

# ***DOVER SHERBORN PUBLIC SCHOOLS***

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**STEVEN B. BLISS**  
Assistant Superintendent of Schools

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To Whom It May Concern:

I am delighted to write this letter of reference for Steven Bliss. I have had the pleasure of mentoring Steve in his first year as an Assistant Superintendent in the Dover and Sherborn School Districts. During this time, I have learned that Steve has made extraordinary progress in every undertaking he has pursued. He has gained the trust and admiration of teachers and other administrators system wide. He has organized and implemented professional development activities and has worked to build coherence among the district's two elementary schools and the middle school. I have never worked with anyone so thoroughly skilled in the technologies needed for education leaders who also possessed the ability to interact with others in ways that are both warm and humorous.

Steven's sense of accountability or responsibility is highly refined; he does whatever is required to meet deadlines, to offer professional assistance to colleagues and to be available to parents, teachers and the community. In short, he is willing and able to be accountable for all he manages; he cares deeply about children and is driven by high ethical standards. He goes over and above to help others in the district and in his own community, continuing to mentor young people in whatever spare time he has. In addition to accountability and transparency, he is a hard worker in the old-fashioned sense of the words.

When you add highly intelligent to ethical, caring, generous and responsible, you have the formula for a successful leader – the same qualities needed to be a successful doctoral student. Today's leaders can succeed only if they are knowledgeable about the law and school management, willing to work long hours able to identify with the issues in the community and to be available to her constituents. Steven has been involved in the administration of public schools for several years and is prepared to commit himself to his doctoral studies with the same enthusiasm and energy that he devotes to his work. I recommend him enthusiastically and without reservation. Please feel free to contact me with any questions you may have

Sincerely,  
  
Claire W. Jackson, Ph.D.