



# Senior Leadership Priorities

School Committee Workshop  
July 10, 2017

# Fundamental Beliefs

1. Brookline should expect nothing less than exceptional and equitable outcomes for all our learners. We must use our resources to ensure that we support every individual to succeed at high levels.
2. In an effective school system the central office supports principals as instructional leaders, so principals can support educators, and educators can support students.



# 2016 - 2017 Summary of Accomplishments

# 2016 -17: Summary of Accomplishments

2016-2017 Senior Leadership Priorities organized into four areas in Fall 2016

1. Collaboration and Teamwork
2. Instructional Leadership
3. Focusing on all students (“Every student, every day”)
4. Assessing and Aligning District Resources, Programming, and Policies

# Collaboration and Teamwork - Highlights

- Senior Leadership regularly visited schools and classrooms.
- PK-8 Coordinators and BHS Coordinators met regularly throughout the year for the first time.
- Rebooting of district administrative leadership meetings to include principals, vice-principals, K8 and BHS curriculum coordinators and focusing these meetings on instructional practice, student needs, and supporting effective evaluation practices.
  - Topics included Title IX and Title VI compliance and investigations, data analysis training, literacy instruction training, hiring workshops, kindergarten transition, scheduling and shared staffing.
- Vice-Principals met monthly to build connections and share challenges. Topics included evaluation, discipline, scheduling, and test administration.
- District-wide efforts on communication improved with more consistent email, website and social media updates; particularly strong efforts on capital projects. Significant increase in staff and family survey results on quality and frequency of district communications (+13% for staff, +36% for families).
- Completed 9th School and Brookline High School Education Plans.

# Instructional Leadership - Highlights

- Principals and schools now leading district-wide grade 1-5 release days to make them more relevant to school-specific needs
- All principals participated in Learning Walks, visiting classrooms together in every school
- K-8 Coordinators and BHS Department Heads visited classrooms together
- OTL worked with principals on effective strategies for observations and providing feedback
- OSS developed full-year tiered professional development plan for the upcoming year; focus is on social emotional supports and equity; developed with the input from more than 200 PSB educators
- OSS and OTL established initial framework for a multi-year professional development plan
- OTL, OSS, and OSP team members participated in collaborative inquiry training at Harvard


# Focusing on All Students - Highlights

- Launch of the Identity Curriculum at BHS
- November 8th Professional Development Day - Interrupting the Cycle of Racism: What Can I Do?; followed by ongoing professional learning at each school focusing on racism and unintentional bias
- All principals and deputy superintendents attended the Race, Equity and Leadership in Schools Institute
- Partnership with Anti-Defamation League to develop Peer Trainers at BHS to lead ongoing work to create a respectful and inclusive school community
- Across the year shared more district-wide and school specific data with principals, VPs, and Coordinators - including student level MCAS, BAS, 9th course recommendations, BHS course enrollment, disciplinary data.
- Ongoing data analysis to identify and report persistent achievement gaps and provide school leaders and teachers with the information they need to address these gaps - includes first time reporting on racial disparities in course recommendations for 9th grade and BHS course enrollment

# Assessing and Aligning District Resources, Programming, and Policies - Highlights

- Facilities Infrastructure Inventory completed
- Adopted policies on narcon, hazing, substance abuse, bullying, financial assistance, and authorized signatures.
- Wellness policy draft completed after 18 months in development - public feedback expected in Fall 2017
- Collaborated with town on a revised Drug Free Workplace policy.
- Continued to move the budget in line with DESE's Chart of Accounts
- Established Emergency Planning Committee; drafted MOA between Brookline Police and PSB
- Food service management company hired; meal charge policy completed - awaiting input from principals on policy and operational guidelines.





# What We Have Learned - The District's Strengths and Challenges

# The District's Strengths

- Quality of staff is high
- Teachers regularly engage students in meaningful, high-quality learning
- Commitment to and support for the mission of PSB is high
- Staff enjoy working for PSB and with their colleagues
- Hiring searches typically attract numerous high quality and qualified candidates
- Schools very well resourced with regard to staff, materials, and programs
- New senior leadership team is cohesive, works well together, and aligned
- Departments district-wide meet regularly to discuss and plan for areas of instructional and operational improvement

# The District's Challenges

- Persistent gaps in opportunities and outcomes between subgroups of students
- Insufficient clarity on roles and expectations for individuals and teams
- Insufficient clarity on the support needed by and provided to individuals and teams to help them be successful
- Significant recent growth in student population and limited long term planning in recent years has resulted in an overreliance on short term efforts and a lack of organizational systems that lead to coherent and consistent practice
- Lack of full, completed roll out, training and support on key initiatives over numerous years resulted in ineffective implementation and has eroded trust

# The District's Challenges

- Insufficient guidance and support on hiring, scheduling and staffing has resulted in misalignment and inefficient use of resources
- Significant recent turnover in principals
- Despite significant progress, a number of policies remain out of date and out of compliance
- Increasingly complex health issues of incoming students is making it more challenging to meet the needs of students.
- Alignment between and understanding of elementary school and high school practice needs to be improved



# 2017- 2018 Senior Leadership Priorities

Draft Priorities



# 2017 - 2018 School District Goals

1. Brookline will provide resources to support exceptional and equitable outcomes for all our learners to succeed at high levels.
2. Central Office will provide support necessary for Principals to be instructional leaders. Principals will support educators to meet the learning goals of all students.

# Office of Teaching & Learning

## 1. Strengthening High-Quality Core Instruction

- Principals will engage faculty in defining high-quality core instruction
- Learning walks continue with principals and PK -12 coordinators

## 2. Addressing structural racism & unintentional bias through a focus on instructional practice

- Continue to support school-based efforts that grew out of 2016 PD day
- Continue investigating possibility of de-leveling 9th grade courses in selected subject areas; Define BHS course levels and process for 9th grade course recommendations
- Continue to support the Identity Curriculum at BHS

## 3. Developing a culture rooted in collaborative inquiry

- Work with teams of principals, vice-principals, coordinators, coaches and specialists on a collaborative inquiry process

## 4. Math Program Review

## 5. Significantly Improve professional development offerings

- More directly address high quality instructional practices, provide wider range of offerings based on identified needs, and support instructional and administrative needs

# Office of Student Services

1. **Support high quality, core instruction through training and professional development**
  - a. Professional development for school based special education, guidance, counseling, therapeutic, and paraprofessional staff on:
    - Supporting Students with Emotional Disabilities
    - Improving Student Social Skills
    - Managing Challenging Behaviors in the Classroom
2. **Establish clear operational procedures/guidelines**
  - a. Complete updates of attendance, discipline, field trip and wellness policies by June 2018.
  - b. Continue operational review of the OSS with a focus on expanding inclusive models, special education caseload management and staffing assignments.
  - c. Complete operational review of BEEP to ensure growing challenges regarding medical support and aide coverage can be addressed.
3. **Collaborative Inquiry Review of Co-Teaching**



# Administration & Finance

## **Finance**

1. Continue improving the quality of information and data available as part of the budget document to Employees, Budget Managers, School Committee, Advisory Committee, and Town Meeting
2. Review and update 2007 PSB Administrative Support Guide; follow up with training
3. Improve communication, budgeting, monitoring of all FTEs and staffing assignments for more efficient and predictable payroll processes and procedures.

# Administration & Finance

## **Human Resources**

1. Continue to improve recruitment and hiring practices with the goal to have district employees reflect the race and ethnicity of the students we serve.
2. Build respectful working relationships with our union leadership through open and honest dialogue
3. Improve effectiveness of Human Resources Department's processes and procedures

## **Operations**

1. Working with Whitsons Culinary Services, improve the operation, training and support for Food Service workers, and menu offerings available to students and staff.
2. Onboard new Transportation Coordinator to include learning routing software, publishing of routes, working with principals on discipline, arrival/dismissal, and expanding service at the high school.
3. Continue space utilization planning with annual enrollment report and facilities inventory.
4. Planning and preparing the district for the opening of Devotion, 9th Elementary School, and BHS Expansion.

# Strategy & Performance

## 1. Strategic Initiatives

- Develop three-year district goals and develop three-year implementation plan
- Support other offices on coordination of strategic priorities (e.g. defining high quality core instruction, the collaborative inquiry process)
- Continue efforts to inform, engage and include staff and community stakeholders on 9th elementary school, BHS expansion, and completion of Devotion.

## 2. Performance and Information Management

- Provide data analysis/reporting to school and district leaders to help inform decision making and better understand progress being made
- Provide training for principals, VPs, school secretaries and HR so core data systems have accurate student and staff information

## 3. Community Engagement

- Continue improvement of internal communication and external communication through development of staff intranet, superintendent newsletters to staff and families, and improved use of social media

# NEXT STEPS

## Senior Leadership:

- Complete final review of identified priorities to ensure alignment with focus on developing instructional leaders and addressing equity
- Identify specific measurable goals and evidence of progress for identified priorities
- Develop timeline and implementation plan for 2017-2018 work
- Launch work with principals at July Leadership Team retreat - July 25-27
- Communicate identified priorities as new school year begins and on an ongoing basis