



## **The Public Schools of Brookline**

Town Hall

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Superintendent

Two-year goals

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### **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 continue in the area of student engagement. Throughout the school year, I will prioritize the supervision, evaluation, and provision of ongoing, actionable feedback to principals, with a focus on improving student engagement. Success will be measured by an increase in student engagement metrics, as observed through classroom walk-throughs. To ensure inclusivity, feedback will be tailored to meet the diverse needs of schools, with additional support for schools facing the greatest challenges in student engagement. The initiative will emphasize equitable practices by allocating resources and professional development to schools with the highest rates of disengaged students, ensuring all students are actively engaged in their learning.

### ***Student Learning Goal: Standard I, D***

#### ***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 six visits per school
4. Review principal evaluation logs
5. Analysis of summative evaluation reports

## **Goal 2: District Coherence.**

Beginning in the 2024-25 school year, I will lead the Public Schools of Brookline in developing district-wide coherence by utilizing the multi-year integrated strategic plan to drive continuous improvement. This process will focus on building a shared understanding of the district's key initiatives across all schools and departments. Success will be measured through staff understanding and alignment with district goals, and by tracking improvements in student outcomes tied to strategic initiatives. The initiative will include targeted professional development and regular collaborative sessions for school leaders to ensure inclusivity and support diverse needs across schools. To promote equity, special attention will be given to ensuring that all schools, particularly those with historically underserved student populations, are fully engaged in the coherence-building process. Progress will be reviewed each semester, with adjustments made as necessary to ensure all parts of the system are working together to achieve the desired outcomes.

### ***District Improvement Goal***

#### ***Key Actions***

1. Continue the work of the Office of Administration and Finance re-alignment
2. Continue reviewing, revising and improving the budget development, building, management, and refinement process
3. Continue examining opportunities for Town/School efficiencies
4. Increase the collaboration between the Offices of Teaching and Learning, Student Services, Administration and Finance, and Educational Equity for greater and more continuous support throughout the District
5. Establishing data dashboards that provide real-time information for greater informed decision making
6. Examine our curricula to ensure that we are on the leading of of rich leaning in the student experience

#### ***Benchmarks***

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

## **Goal 3: Internal District Communications.**

By the end of the 2024-25 school year, the superintendent will implement a district-wide internal communications plan aimed at improving the frequency, clarity, and effectiveness of communication between district leadership, school administrators, and staff. Success will be measured by an increase in staff satisfaction with communication, as indicated by annual surveys, and by an increase in participation rates for district-wide meetings and initiatives. The plan will include monthly newsletters and regular leadership meetings. Progress will be reviewed through staff feedback and participation metrics, with adjustments made as necessary.

### **Professional Practice Goal: Standard IV, C**

#### **Goal 4: Budget Process**

By the end of the 2024-25 fiscal year, I will enhance the district's budgeting process by building on previous improvements, ensuring that budget allocations are transparent, equitable, and aligned with district priorities. Success will be measured by achieving an increase in budget manager satisfaction with the budget process, as indicated by feedback from school leaders, department managers, and community members (school councils), and by maintaining a balanced budget with minimal variance between projected and actual expenditures. The process will include quarterly financial reviews with principals and department heads, and clear communication of budget priorities through public forums and reports. To ensure inclusivity, the budgeting process will actively involve historically underrepresented groups, ensuring their input is reflected in financial decisions. Equity will be prioritized by allocating resources to schools and programs serving high-need students. Progress will be monitored through ongoing feedback from stakeholders and adjustments will be made to ensure continuous improvement in the budgeting process.

**District Improvement Goal: Standard II, E**