



2019-2020 District Priorities

Brookline School Committee Workshop
October 10, 2019 and
November 4, 2019

Fundamental Beliefs

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

District-wide Goals

Goal 1: Every Student Achieving

Goal 2: Every Student Invested in Learning

Goal 3: Every Student Prepared for Change and Challenge

Goal 4: Every Educator Growing Professionally

District-wide Core Values

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

Development of 2018-19 Priorities

2018: A three-month process

- Superintendent and Senior Leadership identified priorities (June)
- School Committee provided input and asked for a three-year timeframe (July)
- Superintendent and Senior Leadership identified 1 and 3-year deliverables (August)
- Priorities with 1 and 3-year deliverables shared with community (Sept)⁵



Discussion of 2019-2020 Priorities

District Priorities 2018 - 19

Finance & Administration	Student Services	Equity	Teaching & Learning	Strategy, Performance, & Community Engmt
Establish Budget as a Policy Document	Continue implementation of Code of Conduct	Continue to establish the Office of Educational Equity	Brookline's Essential Curriculum	Launch School-based Leadership Teams
Establish Five Year Capital Improvement and Infrastructure Plan	Build intensive reading services at each K-8	Helping PSB staff to understand a common definition and the core practices of educational equity	Math Program Review Continues	Effective Planning and Rollout of all district-wide priorities
Design & Implement Emergency Response & Preparedness Plan	Build professional learning opportunities for paraprofessionals	Develop pipeline for paraprofessionals of color to become licensed teachers	Evaluation of Literacy Program	Continue to Improve District-wide Communications
Update Human Resources Practices		Develop the Parent Advisory Committee for Educational Equity	Planning for Middle School Review	7

District Priorities 2019 - 2020

Finance & Administration	Student Services	Equity	Teaching & Learning	Strategy, Performance, & Community Engmt
Establish Budget as a Policy Document	Continue implementation and training on new Code of Conduct	Continue to establish the Office of Educational Equity	Continue to develop Brookline's Essential Curriculum	Launch School-based Leadership Teams
Establish Five Year Capital Improvement and Infrastructure Plan	Build intensive reading services at each K-8 school	Introduce common definition of equity and core instructional practices	Continue PK - 12 Math Program Review and introduction of K-8 math curriculum	Effective Planning and Rollout of all efforts
Design & Implement Emergency Response & Preparedness Plan	Continue to build professional learning opportunities for paraprofessionals	Increase staff diversity	Work with Kindergarten teachers to build consensus on PSB's Kindergarten Program	Continue to Improve District-wide Communications
Update Human Resources Practices	Define PSB's social emotional learning (SEL) approach PK-12	Engage in community outreach on educational equity	Launch Middle School Review	Revise Methodology for Enrollment Projections ⁸

Superintendent's Priorities

Culture

- Lead with civility and positivity
- Support kindergarten teachers
- Support principals
- Support district leaders
- School-based leadership teams
- Positive and productive relationship with BEU

Strategic & Operational

- Address expected FY21 deficit
- Complete CCS naming
- Driscoll - debt exclusion and design development
- Building & Program moves - Pierce, Clark Road, BEEP, Heath, Runkle
- Launch School Assignment revision
- CBA Negotiations
- Pierce building project



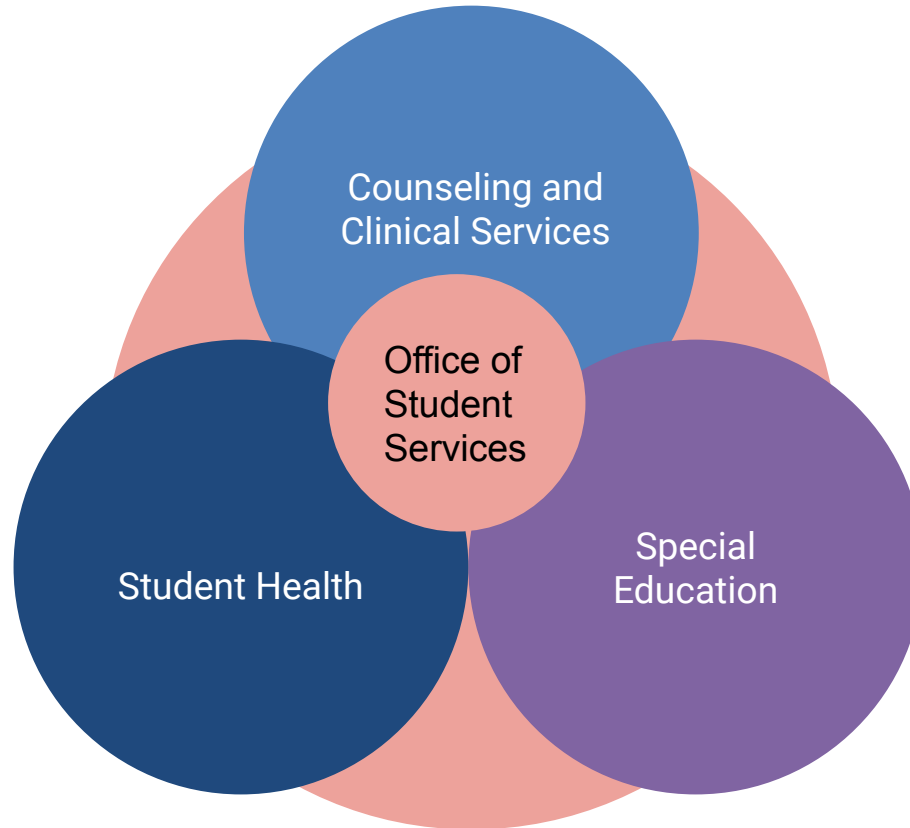
Office of Student Services

Purpose

OSS supports educators, schools, and school leaders in creating equitable access to learning opportunities and rigorous curricula so all students can fully participate in the educational process.

To provide the services and supports students need in order to be physically, socially, and emotionally prepared to learn.

Office of Student Services



Programming

- District-wide special education programs
- Screening (vision, hearing, BMI, scoliosis)
- Screening, Brief Intervention & Referral to Treatment (SBIRT)

Services

- Occupational, Physical and Speech Therapies
- Specially designed academic instruction via Special Education
- School Counseling
- Post-Secondary Prep

Supports

- Connection to community resources
- Consultations with family and external supports
- Substance abuse counseling

Office of Student Services 2019-2020

The Challenge	Priorities
<p>Wide variation across district in: who has training and SEL curriculum, (Responsive Classroom, Developmental Design, Second Step, Olweus),</p>	<p>Define PSB's Social Emotional Learning (SEL) approach PK-12</p>
<p>New Code of Conduct went into effect 7/1/19. In some ways, it is a shift culturally towards relationship focused work and restorative responses.</p>	<p>Continue implementation and training on new Code of Conduct</p>
<p>Wide variation across district in teacher training in literacy support programs (Wilson, Seeing stars, LiPS, etc), teacher training which results in inequitable options.</p>	<p>Build intensive reading services at each K-8 school</p>
<p>Paraprofessionals need differentiated training to meet the variety of support that different students need.</p>	<p>Continue to build professional learning opportunities for paraprofessionals</p>

Office of Student Services 2019-2020

The Ongoing Work of OSS

- Compliance management and oversight of: special education, civil rights, 504, Title VI, IX, Bullying
- Ongoing monitoring of students with high risk health issues
- Ongoing crisis support to schools
- Plan, create, deliver role relevant PD for OSS staff (guidance, nursing, special ed)
- Support special ed staff in learning new math curriculum
- Run and plan monthly discipline-specific staff meetings
- Assisting schools with various investigations: Title VI, IX, bullying
- Coordination of McKinney-Vento cases; collaboration with ORE



Office of Teaching and Learning

Office of Teaching & Learning

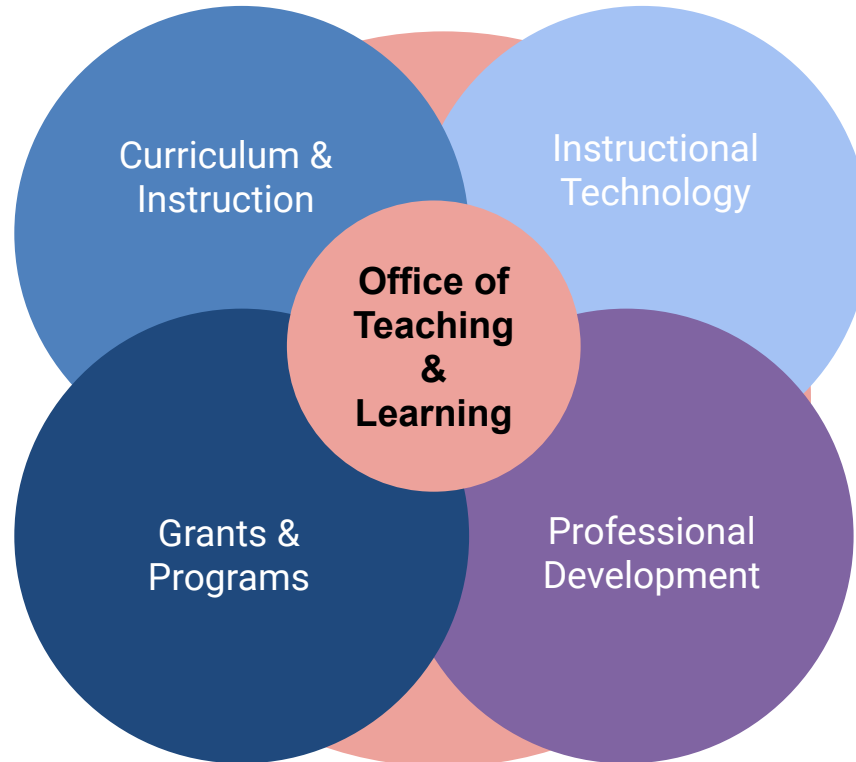
Purpose

The Office of Teaching & Learning leads, enables and supports instructional staff to create an innovative, standards-based, student-centered learning environment.

The primary role of OTL is to ensure that all PSB students have equitable access to essential learning experiences through intentionally developing vertically and horizontally aligned learning experiences by grade level and content area.

This alignment ensures each grade level has a common foundation on which to build so that all students have equitable access to the most rigorous academic opportunities that PSB has to offer.

Office of Teaching & Learning



Curriculum & Instruction



- Essential Curriculum
- Response to Intervention
- Curriculum Development
- Assessment
- MCAS
- Oversight of Instructional Leadership

Programs



- Opportunity, enrichment and equity programs (METCO, Scholars, Steps)
- Remediation (Launch, Achieve, Discovery, Explore, Title I)
- Summer programming
- EL programming
- Adult & Community Education
- Program Review

Professional Development



- School and District-wide professional development
- Mentoring and Induction
- Technical training
- Work with partner organizations

Technology



- Student capacity
- Educator capacity
- Curriculum integration
- Resources

Office of Teaching & Learning 2019-2020

The Challenge	Priorities
<p>We have an inconsistent and in some cases non-existent math program across the district. The result is unclear expectations and experiences as well as disparate outcomes for students by classroom and school. Teachers, especially at BHS, are unclear what content students have been taught in prior grades.</p>	<p>Continue PK - 12 Math Program Review and continue review and introduction of K-8 math curriculum</p>
<p>Currently, there are far more curricular units for each content area than there is time in the school year, especially for our K - 5 classrooms. It is important for students to have some level of consistency across grade levels - and across the district - as they progress through their education. Additionally, teachers are overwhelmed by the amount of curriculum resources and unit expectations and need clarity on which units and lessons within each unit to prioritize.</p>	<p>Continue to develop Brookline's Essential Curriculum</p>

Office of Teaching & Learning 2019-2020

The Challenge	Priorities
Across the district, there is an inconsistent understanding of developmentally appropriate reading levels, the purpose and approach to explicit literacy instruction, incorporating integrated units, play-based learning, and daily schedules in kindergarten classrooms	Work with Kindergarten teachers to build consensus on PSB's Kindergarten Program
As the needs of our student population grow, so does the need for alternative educational opportunities at BHS	Begin Review of BHS Programs: ACE, Excel, SWS

Office of Teaching & Learning 2019-2020

The Ongoing Work of OTL

- Budgeting support for all departments and schools
- Professional development planning for all departments and schools
- On-going work with OSS to support inclusion efforts
- Curriculum selection and roll-out
- Partnership and program management and development
- Grants compliance and reporting
- Staffing allocations and re-allocations
- Ongoing support for school scheduling and staffing
- Strategic planning related to OTL's long- and short-term goals
- Support school and department leaders in daily- and long-term work
- Support for opportunity and equity programs
- Responsible for the oversight of evaluation of all instructional personnel



Office of Educational Equity

Office of Educational Equity

Purpose

Provide senior level leadership and coordination to all district and school efforts to create an equitable school district.

The Office of Educational Equity supports all schools and departments by identifying and implementing core practices in the areas of instruction, budgeting, hiring, professional development, and community engagement so that the Public Schools of Brookline uses structures, systems, and practices that eliminate disparities of historically underrepresented and marginalized groups so student outcomes cannot be predicted by that grouping.

Office of Educational Equity 2019-2020

The Challenge	Priority Areas for 2019-2020
District and schools need to establish the leadership, resources, and commitment to make educational equity a reality in Brookline.	Continue to establish the Office of Educational Equity
A lack of diversity in our professional staff results in a unchecked cultural mismatch for students and increases cultural isolation for staff.	Increase diversity in our staff through recruitment, hiring, and retention, and by developing our pipeline for paraprofessionals of color to become licensed teachers
To identify and address the unintended inequities in our practices, instruction, and and learning	Help PSB staff to understand a common definition of and the core practices of educational equity and be able to use them in their daily practice
Engaging many voices in purposeful action to increase equitable practices within the district requires a significant level of collaboration.	Engage in community outreach on educational equity

Office of Educational Equity 2019-2020

There are three overarching areas in which the Office of Educational Equity will always work: Professional Development; Human Resources; and Cultural/Climate/Policies. From year to year the *what* of the work will change but the areas to be address will remain the same.

The Ongoing Work of OEE for 2019-2020:

- Ongoing Human Resources and school efforts to diversify the PSB workforce
- Provide professional development for all PSB educators on equity issues
- Supporting the development and strengthening of school-based equity teams
- Continue to create and deliver school community workshops on diversity issues
- Develop optional professional develop offerings to educators across the district regarding diversity issues that improve teaching and learning
- Work with the numerous equity and diversity groups that exist in Brookline



Office of Administration and Finance

Office of Administration & Finance

Purpose

The Office of Administration and Finance supports the overall operations of the school district.

The office is responsible for the efficient and effective running of Building Services, Transportation, Food Service, Human Resources, Finance (Accounts Payable and Payroll), Records Access Officer, technical support and compliance to School Committee policy, municipal finance laws and practices.

To make progress on achieving this purpose, PSB will focus on the following work during the 2019-2020 school year:

The Office of Administration & Finance



Office of Administration and Finance 2019-2020

The Challenge	Priorities
<p>The School Department has an Administrative Manual (2005) that is not accessible to employees or budget managers. It has not been reviewed for current practice/procedure or changes in statutory requirements. Training is required to review, update, re-distribute, and train on the manual.</p>	<p>Establish Budget as a Policy Document: “What is written is what is funded”</p> <ul style="list-style-type: none">● District Training for Finance & Human Resources Process & Procedures● Financial Policies & Internal Controls for Personnel & Expenses.● Student Activities Policy and Procedure Update
<p>The school district needs to identify and communicate its short term and long term planning around maintenance, repair, expansion, and replacement of its physical plant.</p>	<p>Establish Five Year Capital Improvement and Infrastructure Plan</p> <ul style="list-style-type: none">● 5 Year CIP Plan - Updated and Published Annually● BHS Building Project● Elementary Building Planning (Short Term- Long Term)● Pierce MSBA Building Project

Office of Administration and Finance 2019-2020

The Challenge	Priorities
<p>The last time the district updated its Emergency Response protocol was 2004. There have been a variety of best practices adopted by many school districts to maintain student safety during the school day.</p>	<p>Design and Implement Emergency Response & Preparedness Plan</p> <ul style="list-style-type: none">● ID Badges & General Security● Update to protocols and procedures and documentation● Completion of Emergency Planning Review, development of plan for revised training, and initial round of training
<p>The School Committee is required under MGL to establish ALL pay rates for positions that are funded within the school department either through Collective Bargaining Agreements, Employee Contract, or a Non-Aligned/Non-Union Classification Plan or pay rate schedule.</p>	<p>Update Human Resources Practices</p> <ul style="list-style-type: none">● Non-Union/Non-Aligned Classification plan adopted by School Committee● Negotiating collective bargaining agreements with unionized staff (Ch. 150E, Section 1).● Establishing compensation parameters for administrators and other employees not subject to collective bargaining, including principals and non-aligned employees (Ch. 71, Sec. 59B)

Finance



- Payroll
- Accounts Payable
- Budget
- Procurement
- Contract Management
- Revenue/Receipts
- Special Revenue Funds: Revolving funds (fee prog.), Grants, Gifts, Student Activities
- Support SC Finance Sub Committee

Human Resources



- Hiring/Terminations
- Employee Contract Management (Non-Aligned & Collective Bargaining Contract Negotiations)
- Benefits
- Accruals/ Attendance
- Due diligence related to personnel matters
- Support SC Negotiations Sub Committee

Operations



- Food Service,
- Transportation,
- Building Services/ Maintenance
- Capital Improvement Planning
- Building Construction
- Support SC Capital Sub Committee

Administration



- Emergency Response Coordinator
- Records Access Officer for School Department (Public Records)
- Liaison to Municipal Departments (e.g. Recreation, Building, IT, DPW/Parks, Police, Fire)
- Liaison Boards/ Committees
- Support SC Policy Sub Committee

Office of Administration & Finance 2019-2020

The Ongoing Work of A&F

- Budgeting support for all departments and schools
 - Monitoring of Personnel and Expense budgets for over/under expenditures (All Funds - Grants Revolving Funds, Student Activities, and Operating Budget)
 - Ongoing Support for MUNIS (financial application), Recruit & Hire (online hiring), MySchoolBucks (online payment system)
 - Compliance Reporting for DESE, Operating budget, grants, and revolving funds
- Human Resources Support for all hiring managers/supervisors
- Operations Support to PRincipals and Schools for
 - Composting in schools
 - Food Service Program improvements and addressing concerns and program enhancements
 - Parking Permits, Building Rentals and community access
 - Project management support for Public Building Division, IT Department, Parks Division
- Emergency Response
 - Coordination with Municipal EMT
 - District Planning and support
- Response to Public Records Requests for the School Department.



Office of Strategy, Performance, and Community Engagement

Office of Strategy, Performance, and Community Engagement

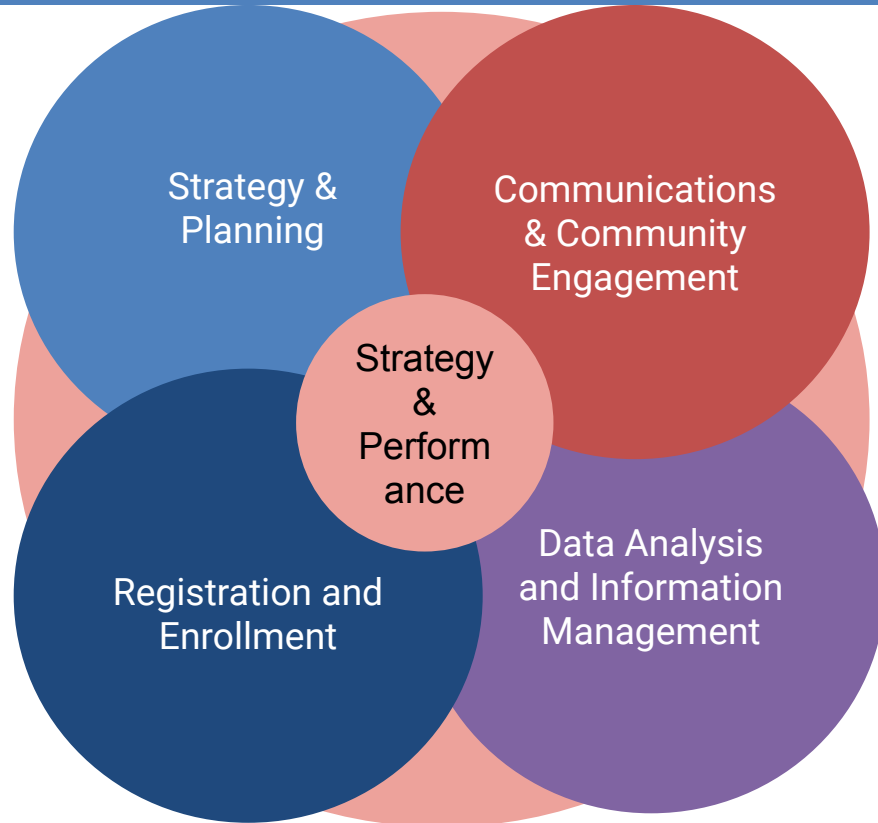
PURPOSE

To engage, include, and inform staff, families, and community members on the work and progress of the Public Schools of Brookline, our students, schools, and school communities.

To ensure that families are introduced to and welcomed into the Public Schools of Brookline and begin their school journey with a positive transition.

To ensure that PSB provides necessary information on student learning, student and staff information and our progress to educators, school leaders, community stakeholders, and the federal and state government so that information can be used to strengthen our schools and deepen student learning.

Office of Strategy, Performance, and Community Engagement



Strategy, Performance, & Community Engagement

Strategy & Planning



- Supports OSS, OTL, Office of Education Equity, and Leadership Team with planning, design, and execution of all annual and long-term priorities including capital planning, PD rollout, principal support and evaluation, emergency preparedness, etc.

Enrollment & Registration



- Registration and enrollment of all students
- Residency verification and residency investigations
- Organize kindergarten transition across schools, guidance team, and ELE team
- Monitors and tracks all student and family alerts in SIS

Communications & Community Engagement



- All district-wide staff, family and community communications including web, social media and email
- Organize community engagement processes
- Communications and outreach related to capital projects
- Support principals with important/crisis communications
- All outreach to new families about PSB

Data Analysis & Info Management



- Primary scheduling support for K-8 schools
- All federal and state reporting that PSB depends on for state and federal aid
- Provide data analysis and reports to teacher teams, principals, coordinators, School Committee, etc
- Manage all student and teacher information systems and applications
- Organize school secretary team
- District-wide surveys

Office of Strategy, Performance, and Community Engagement 2019-2020

The Challenge	Priorities
Schools have no consistent structure for including teachers and staff in collaborative decision making and shared leadership	Launch School-based Leadership Teams
History of insufficient design, planning, communication and support of initiatives or changes discouraged and frustrated staff and school leaders	Effective Planning and Rollout of all limited district-wide priorities and changes
Consistent and ongoing call for improved communications, outreach, and sharing of work happening in schools	Continue to Improve District-wide Communications
Dissatisfaction and lack of confidence with prior enrollment projection methodology	Revise Methodology for Enrollment Projections