



The Public Schools of Brookline
Town Hall
333 Washington Street, 5th Floor
Brookline, Massachusetts 02445
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Linus J. Guillory Jr., PhD
Superintendent

Goal 1: Effective Entry and Direction Setting. By late spring, the Public Schools of Brookline will have broad recognition by key stakeholder groups about the district's most critical needs and will have a widely-understood process underway to identify the strategies and goals that will address those needs most effectively, and the measures that will be used to assess progress.

Key Actions

1. By July 2021, present to the school committee a written **Entry Plan**, including (a) types of evidence to be analyzed, (b) stakeholders to be interviewed, (c) methods for assessing instructional practice, d) processes to be used to identify any access and achievement gaps, and (e) methods for assessing district support systems including finances, human resources, and operations.
2. By February 2022, complete and present a **Report of Entry Findings** that (a) synthesizes evidence collected, (b) identifies strengths of the system and the most critical areas for improvement that require further inquiry, and (c) identifies next steps for study.
3. By May 2022, launch a strategic planning process to engage key stakeholders in identifying key strategies to improve student learning and other district systems of support through a strategic planning process.

Benchmarks

1. Presentations completed on schedule (process).
2. Strategy Development process launched (process).

Goal 2: Maintaining Momentum During the Transition. Keep the Public Schools of Brookline moving forward during this year's transition in leadership by working with principals and other district leaders to ensure that meaningful progress is made on critical district and school goals.

Key Actions

1. By October 15, 2021, review and establish student learning, professional practice and district/school improvement goals with all principals and district administrators.
2. By May 1, 2022, complete Formative/Summative Evaluation conferences with each principal and district administrator the superintendent supervises.
3. By late spring of 2022, conduct at least five formal visits to each school.
4. By June 30, 2022 analyze progress on senior cabinet goals and complete Summative/Formative Evaluation Reports for all supervisees.
5. Refine, update, and enhance our school budgeting process to include greater understanding, transparency and communication

Benchmarks

1. Completed Educator Evaluation Plans (process).
2. Log or notes demonstrating at least five visits per school (process).
3. Analysis of Summative Evaluation Reports demonstrates "meets" or "exceeds" rating on 75 percent of principal and district administrator goals (outcome).
4. Publish budget timeline as well as produce a comprehensive FY2023 budget book



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Goal 3: New Superintendent Induction Program. Develop skills in strategy development, data analysis, and instructional leadership by actively engaging in the first year of the New Superintendent Induction Program (NSIP).

Key Actions

1. Attend all scheduled NSIP sessions (remote and in-person).
2. Complete all NSIP assignments.
3. Meet with the assigned coach, Dr. Matt King, at least twice monthly.
4. Advance superintendent license from initial to professional level.

Benchmarks

1. Calendar documents attendance and contact with the coach (process).
2. Verification from NSIP that Superintendent Guillory actively engaged in the first year of the program (process and outcome).
3. Submit paperwork to advance superintendent license to professional status

Goal 4: Safely reopening schools. Safely reopen schools with the priority to keep students and safely in school

Key Actions

1. Implement COVID Testing program and protocols
2. Continue with appropriate mitigation strategies and revise, revamp, and update processes, protocols, and policies as required
3. Promote vaccinations for eligible students and staff
4. Assess key metrics through Panel 4 to determine recommended modifications

Benchmarks

1. COVID Protocols/testing implemented
2. Keeping students in school/connected to school
3. School Committee periodically reviews appropriate measures
4. Vaccinations clinics held