

**Dover Sherborn Regional School Committee
Dover School Committee
Sherborn School Committee
Dover Sherborn Union #50 Superintendency Committee**

Dover-Sherborn Regional School Committee ~

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**Non-voting Union #50 Member

Agenda

December 4, 2018

7:00 PM

DSMS Library

155 Farm Street Dover, MA 02030

1. Call to Order
2. Community Comments
3. Special Education Administrative Reorganization A.R.
4. Adjournment

Note: The listings of matters are those reasonably anticipated by the Chair, which may be discussed at the meeting. Not all items listed may, in fact, be discussed and other items not listed may also be raised for discussion to the extent permitted by law.

The Dover Sherborn Public Schools do not discriminate on the basis of age, race, color, sex/gender, gender identity, religion, national origin, sexual orientation, disability, or homelessness.

The Public Schools of Dover and Sherborn

*Memo from
Superintendent Dr. Andrew Keough*

We are once again presenting a recommendation to move from having a Director of Special Education (PK-12) to having a Director of Student Services (PK-12). We believe that making this adjustment will result in greater coordination of the naturally overlapping delivery of special education, guidance and counseling, and nursing services for our district.

As requested by the Committees at the October Joint Meeting, we have enclosed the following documents for your review in support of the requested SPED reorganization:

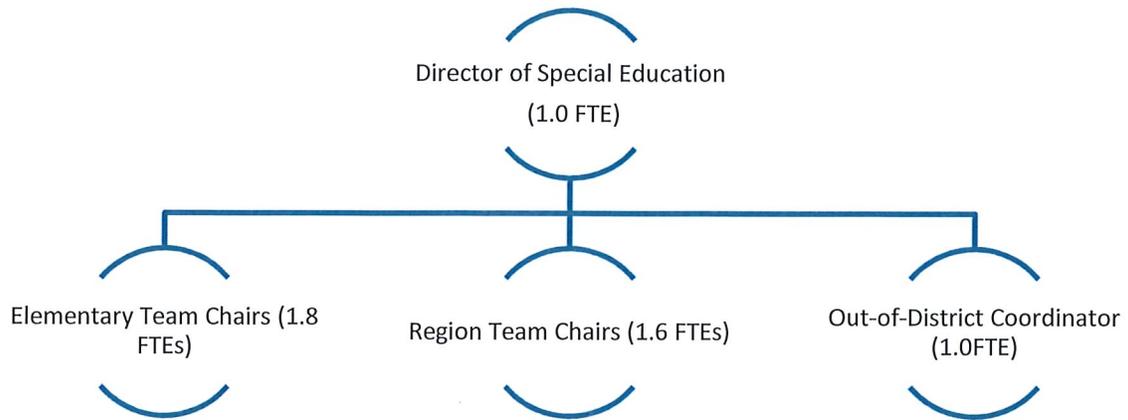
- Proposed Organizational Chart
- Job Descriptions for key positions
- Cost Analysis of Reorganization by District.

Based on feedback from staff and members of the School Committee, we have made some key adjustments to the proposal presented on October 23rd. These changes have been discussed at length with the Leadership Team and have received their support. They include:

- Making the Director of Guidance position a PreK-12 ***Director of Guidance and Counseling*** position, as opposed to a 6-12 position – This change will ensure that guidance and counseling for the entire system has direct oversight and that the continuum of services is consistently applied PreK-12. Additionally, it will address the concern related to the Director of Student Services having too broad a spectrum of responsibilities.
- Adding a .5FTE Team Chair to the Region – This change will ensure that special education service delivery oversight will have sufficient coverage at both the middle school and high school. Additionally, it addresses the concern that the Director of Student Services will not have adequate time to oversee the Region SPED services.
- Added language in the job description for the Director of Student Services related to supervision and evaluation – This change will ensure that special education staff at the Region has direct supervision and responds to the concern that there will not be enough oversight at this level.

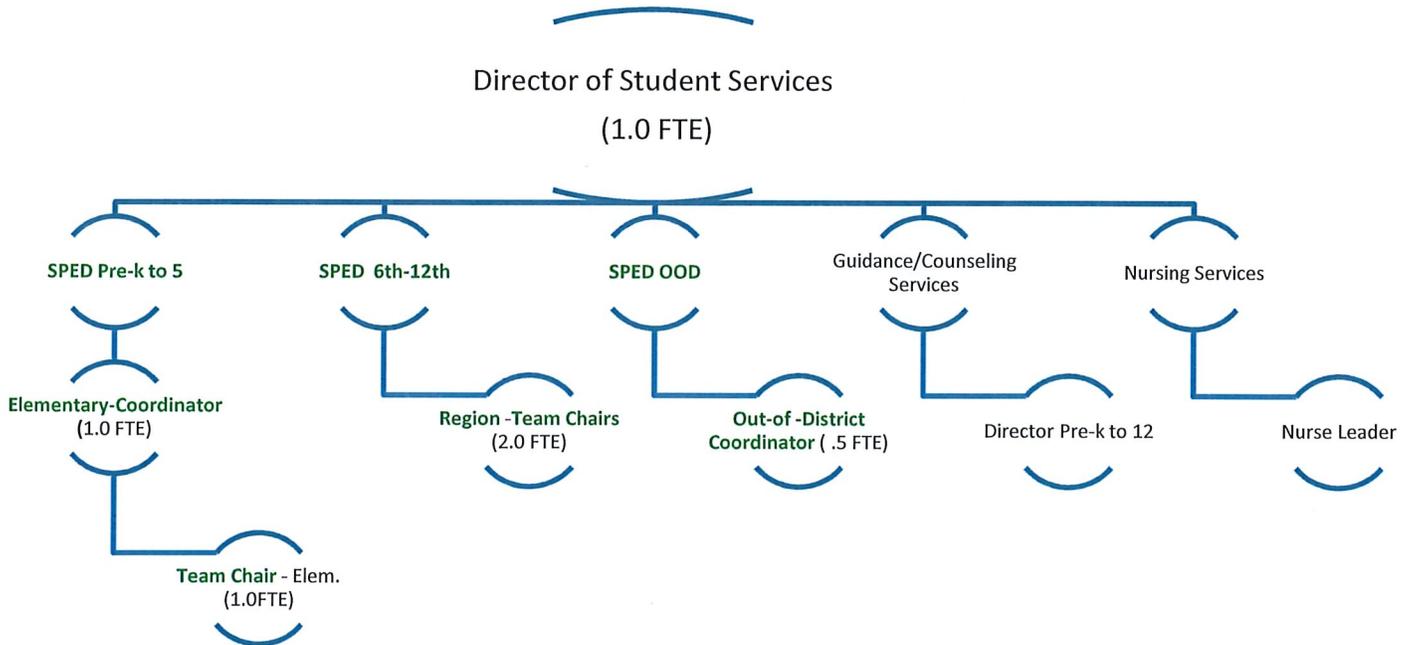
These documents clearly identify roles and responsibilities for the delivery of special education and guidance and counseling across the district and reduce the likelihood of inconsistencies and/or breakdowns in the continuum of services.

CURRENT STRUCTURE



Total SPED FTEs – 5.4

PROPOSED STRUCTURE



Green signifies special education positions

Total SPED FTEs- 5.5

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Director of Student Services

General Description: The **Director of Student Services** functions as a key leader on the Central Office Team, advocating for effective programs, services and curricula that support the achievement of all students in a cost-effective manner. The Director is accountable for the overall direction, coordination and supervision of all educators assigned to Student Services including those in special education, guidance and counseling, and nursing, and other related services. The Director works collaboratively with other senior administrators in the Dover-Sherborn Public Schools to further the implementation of inclusionary practices at all levels. The position requires interface and leadership with all disciplines within the system, parent communication and community/agency outreach. The Director participates in the recruitment, hiring and, training of staff and prepares the budget, administers entitlement grants and seeks other funding sources to provide financial support for programs. The Director of Student Services reports to the Superintendent of Schools.

Key Responsibilities:

- Sets vision and standards of excellence and provides accountability and leadership across the district for performance in each Student Services discipline: special education services for students ages 3-22, guidance and counseling services; related therapies services, psychologist and counseling services; home/hospital services; and nursing.
- Contributes to central office and district leadership teams on behalf of student services.
- Provides leadership and works collaboratively with principals to support general education and special education intervention and supports.
- Provides purpose, technical direction and advice to administrators, building principals and instructional staff maintaining compliance with mandated regulations and laws related to students with disabilities.
- Provides annual review of staffing needs and reallocates resources to meet changing student population and needs.
- Monitors, revises, and recommends policies essential to the needs of students with disabilities.
- Monitors and evaluates existing programs in all areas of the Student Services and recommends changes and new program development as needed.
- Develops and monitors procedures related to the IEP and 504 processes, including referral, appropriate and comprehensive evaluations, planning and placement of students with disabilities, including out-of-district placements.
- Signs all IEPs from the region and out of district placements after reviewing for technical accuracy/completeness and quality content.
- Keeps informed of all legal requirements governing special education and works with appropriate state agencies regarding the resolution of complaints, mediations and hearings related to students with disabilities.
- Assumes responsibility for compiling, maintaining, and filing all reports and records required for audits, annual reports or other administrative reviews including DESE reporting requirements, Tiered Focused Monitoring, and Circuit Breaker
- Recruits and recommends individuals for employment for positions within the student services department, in collaboration with building principals and other administrators.
- Develops professional development and training programs for faculty and staff related to supporting diverse learners.
- Supervises and evaluates regional special education staff in collaboration with appropriate building principal and/or administrator.
- Supervises all administrative, clerical, and support staff assigned to the Student Services Department.

- Works in partnership with the Business Administrator to recommend to the Superintendent a fiscally responsible budget and monitor monthly expenses, including tuitions, contracted service providers, and transportation.
- Prepares State and Federal grant applications related to Student Services, monitors grant funded programs and prepares reports and statistical data as required.
- Maintains an effective liaison and communication with the Special Education Parent Advisory Council (SEPAC), other parent groups, staff members and community agencies relating to student services.
- Develops and submits reports to the School Committee as directed by the Superintendent.
- Explains the objectives and programs of the student services to the Superintendent of Schools, School Committee, the staff, and the public at large.
- Directly supervises the Director of Nursing, Director of Guidance, district wide Team Chairs, Out of District Coordinator, and other district-wide positions as necessary and co-evaluates special education personnel with the secondary principals when deemed appropriate.
- Supervises the Elementary Special Education Coordinator (refer to Elementary Special Education Coordinator job description).
- Performs other related duties as assigned by the Superintendent of Schools.

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Coordinator of Special Education

General Description: The **Coordinator of Special Education** provides educational, instructional, and programmatic leadership for special education and related services staff working at the pre-kindergarten to grade five level. Reporting directly to the Director of Student Services, the Coordinator works collaboratively with elementary level building administrators to develop the vision for delivery of elementary special education services, making recommendations for possible program revision or development, while maintaining effective existing programs. The Coordinator shares responsibility with the building administration for supervision and evaluation of pre-kindergarten to grade five special education and related services staff and provides regular support to the elementary Team Chair. The Coordinator oversees all early childhood delivery of special education services, including Child Find and Integrated Pre-Kindergarten programming, and works directly with the building leadership to establish and enhance inclusionary practices.

Key Responsibilities:

- Supervises and evaluates all special education and related services staff at as required.
- Regularly coordinates with building leadership and the Assistant Superintendent for Curriculum and Instruction, to provide training and technical assistance to special education teachers, general education teachers, related service providers, school counselors, instructional coaches, and educational assistants in best practices for special education delivery.
- Provides oversight and implementation of all early childhood special education programming for students at the pre-kindergarten to grade five level, including screening, operation of the integrated preschool, and transitions to kindergarten.
- Provides full leadership and oversight of all extended school year programming, including proper dissemination of announcements of services, establishment of curriculum, daily scheduling and transportation, and hiring of all necessary staff.
- Works collaboratively with the Out of District Coordinator and building leadership, fully analyzing individual cases/needs, when making out of district placement decisions.
- Works in collaboration with the building leaders and Director of Student Services in the recruitment, screening, and hiring of all elementary special education and student service related staff members.
- Provides support and mentorship to newly-hired and veteran special education educators and provides individualized professional development as needed.
- Oversees the delivery of home-hospital services in collaboration with the building principal.
- Coordinates schedules and services provided by school psychologists, special education supervisors, itinerant special education staff and/or social workers, in conjunction with site based staff.
- Assumes leadership role in due process sessions including mandated mediations and hearings.
- Establishes effective liaison with the various offices and agencies providing specialized or professional help to students and their parents/guardians, and serves as the referral agent to those offices and agencies.
- Attends regularly scheduled building based general education, special education, and district leadership meetings to ensure collaboration and consistency with other district educational leaders and initiatives.
- Provides thorough and timely data based reporting to the district and the Department of Elementary and Secondary Education (DESE) as required.
- Oversees case management services for all elementary special education students, including the identification placement, follow-up, and individualized educational plan development and review.
- Assumes responsibility for the accuracy, validity, and interpretation of assessment results as related to special education eligibility determination.

- Coordinates and implements departmental policies, procedures, and practices with respect to special education.
- Monitors the student record system related to special education to ensure that appropriate information is kept current in student cumulative record folders as required by law.
- In coordination with building leadership, prepares budget recommendations and oversees management and use of special education grants.
- Attends and participates in related community events, including the Special Education Parent Advisory Council (SEPAC) meetings.
- Performs tasks and assumes any additional duties deemed necessary by the Director of Student Services.
- Uses data for decision making.
- Works with principals to determine placement of student to maximize efficiencies in service delivery.
- Evaluates individual programs for effectiveness.

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Special Education Team Chair

General Description: The **Special Education Team Chair** is responsible for all aspects of the special education IEP team process, including meeting facilitation, Individualized Education Program (IEP) development and implementation, and progress monitoring to ensure that students with disabilities receive a Free and Appropriate Public Education in accordance with IDEA and 603 CMR 28.00. In conjunction with the Principals and Director of Students Services, the Team Chair provides building leadership, guidance and coaching for special education team members, and coordinates and monitors implementation of all department policies and procedures to ensure compliance with regulatory timelines and mandates. The Team Chair works collaboratively with others to further the implementation of inclusionary practices at all levels. The Elementary Team Chair reports to the Elementary Special Education Coordinator and Elementary Principals. The Regional Team Chair reports to the Director of Student Services and Secondary Principals.

Key Responsibilities:

- Oversees the referral process, Team Meeting process, and adherence to Individual Education Programs (IEP) based on eligibility guidelines and in accordance with Federal and State requirements and is responsible for seeing that all timelines are met and all required paperwork is completed.
- Ensures that the special education process from eligibility, to IEP development, to implementation is administered with fidelity, equity and excellence for all, ensuring that students from diverse linguistic, cultural and socio-economic backgrounds are not systematically referred to special education and are neither over-nor-underrepresented in special education.
- Models the use of data to make informed decisions regarding eligibility, services, and programming.
- Facilitates and chairs IEP meetings for all initial, reevaluation, and high need cases and serves as the chairperson of the teams to ensure the implementation of Special Education regulations and mandates.
- Provides constructive feedback to special education staff and related services providers to ensure that IEPs are written with technical accuracy and quality content.
- Coordinates IEP progress report development and timelines, ensuring that progress reports are provided to families in a timely fashion and that appropriate steps are taken by IEP teams when students do not make progress on IEP goals.
- Understands and implements federal, state, and local laws, policies, regulations, and procedures and protocols including the implications of liability and requirements of due process.
- Provides outreach and facilitates communication and working relationships with parents, outside agencies and community support resources to parents of students involved in the special education process.
- Monitors and tracks compliance with special education process and timelines in accordance with state and federal regulations and local process.
- Maintains accurate IEP records and comprehensive documentation (eSped, student files, rosters, meeting notes, communications, etc.).
- Oversees the development, tracking, dissemination and proper implementation of IEP mandated accommodations for students with disabilities.
- Assists the Director of Student Services and/or Elementary Special Education Coordinator and building principals in customizing the best combination of educational programs, and other services, for each school-age child with disabilities.
- Understands him/her self as an integral member of the educational team that effectively communicates to staff, parents, students, and community members a systemic approach that models teamwork, encourages collegiality, and supports collaboration.

- Provides instructional coaching and mentoring to special education teachers and related service providers.
- Provides building leadership on behalf of special education and students with disabilities.
- Assists with the coordination of service delivery between special education teachers, instructional assistants and related services providers at the building (ensure that all services are provided, coordinate MCAS proctoring, etc.).
- Serves as liaison between special education team, principals, and leadership with regard to daily issues at the building level.
- Contributes to the development and implementation of department specific professional development.
- Contributes to placement process to facilitate efficiencies in service delivery.
- Meets with building-based special education teams on a regular basis.
- Meets with building administration on a regular basis.
- Researches and shares best practices for educational interventions, accommodations and modifications to meet the individual needs of students.
- Contributes to and participates in Student Support Team/Instructional Support Team process as appropriate.
- Collaborates with sending and receiving IEP team for all transition pre-K/K and 5th/6th and 8th/9th along with grade to grade transitions.
- Performs other related duties as assigned by the Director of Student Services, Coordinator of Special Education, and/or Principal.

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Director of Guidance & Counseling

General Description: The **Director of Guidance & Counseling** is responsible for the coordination and implementation of a cohesive PK-12 guidance and counseling program. The Director recruits highly qualified staff and supports the continuous improvement of guidance and counseling personnel in meeting the individual needs of an increasingly complex population of students. The Director is also responsible for maintaining and strengthening relationships with families and community agencies in order to provide academic and social-emotional support for the whole child. The Director of Guidance and Counseling reports to the Director of Student Services with input from building leaders.

Key Responsibilities:

- Assists in recruiting, screening, hiring, orienting, and assigning guidance professional and non-professional staff.
- Organizes, supervises and evaluates all guidance personnel at the secondary level, including guidance counselors, adjustment counselors, and clerical staff.
- Leads monthly PK-12 department and clinical health care team meetings.
- Provides support to guidance personnel as well as to academic departments/individual faculty members related to student/staff issues.
- Coordinates departmental professional development.
- Oversees, supervises and evaluates the developmental guidance curriculum.
- Facilitates weekly/bi-weekly Guidance & Administration (child-study) meetings at middle school and high school.
- Provides leadership and support with all student/family, faculty/staff, and community concerns as needed.
- Manages staffing patterns at the secondary level to assure personal, professional, sick days, and other forms of leave are being handled appropriately and in compliance with District protocol and/or policy.
- Works collaboratively with all departments, including Special Education.
- Supervises a middle/high school student caseload as needed.
- Coordinates and ensures compliance with all internal controls, as well as with all state and federal regulations, pertaining to student transcript/records.
- Develops and manages the Guidance Department budget.
- Supervises and coordinates the development of the annual High School Program of Studies.
- Coordinates, supervises and oversees the course selection process for grades 9 to 12.
- Works with building leaders to expose students to various career and vocational opportunities.
- Organizes programs for prospective students and their families at the secondary level, providing tours, and arranging school visits.
- Coordinates new student registration and orientation at the secondary level.
- Plans, coordinates and attends the Senior Lunch Program with the High School Headmaster.
- Oversees the Signs of Suicide program.
- Coordinates and supervises the Peer Helping Program including co-teaching of the Peer Helping course.
- Oversees and supervises the Naviance and Career Cruising programs.
- Oversees the college visit program.

- Collaborates with outside agencies and services to provide students access to information regarding military, vocational, and other post-secondary options.
- Develops the annual School Profile.
- Oversees PSAT, SAT and SSD Coordinators and the overall administration of school testing for PSATs, SATs and ACTs.
- Develops matriculation reports (i.e., drop-out, post-secondary planning, NCAA).
- Develops standardized testing reports for school committee.
- Disseminates standardized testing information to department heads.
- Supervises the Advanced Placement Program including AP Test administration.
- Serves as a co-leader in various organizations, including the Guidance Advisory Council, Challenge Success and Wellness Committees.
- Represents and advocates for the guidance department to administration, other departments and programs, PTO/POSITIVE, and the community at large.
- Co-plans guidance events, such as grade level meetings with parents, guidance seminars/curriculum, Peer Helping events, and transitional programs and activities (Welcome Day and other student orientation programs, Senior Lunch, Grade 8 Tours, Grade 5 transitional programs).
- Oversees the development and maintenance of the Guidance web pages at the middle and high schools.
- Performs other related duties as assigned by the Director of Student Services and/or the secondary principals.

**Dover Sherborn Public Schools
Cost Analysis of SPED Reorganization
December, 2018**

	<u>Est. Salary</u>	<u>FTE</u>	<u>Region</u>	<u>Dover</u>	<u>Sherborn</u>	<u>Split</u>	<u>\$ used</u>
PROPOSED							
<u>12-month positions</u>							
Director of Student Services	\$135-\$140K	1	46,920	45,540	45,540	.34/.33/.33	\$138
Elementary Coordinator	\$115-\$120	1		59,000	59,000	0/.5/.5	\$118
<u>10-month positions</u>							
Team Chair:							
Region	\$100-\$115	2	220,000				\$110
Chickering		0.5		55,000			\$110
Pine Hill		0.5			55,000		\$110
OOD	\$110	0.5	27,500	13,750	13,750	.5/.25/.25	\$110
		5.5	\$ 294,420	\$ 173,290	\$ 173,290		
Total Salaries				\$ 641,000			
CURRENT							
<u>12-month positions</u>							
Director of SPED	\$134,000	1	45,560	44,220	44,220	.34/.33/.33	
<u>10-month positions</u>							
Team Chair: (w/10 days)							
Region		1.6	165,700				
Chickering		1		116,250			
Pine Hill		0.8			86,000		
OOD	112000	1	56,000	28,000	28,000	.5/.25/.25	
Extended School Year stipends				4,000	4,000		
		5.4	\$ 267,260	\$ 192,470	\$ 162,220		
Total Salaries				\$ 621,950			