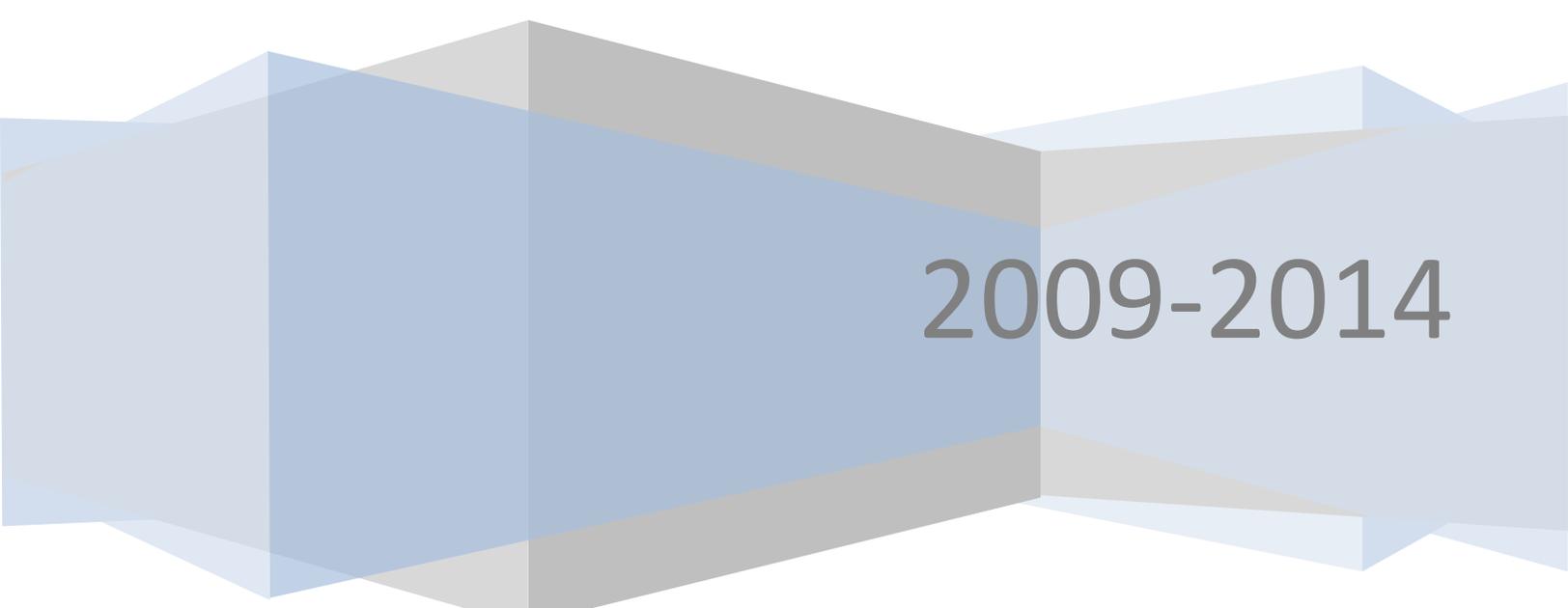


Executive Summary: The Strategic Plan of the Public Schools of Brookline:

William H. Lupini, Ed.D., Superintendent of Schools



2009-2014

STRATEGIC PLANNING PROCESS PARTICIPANTS

Strategic Planning Team

- ❖ Tom Cavanagh, Principal of Baker School
- ❖ Helen Charlupski, School Committee
- ❖ Julie Hackett, Deputy Superintendent for Teaching and Learning
- ❖ Bill Lupini, Superintendent of Schools
- ❖ Gerardo Martinez, Principal of Devotion School
- ❖ Candace McCann, Assistant Superintendent for Special Education
- ❖ Judy Meyers, School Committee
- ❖ Alan Morse, School Committee
- ❖ Brian Poon, Director of Opportunities for Change
- ❖ Peter Rowe, Deputy Superintendent for Administration and Finance
- ❖ Rebecca Stone, School Committee
- ❖ Anne Wilson, Director of Human Resources

Synthesis Team

- ❖ Julie Hackett, Deputy Superintendent for Teaching and Learning
- ❖ Amy Martin, Director of Program Review and Grants
- ❖ Brian Poon, Director of Opportunities for Change
- ❖ David Summergrad, Principal of Runkle School
- ❖ Gene Thompson-Grove, Director of Professional Development

Teacher Focus Group

- ❖ Ellen Goldberg, Devotion Teacher
- ❖ Danielle Pafundi Kent, Lawrence Teacher
- ❖ Jen Martin, Brookline High School Teacher
- ❖ Talia Ossowski, Lincoln Teacher
- ❖ Greg Porter, Lawrence Teacher
- ❖ Danielle Rabina, Brookline High School Teacher
- ❖ Laura Richardson, Runkle Teacher
- ❖ Jill Samuels, Devotion Teacher

OUR VISION, MISSION AND CORE VALUES

Vision Statement:

Ten Year Vision

The Public Schools of Brookline
Dynamic, Collaborative, Equitable
Engaged with the Community
Contributing to the World

Brookline provides an extraordinary education for every child. Each child's unique path to achievement is supported in academically exciting and programmatically rich environments. A dynamic, diverse community of teaching professionals works collaboratively, innovating and inspiring each other and their students. Staff gets to know students intellectually, developmentally and culturally. Students are encouraged to question and challenge ideas and participate as active citizens. Schools use a variety of assessments to get the fullest picture of student learning and growth over time. These data are shared regularly with the community, and they form the basis of how we understand and improve student, teacher and administrator performance. Parents are partners with the schools in supporting their children's education, and schools communicate effectively so that parents are confident of the response to their child's circumstances and needs. The community, well informed and involved in the schools, supports these efforts that continue a tradition of challenging ourselves to do better, efforts that ensure the enduring value of a Brookline education.

Mission:

Our mission is to ensure that every student develops the skills and knowledge to pursue a productive and fulfilling life, to participate thoughtfully in a democracy, and succeed in a diverse and evolving global society.

Core Values:

- ❖ High Achievement for All
- ❖ Excellence in Teaching
- ❖ Collaboration
- ❖ Respect for Human Differences
- ❖ Educational Equity

High Achievement for All

Our schools are dedicated to teaching students to be involved, active learners who work hard, think critically and creatively, and communicate effectively. We emphasize high expectations for all students, and support them to reach their full potential in all aspects of achievement, especially in academics, arts, sports, social skills and civic participation, all of which prepare students for success in their lives after high school.

Excellence in Teaching

Passionate, knowledgeable, skillful teachers are the core strength of our school system. We expect our faculty and staff to provide a dynamic and rewarding learning experience for students. Excellent teaching begins with strong relationships between faculty and students and is nurtured by collaboration among colleagues. We are committed to supporting a professional community that creates and sustains an atmosphere of intellectual excitement, innovative instruction and personal growth.

Collaboration

Through collaboration we find new sources of learning and strength. The Public Schools of Brookline actively promote collaborative relationships. We seek out partnerships with community organizations that add value to our school system. We urge and support collaboration and exchange within and across our school community.

Respect for Human Differences

We are committed to acknowledging and celebrating the diversity within our community while affirming the importance of our common humanity. By promoting a safe environment for questioning and challenge, we foster the growth and value that comes from different perspectives, cultures and experiences. Our commitment is to create an atmosphere of safety in which to acknowledge and express difference while advancing true acceptance and respect for all.

Educational Equity

The Public Schools of Brookline are committed to identifying and eliminating barriers to educational achievement in our schools. To this end, we create policies and practices that are fair and just and provide educational opportunities to ensure that every student, regardless of race, color, religion, gender, sexual orientation, marital status, age, national origin, disability, or economic status, meets our standards for achievement, participation and growth.

The Executive Summary of the Strategic Plan of the Public Schools of Brookline

Strategic Areas of Focus, Goals and Strategies

Strategic Area of Focus: Academic Excellence through Content, Pedagogy and Relationships

Goal 1. Increase the achievement of all students by creating learning environments that successfully balance content, pedagogy and student-teacher relationships.

Strategy 1.1: Develop human resource strategies to attract and retain the most talented teachers capable of meeting the needs of our learners.

Strategy 1.2: Develop and implement a complete array of Brookline Learning Expectations and assessments that meet or exceed state standards and identify what students are expected to know and be able to do.

Strategy 1.3: Provide educators with opportunities to engage in collaborative learning activities focused on instruction and student learning.

Strategy 1.4: Create formal plans that address transitions and enable students to experience success in every phase of their education.

Strategy 1.5: Create goals and implement actions to strengthen student-teacher relationships and improve student achievement.

Strategy 1.6: Develop home-school partnerships to increase student achievement in light of the important role families play in the education of our children.

Strategy 1.7: Create and implement enrichment opportunities for students in Grades 6, 7 and 8.

Strategy 1.8: Create and implement a plan to ensure that Brookline educators engage in professional development that reflects system-wide priorities.

Strategic Area of Focus: Educational Equity for All

Goal 2. Eliminate achievement gaps with respect to race, ethnicity and socio-economic status and increase the achievement of students with special needs through individualized strategies and programs.

Strategy 2.1: Provide all educators with professional development focused upon culturally proficient pedagogy and racial identity development.

Strategy 2.2: Develop and implement a goal-setting process to help teachers and administrators address gaps in their practices that pertain to issues of equity.

Strategy 2.3: Create and implement a system-wide plan for recruiting and retaining a high caliber teaching and administrative staff that is reflective of the diversity of our student population.

Strategy 2.4: Create and implement a system-wide plan for inclusion to ensure that all learners are placed and appropriately supported in the least restrictive environment.

Strategy 2.5: Increase the participation of students of color, students who are economically disadvantaged, and students with special needs in advanced classes.

Strategy 2.6: Decrease the over-representation of students of color who have been identified for special education.

Strategy 2.7: Investigate and address issues that may constrain the participation of students of color, students who are economically disadvantaged and students with special needs in extra and co-curricular activities.

Strategic Area of Focus: Thriving in a Complex Global Society

Goal 3. Prepare students with the intellectual, interpersonal and reflective skills needed to thrive in an increasingly complex and diverse global society.

Strategy 3.1: Develop opportunities to enhance the global awareness of every student.

Strategy 3.2: Embed critical and creative thinking skills into the Brookline Learning Expectations and Pre K-12 Common Grade Level Assessments.

Strategy 3.3: Foster opportunities for students and teachers to use technology in sophisticated ways to enhance their learning.

Strategy 3.4: Develop and implement a K-12 World Language program that is aligned and integrated and provides every student with an opportunity to become proficient in another language.

Strategy 3.5: Create opportunities for student-led discussion and debate over matters related to moral and ethical global issues.

Strategic Area of Focus: Continuous Improvement Using Data

Goal 4. Foster a cycle of continuous improvement by using data to effectively examine system-wide programs and practices.

Strategy 4.1: Engage teachers and administrators in the development of a data usage philosophy to create a shared understanding of the ways in which we will and will not use data in the Public Schools of Brookline.

Strategy 4.2: Establish Data Teams at the school and system level to support educators in the use of data to inform decision-making.

Strategy 4.3: Develop a system of multiple measures comprising various types of data, including: (1) demographics; (2) perceptions; (3) school processes; and (4) student achievement (e.g. common grade level, state and national assessments).

Strategy 4.4: Create a Data Warehouse with multiple measures and a plan for maximizing the effective use of those data.

Strategy 4.5: Examine and update the supervision and evaluation process for all staff to ensure that written evaluations align to system priorities.

Strategy 4.6: Conduct an examination of the Program Review process to identify opportunities for enhancement through the systematic use of data.

Strategy 4.7: Create a program evaluation model for operations (e.g. facilities, food services, custodial) that incorporates data and develops strategies for using those data to improve programs and practices.