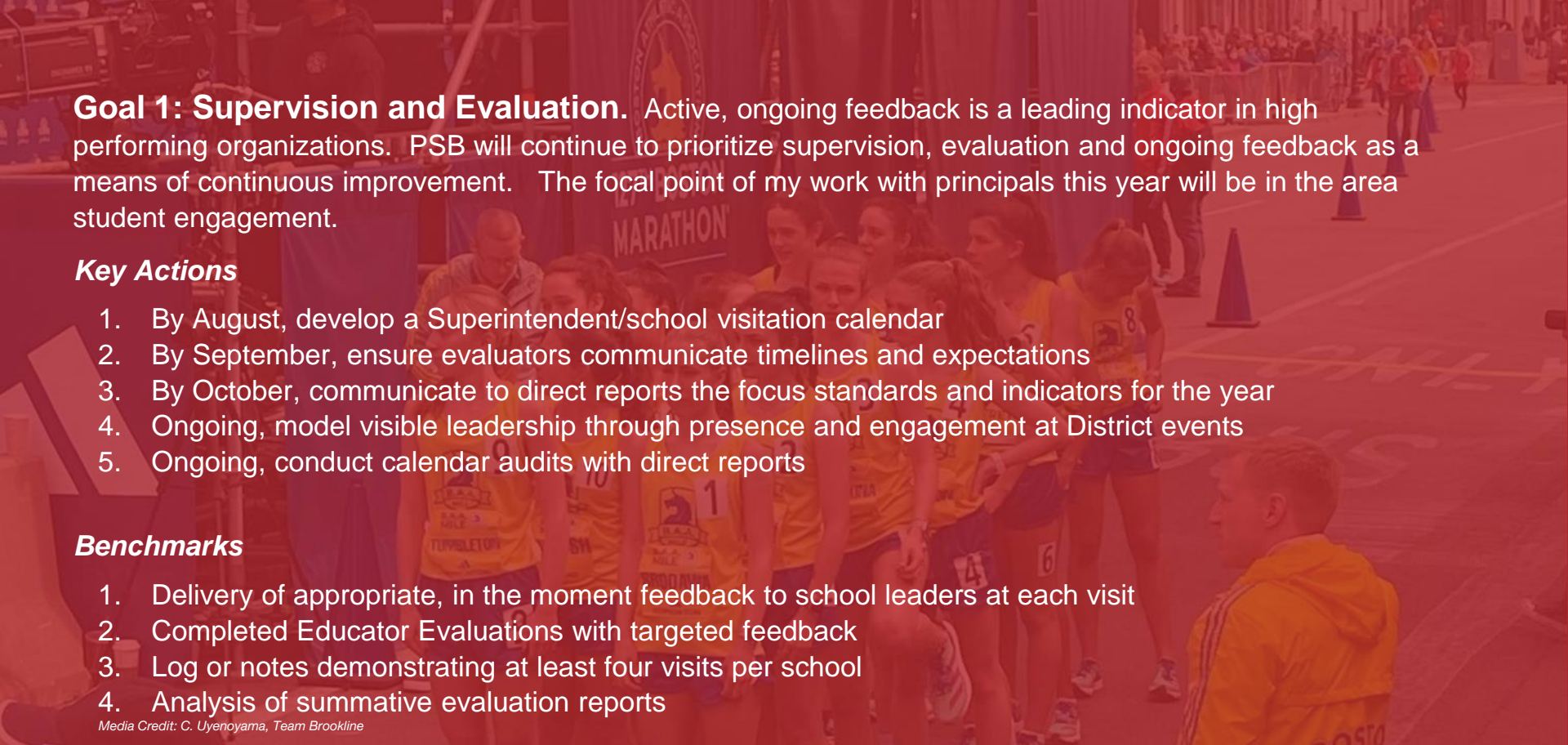


PUBLIC SCHOOLS of **BROOKLINE** Superintendent's Draft Goals & Strategic Plan Update





Goal 1: Supervision and Evaluation. Active, ongoing feedback is a leading indicator in high performing organizations. PSB will continue to prioritize supervision, evaluation and ongoing feedback as a means of continuous improvement. The focal point of my work with principals this year will be in the area student engagement.

Key Actions


1. By August, develop a Superintendent/school visitation calendar
2. By September, ensure evaluators communicate timelines and expectations
3. By October, communicate to direct reports the focus standards and indicators for the year
4. Ongoing, model visible leadership through presence and engagement at District events
5. Ongoing, conduct calendar audits with direct reports

Benchmarks

1. Delivery of appropriate, in the moment feedback to school leaders at each visit
2. Completed Educator Evaluations with targeted feedback
3. Log or notes demonstrating at least four visits per school
4. Analysis of summative evaluation reports

Media Credit: C. Uyenoyama, Team Brookline

Goal 1: Observation and Feedback: Focus on Engagement



Goal 2: Department Reorganization. Examine the Department of Educational Equity for wider District impact, capacity and alignment with District values.

Key Actions

1. Review structural goals/purpose/functions of the department
2. Examine strengths and opportunities of current organization structure
3. Collaborate with respective Town Departments
4. Consider options and design for a new structure
5. Determine budgetary implications

Benchmarks

1. Development of operating procedures/processes
2. New Organizational Structure

Consider central-level position i.e. Chief of Staff or Chief Strategy Officer

Media Credit: C. Uyenoyama, Team Brookline

Goal 2: Department Reorganization: Office of Educational Equity

Goal 3: District Coherence. Beginning in the 2023-24, the Public Schools of Brookline will begin the process of developing District coherence by leveraging the multi-year integrated strategic plan as the central tool to drive continuous improvement. Campbell and Fullan define coherence as the shared depth of understanding about the nature of the work. Coherence speaks to the way in which the parts of the system work together to achieve outcomes.



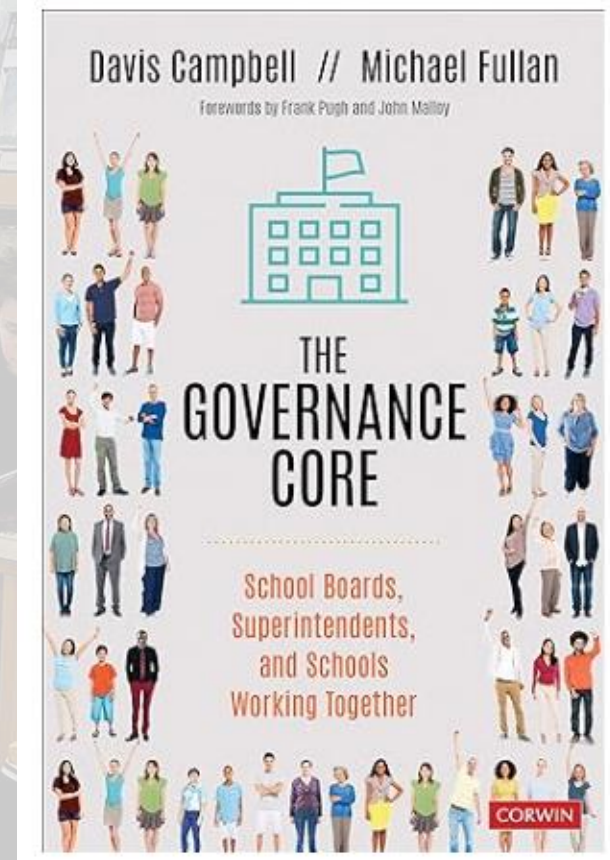
Adapted from Tushman and O'Reilly's Congruence Model, 2002

Goal 3: District Coherence

Goal 4: The Governance Core. The Superintendent will lead the School Committee in exploring The Governance Core by Campbell and Fullan to develop, build and codify a shared understanding of our roles in leading and improving the school district. In the fall workshop, we will explore mindsets for efficacy and utilize the spring workshop to check-in on our progress.

Key Actions

1. Understand our unity of purpose
2. Examine our moral imperative and the governance core
3. Develop a shared understanding of the trustee mindset
4. Develop a shared understanding of the superintendent governance mindset



Goal 4: The Governance Core



Next Steps:

1. Integrate Mission, Vision, Core Values, Goals
2. Refine action plans
3. School Committee review/feedback
4. Community Review/feedback
5. Generate brochure format
6. School Committee adoption
7. Disseminate

Media Credit: C. Uyenoyama, Team Brookline

Update on District Strategic Plan