



**DOVER SCHOOL
DISTRICT**

DOVER SCHOOL BOARD – MINUTES

Meeting Type:	Special Session #7
Meeting Location:	Media Center (Rm 306), McConnell Center
Meeting Date:	Wednesday, August 24, 2016
Meeting Time:	4:00 P.M.

- A. A special session of the Dover School Board was called to order by Chair Amanda Russell on Wednesday, August 24, 2016 at 4:02 P.M. in Room 306 of the McConnell Center.
- B. **ROLL CALL:** Present were Amanda Russell, Keith Holt, Kathy Morrison, Michelle Muffett-Lipinski, Matt Lahr and Carolyn Mebert. Betsey Andrews Parker was excused. Also present was: Superintendent Elaine Arbour and Business Administrator Libby Simmons, Christine Boston, Patrick Boodey, Peter Driscoll, Mike McKenney, Beth Dunton, Jeffrey Myers, Louise Paradis, Deanna Strand, Paula Glynn, and Joan Breault.
- C. **PLEDGE OF ALLEGIANCE:** Keith Holt led the Pledge of Allegiance.
- D. **CITIZEN'S FORUM:** No one addressed the Board.
- E. **CONSENT AGENDA:**
1. **Nomination of Teachers**
 2. **Resignations**

Michelle Muffett-Lipinski moved, Carolyn Mebert seconded to approve the Consent Agenda as presented. An oral **VOTE PASSED 6/0.**

The 7th grade social studies position has not been filled yet, but will be soon.

F. **DISTRICT GOALS DISCUSSION**

Ms. Russell stated that the goal of this meeting is to develop goals and move the District forward. Four standards that should be used are Instructional Leadership, Management Operation, Family and Community Engagement and Professional Culture. The Board would like to use a rubric to measure each standard, picking a few goals under each standard.

Ms. Glynn commented that the four standards are typically part of a Strategic Plan. She thought that a good goal would be to complete the strategic plan. Much of it has been completed already.

Data has been collected, but hasn't been shared with the Board. It was asked if there is an efficient way to collect the data. Ms. Glynn confirmed that it has been collected, but not much has been done with it.

Dr. Mebert stated that in the past, she has worked with previous data coordinator Gayle Osburn on gaining access to data. Ms. Glynn confirmed that the current data coordinator also inputs a great deal of data into systems. Dr. Mebert commented that data should be able to be accessed and placed into groups. This information would be able to help the District focus on areas that should be targeted.

Mr. Holt stated that the District should focus on and determine what is working and what is not working in the system.

Dr. Arbour discussed the Marshall rubrics in relation to teacher evaluation which all fall within the four domains being discussed.



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Ms. Muffett-Lipinski asked if the same six standards should be used for the superintendent evaluation. Dr. Arbour explained that the administrative evaluations are a little different (10 standards) and the state is still working on the rubrics.

Dr. Arbour stated that administrators are focusing on two goals and she requested that she be able to focus on two goals since a lot has not been done on self-assessment yet.

Ms. Muffett-Lipinski agreed that it would be good for continuity to be consistent with teachers/administrators.

Ms. Russell summarized the goals reiterating that the current discussion is on Board/District goals. She stated that greater access and utilization of data is needed which could help drive instructional practices as well as budget if resources need to be reallocated.

Administrators were asked for their thoughts. Mr. Boodey stated the “Educating Every Child Every Day” has been in use for the past 5 years and is the district mission and vision goals. The content is still the same and relevant. Should the District start from scratch?

Dr. Mebert commented that it sounds good, but how do people facilitate this? She also asked how the needs of all students are met. Goals need to be operationalized.

Dr. Mebert added that the District has had success with Dover’s Growing Readers (DGR). She feels that it can be done again. A tangible goal is needed and efforts need to be re-energized.

Ms. Breault added that goals should be determined from deficits.

Mr. Driscoll commented that poor attendance and excessive tardies also need to be addressed.

Ms. Boston commented that the process takes so long that by the time state agencies address the problem, it’s time to start a new year. Dr. Mebert agreed with this statement.

Dr. Mebert recommended building a stronger partnership with the Dover Housing Authority.

Ms. Muffett-Lipinski commented that resources may need to be put toward truancy. Data will be needed in order to determine this.

Mr. Holt cautioned against spending money on what does not work. Evaluation criteria needs to be built so that effectiveness can be measured. He added that more data should be shared with the Board and the community. Successes should be celebrated and areas that need improvement should be identified.

Dr. Arbour shared 4 basic prompts that may help to obtain useful information. This would help the District to know what is needed.

Ms. Glynn recommended taking 10-15 minutes at the beginning of each Board meeting to discuss data and share information with the Board. The Board agreed and will plan to do that at each meeting.



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The group of administrators and School Board members split into 4 groups which each group answering one question.

Group 1—What are we excited about

- New DHS/CTC project/Expanding Programming
- Addition of new dean at GES
- Returning Staff—High Retention
- Dover is growing—New families and businesses
- Growing enrollment in the Alternative Program
- Community Support-Both private and public
- Relationships—positive with local agencies (i.e. police, fire, city finance)
- Relationship with UNH at all schools
- Parent groups at all schools
- Increase in diversity at school

Group 2—Where do we feel stuck in the process

- Lack of communication, re: initiatives/good things
- Program evaluation-are we effective?
- Time= decreased capacity (for teachers and students)
- Not a good feedback tool from teachers, students and us and vice versa
- Data—Sources, use, interpretation, sharing
- PD—training on data, time to analyze and make plans and use/monitor
- How do we help people feel ownership/make meaning?
- How do we show value for people?
- How to move Dover into 21st/22 century learning—what does Dover want for ours?
- Meeting non-academic needs of students
- Money-Actual/Perceptions
- Lack of strategic plan—how to effectively get to involve all stakeholders

Group 3—What are people talking about

- Technology: timing-changes not communicated effectively-Resources/Process
- Class Size: Elementary and Middle
- Staff Turnover: Why? Exit Interviews. Promotions
- Pullouts vs. Push ins
- Bussing with Seacoast Charter School—Positive Collaboration

Group 4—What gives us a stomachache

- Class size-overall
- Size disparities
- Funding for teaching, staffing; our numbers do not reflect what we spend on our students
- Operations workload-non-educational supports
- Mental health issues of our students-tracking how do we know who is suffering and need help (personal connection)
- Lack of community support (% spent on city vs. school)
- Demographic shift in the city-are we capable of addressing cultural and economic diversity?



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- Thought of restructuring the elementary schools (K-1, etc.)
- Space-How do we use space? Can it accommodate its enrollment?
- Attendance (including tardies)

Ms. Morrison was excused at 5:00 pm. Mr. Holt expressed his appreciation to the administrators for their work on this and thought that it was very beneficial.

Administrators were excused at 5:35 p.m.

G. SUPERINTENDENT EVALUATION DISCUSSION

Ms. Russell distributed NHSBA sample policy CBI-R which is the Evaluation of the Superintendent. The District currently does not have this as an approved policy. Ms. Muffett-Lipinski stated her preference for the previous document that Mr. Holt had created. Others felt similarly.

Ms. Muffett-Lipinski commented that the Board should have asked Dr. Arbour to complete a self-assessment before this conversation.

Goals for Dr. Arbour will be completed by September 26 since Dr. Arbour agreed to the extension. She is agreeable to completing a self-assessment as long as she knows the tools.

Mr. Holt's tool is a combination of several different tools and he stated his concern that the tool be very well scripted.

Dr. Arbour commented that she prefers a rubric over an opinion poll and would like examples. She requested that focus be on one or two rubrics since they can be dense and added that she would like suggestions for data sources. Without discussion, the document is not meaningful.

Ms. Muffett-Lipinski commented that goals are generally not given if the employee is already proficient.

Dr. Arbour requested a mid-year check with more formality at the end of the year with a reflecting conversation.

Ms. Muffett-Lipinski asked for the method for collecting information to which Dr. Arbour responded that surveys generally will be requested via the right to know law.

Ms. Muffett-Lipinski commented that transparency is important. Dr. Arbour responded that it is important but information in personnel files is not available to the public.

Mr. Holt stated the importance of the opinion of staff and families, to which all agreed is helpful data.



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It was determined that two goals for Dr. Arbour would include a professional practice goal and a student achievement goal with formative and summative assessments.

There will be check-ins based on the Mr. Holt's document. Updates will be provided during the Superintendent's comments at public School Board meetings (after goals have been determined).

Dr. Arbour asked to hear both positive and negative feedback from the Board. It was determined that the survey completed last spring would be provided to Dr. Arbour. Ms. Muffett-Lipinski commended Dr. Arbour for all of her efforts, specifically with the teacher evaluation tool and thanked her for doing a great job.

Mr. Holt stated that the entire group needs to own the strategic plan and it's not the right goal for Dr. Arbour alone. It should be more of a Board goal and the Board should be working on it together. Ms. Muffett-Lipinski disagreed and commented that she doesn't know of any Board that completed a strategic plan.

Dr. Arbour commented that she is able to complete a strategic plan, but it should have input from the entire community. She needs assistance in engaging everyone.

Ms. Muffett-Lipinski added that there are many communities with great strategic plans and the wheel doesn't need to be reinvented. She recommended that Dr. Arbour find five plans and determine which one would be most appropriate for Dover and serve as a guide. Mr. Holt noted that no two School District's look the same. He cautioned against using other strategic plans.

Ms. Muffett-Lipinski noted that a consultant can review plans also to see which may be a good fit for Dover also.

Dr. Arbour stated that there are funds available for strategic planning.

It was determined that Dr. Arbour would do the self-assessment based on Mr. Holt's document by September 12.

Dr. Arbour will meet with Ms. Muffett-Lipinski, Mr. Holt and Dr. Mebert between September 12 and September 26 to discuss her goals.

Ms. Russell stated that policy CBI-R would need to be brought to the November School Board meeting for a first reading.

Dr. Arbour's goals will be pointed, specific and achievable. Mr. Holt stated that the rubric should drive the area in which she feels she needs support.

Ms. Russell noted that the next meeting will be more focused and this has been a good first meeting. The perspective of the administrators was beneficial.



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Dr. Arbour asked that a reflecting conversation be had prior to release of her written evaluation. A timeline will be determined at a later date.

H. SCHOOL BOARD MATTERS OF INTEREST: None

I. ADJOURNMENT:

Michelle Muffett-Lipinski moved, Carolyn Mebert seconded to adjourn the special session at 6:12 pm. An oral **VOTE PASSED 5/0.**