board would meet again with each member bringing 2-3 goals on Tuesday, January 31 from 6-8 p.m.

Ms. Briggs Badger distributed budget information for Board members to review before the Retreat on Saturday.

- E. ADJOURNMENT:** Betsey Andrews Parker moved, Amanda Russell seconded a motion to adjourn the Special Session at 7:57 P.M. An oral **VOTE PASSED 6/0.**

Respectfully submitted,  
Betsey Andrews Parker, Secretary  
BAP/ral