



The Public Schools of Brookline

Town Hall

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Superintendent

Two-year goals

September 29, 2022

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.

Key Actions

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

Goal 2: PSB Multi-year Educational Strategic Plan. By spring 2023, the Public Schools of Brookline will begin the process of developing a multi-year integrated strategic plan in conjunction with stakeholder groups. The plan will include a refreshed vision, mission, core values, goals, strategies and success indicators to strengthen learning, equity, and social emotional learning and belonging. My primary role will be to ensure the plan is aligned to District needs and values; we will also co-construct/refine a facilities master plan as well as financial plan.

Key Actions

1. Launch development process by July 2022 launch the strategic planning process with PSB School Committee
2. By August 2022, hold a leadership retreat complete with SWOT (strengths, weaknesses, opportunities, threats) analysis of current practices and culture
3. By spring 2023, begin the community stakeholder engagement process and host envisioning the future sessions
4. By January 2023, identify members of the community planning team.
5. By March 2023, relaunch the strategic planning process
6. By Summer 2023, develop action steps and begin identifying key strategic initiatives

Benchmarks

1. Presentations and meetings completed according to schedule
2. Community updates/communications/final document
3. Strategy Development process launched

Goal 3: Fiscal Stewardship. The Public Schools of Brookline is committed to financial health and well-being. We will extend beyond improvements made during the 21-22SY and examine processes at a deeper level. System-integration will be the critical lever upon which we focus this year.

Key Actions

1. Ensure year-end close out proceeds according to schedule
2. Produce budget book
3. Hire and onboard a new Deputy Superintendent of Administration and Finance
4. Develop and adhere to an internal calendar of major milestones
5. Produce and present quarterly financial reports
6. Engage a consultant to determine if there are any additional efficiencies

Benchmarks

1. Accurate reports/audits
2. Budget developed in alignment with student needs
3. Clear and transparent budget materials

Goal 4: New Superintendent Induction Program. Continued participation year two of the New Superintendent Induction Program through the Massachusetts Association of School Superintendents. NSIP serves as professional learning for new superintendents through their use of and engagement with best practices, providing expert, in the moment coaching that goes well beyond mentoring, and offering multiple opportunities for deep collaboration with peers; as an NSIP participant, I gain valuable insight on sharpening my focus on teaching and learning as well as techniques for converting visions into positive student outcomes. The ultimate goal of NSIP is for new superintendents to hone their skills in becoming successful instructional leaders capable of promoting substantive and realistic change at the school level.

Key Actions

1. Attend and participate in all scheduled NSIP year two sessions
2. Complete all NSIP assignments
3. Meet with assigned coach, Dr. Matt King, monthly

Benchmarks

1. Attendance/participation in the round-table meetings and preparation for the sessions
2. Engagement in the coaching sessions
3. Leveraging relevant materials for PSB team

Goal 5: Department Reorganization. Examine the Department of Administration and Finance as well as the Office of Strategy and Performance for operational efficiencies.

Key Actions

1. Review structural goals/purpose/functions of departments
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 any budgetary implications

Benchmarks

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