



PUBLIC SCHOOLS of  
**BROOKLINE**

# Quarterly Update

*on the PSB Strategic Plan*

Senior Leadership Team

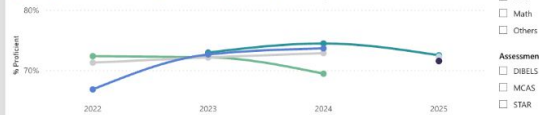
*December 5, 2024*

# Coming Soon

## Proficiency Over Time

Average % of M & E including all assessment periods

● DIBELS ● MCAS ELA ● MCAS Math ● MCAS Science ● STAR Math ● STAR Reading

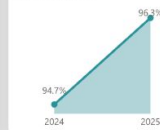


Subject  
□ ELA  
□ Math  
□ Others

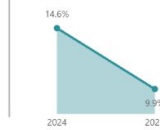
Assessment  
□ DIBELS  
□ MCAS  
□ STAR

## Attendance and Behavior

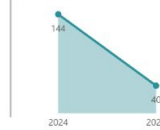
Attendance Rate



Chronic Absenteeism

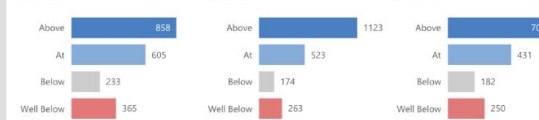


Conduct Incidents

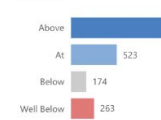


## DIBELS (last 3 periods)

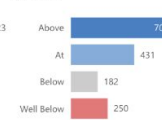
23-24 MOY



23-24 EOY



24-25 BOY



## Panorama (last 6 periods)

School Belonging



Safe Adult = Teacher or Adult from school / Family or Other Adult outside school

Safe Adult



## STAR Math

(last 3 periods)

Pending 3rd

Pending 2nd

Pending 1st

Pending 4th

Pending 5th

Pending 6th

Pending 7th

Pending 8th

Pending 9th

Pending 10th

Pending 11th

Pending 12th

Pending 13th

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# Goal 1: Teaching and Learning

Increase achievement for all students by establishing, implementing, and regularly assessing a consistent, high quality, and challenging curriculum delivered using evidence based practices.

# Goal 1: Targets and Outcomes


- **Selection, or creation, of curriculum materials in ELA and WL**
  - ◆ We will be bringing forward a curriculum recommendation for ELA at the December 19th Meeting.
  - ◆ Difficulties in hiring a French teacher at Baker have resulted in a stalling of curriculum work in WL
- **Complete 90% of educator evaluations**
  - ◆ Not measurable at this time because we have not completed the formative cycle which concludes on February 7th.
- **75% of PD will be on Multi-Tiered System of support**
  - ◆ At the PK-5 level we have held 4 hours of PD on Tier 1 Literacy



# Goal 1: Targets and Outcomes

- **Design elementary schedules that allow for consistent time on learning**
  - ◆ Time expectations have been released by OTL for elementary schedules. All schedules meet DESE requirements for Time on Learning
- **Design clear process for vision of a BHS graduate work with timeline and benchmarks**
  - ◆ We have solicited quotes from vendors to facilitate the process moving forward.
- **Complete equity audit to diagnose issues related to Diversity, Equity, Inclusion, Belonging (DEIB)**
  - ◆ A team was created with representation from OEE, OTL, OSS, OAF, as well as an Assistant Principal and METCO Director. We received seven proposals and have narrowed the search to two companies and submitted all documentation to Town Procurement. Final decision to be made the week of December 9th.

## Goal 2: Community and Connections



Develop and implement a culturally responsive community engagement plan to foster connections among caregivers, the schools, the district and the community.

# Goal 2: Targets and Outcomes

## → Rebuild and relaunch the district website

- ◆ The website relaunch process is set to begin this month. We plan to roll out a community survey to gather user expectations and pain points with regard to the district and school websites. We will also be forming a Website Committee, which will include representatives of various stakeholder groups. The Website Committee will be decision makers with regard to design, content and other aspects of the websites.

## → Develop equitable, consistent systems of protocols and expectations for communication to effectively inform caregivers at the school and district levels

- ◆ Earlier this year, we upgraded to a new mass communications system that enables schools and the district to broadcast announcements and messages to families and staff via email, automated phone calls and SMS. Protocols are in place with regard to daily attendance communications and other emergency communications.
- ◆ Periodic communications are sent to families and staff from the district as well as the schools, keeping them informed on the latest updates and announcements.
- ◆ Earlier this year, we introduced the *Superintendent's Staff Bulletin*, a newsletter distributed at least once a month to all PSB staff, to keep them informed about and involved in various developments taking place at the district level.
- ◆ The Office of Teaching and Learning has also kicked off a new monthly newsletter, the *K-8 Curriculum Corner*, that is sent out to all PSB K-8 staff. The idea behind it is to keep all staff members updated on various developments at the curriculum level. Curriculum coordinators contribute to the newsletter with their respective updates each month.



## Goal 2: Targets and Outcomes

- **Build a comprehensive system to obtain input from caregivers**
  - ◆ As a matter of practice, we strive to obtain input from the PSB community on various topics, in the form of community surveys. Earlier this year, we rolled out the PSB Climate and Culture Survey, and plan to roll out the PSB Website Survey soon.
  - ◆ Last month, we held a Literacy Materials Curriculum Open House, to give families an opportunity to review and provide feedback on materials shortlisted as part of our curriculum adoption process.
- **Review district partnerships**
  - ◆ PSB has partnered with Cartwheel Care and Care Solace to expand access to mental health care for students and families.
  - ◆



## Goal 3: Climate and Culture

Partner with families and the community to create safe environments that promote belonging.

# Goal 3: Targets and Outcomes

- **Implement the identified Tier 1 SEL curriculum in at least 70% of Pre-K to 5 classrooms**
  - ◆ As on 11/25, approximately 70% of K to 5 classrooms have implemented lessons from Second Step this year.
- **Implement the identified middle school SEL curriculum in at at least 70% of middle school advisories**
  - ◆ As of 11/25, 6 middle schools are using Wayfinder in their advisories.
- **Establish district Climate and Culture working group to incorporate results from the staff and family Panorama surveys into strategic initiatives**
  - ◆ Applied to DESE SEL grant to help fund this initiative. Goal is to create group in spring 2025.

# Goal 3: Targets and Outcomes

- **Provide professional development and coaching to staff that focuses on inclusion and differentiation**
  - ◆ OEE has piloted three Equity Cycles at Lawrence, Runkle and FRR focused on inclusive and restorative practices.
- **Develop procedures and practices to enact the Life of the School Policy**
  - ◆ This policy has not been voted by the school committee at this time.
- **Establish district Attendance and Engagement working group**
  - ◆ Applied to DESE SEL grant to help fund initiative.
  - ◆ Intention is to form the group in spring 2025.
  - ◆ Continue practices that support school belonging

# Goal 3: Targets and Outcomes

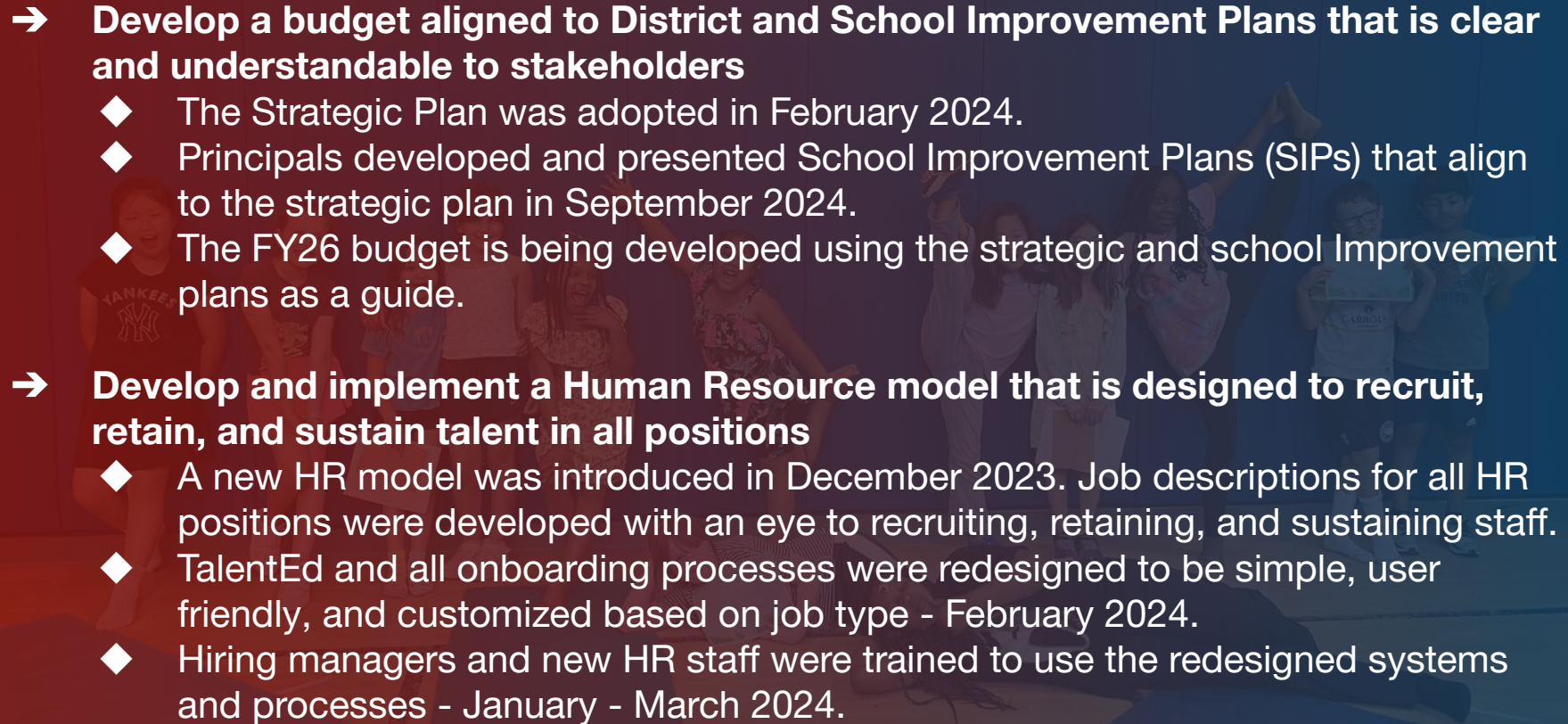
- **Implement recommendations from Tiered Focused Monitoring (TFM) review to increase access to educational programming that protects students' civil rights**
  - ◆ We have submitted our first progress report to DESE on two indicators curriculum review and professional development. The report was accepted by DESE. Our next progress monitoring report is due 12/20 for the indicator school year schedules.
- **Develop processes and procedures for CST that support belonging, engagement, and inclusion**
  - ◆ Child Study Teams have been renamed Student Intervention Team (SIT)
  - ◆ All SITs have been provided updates processes and procedures to trial and to provide feedback on.
    - Teams are asked to creative goals for students that are specifically tied to relationship-building and belonging.



## Goal 4: Management and Capacity Building

Develop resource management and capacity-building systems that will ensure educational and organizational goals are timely and accomplished with transparency.

# Goal 4: Targets and Outcomes

- 
- **Develop a budget aligned to District and School Improvement Plans that is clear and understandable to stakeholders**
    - ◆ The Strategic Plan was adopted in February 2024.
    - ◆ Principals developed and presented School Improvement Plans (SIPs) that align to the strategic plan in September 2024.
    - ◆ The FY26 budget is being developed using the strategic and school Improvement plans as a guide.
  - **Develop and implement a Human Resource model that is designed to recruit, retain, and sustain talent in all positions**
    - ◆ A new HR model was introduced in December 2023. Job descriptions for all HR positions were developed with an eye to recruiting, retaining, and sustaining staff.
    - ◆ TalentEd and all onboarding processes were redesigned to be simple, user friendly, and customized based on job type - February 2024.
    - ◆ Hiring managers and new HR staff were trained to use the redesigned systems and processes - January - March 2024.

# Goal 4: Targets and Outcomes

- **Develop and implement a Human Resource model that is designed to recruit, retain, and sustain talent in all positions**
  - ◆ In-person, multilingual onboarding options were introduced in May 2024.
  - ◆ All HR (3 of 4) and Payroll (2 of 3) positions were filled by May 2024.
  - ◆ The HR Team attended two career fairs in the spring of 2024.
  - ◆ Results:
    - The hiring process has been reduced from several months to four weeks.
    - The onboarding process has been reduced from four to six weeks to three to ten days.
    - The onboarding process has been automated and employee data is synced between TalentEd, Munis, IT (Active Directory), and ASPEN to improve data integrity and reduce data entry.
    - The staff fill rate when school opened was 96.55%.



## Goal 4: Targets and Outcomes


- **Develop and memorialize budgetary processes and procedures that support predictability and transparency**
  - ◆ A site-based model of budgeting was introduced in January 2024.
  - ◆ The accounting system was modified and simplified to reflect a more streamlined chart of accounts that align with the budget model - July 2024
  - ◆ The quarterly financial report has been revised to present spending activity by site-based cost centers; consistent with the budget model - September 2024
  - ◆ The Budget Calendar for FY26 was revised to include the presentation of School Improvement Plans and a fall/winter meeting with the Advisory Committee.



# Goal 4: Targets and Outcomes

- 
- ➔ **Create a professional development plan designed to build the capacity of all staff to perform their roles in service to the mission, vision, and core values of the organization**
    - ◆ The professional development plan offered by the OAF this year includes:
      - Four financial management training sessions (August 2024) offered to budget managers and support staff; topics included PO management, hiring and onboarding, Position control as well as contract and PO management.
      - Six budget development workshops and six online drop in sessions for budget managers aimed at developing skills and acumen in creating a financial plan aligned to goals.

## Goal 5: Governance



Design and implement an organizational structure and related information systems that will enable the organization to achieve the District vision.

# Goal 5: Governance

The Finance and Human Resource departments were restructured in FY24 to support the goals outlined in the strategic plan.

- **Create and disseminate an organization chart with clearly delineated roles and responsibilities in all areas**
  - ◆ Organizational charts were created for all district level offices and included in the FY25 budget. All OAF job descriptions were updated for the Finance, Human Resources, and Operations department - October 2024.
- **Assess and modify existing systems, workflows, policies and procedures to ensure that they are effective and efficient in achieving intended outcomes**
  - ◆ Processes, procedures, systems and workflows related to contracted services, PO management, and position control were developed in FY24 and implemented in FY25.
  - ◆ Processes, procedures, systems and workflows related to recruitment and onboarding were developed and implemented in FY24.

# Goal 5: Targets and Outcomes

- ➔ **Asses and modify existing systems, policies and procedures related to recruiting, hiring, and onboarding and diversifying staff.**
- ◆ OEE in collaboration with MPDE and PSB Human Resources, hosted a career fair in September 2024. Slated to have a second career fair on March 1, 2025, and an in-district-only career fair in May 2025.
- ◆ OEE, in collaboration with MPDE, Building Bridges, and PSB Human Resources, is developing HBCU Pipeline partnerships.
- ◆ Human Resources in collaboration with OEE, OTL, and OSS is developing a partnership with the University of Massachusetts Boston Teach Next Year program (a 13-month teacher preparation program where students can obtain a master's degree and teacher certification). This will be an "in-house" candidate pipeline program explicitly designed for PSB.

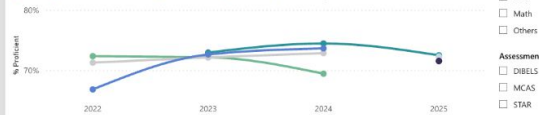


# Coming Soon

## Proficiency Over Time

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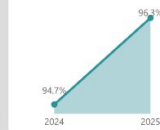


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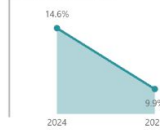
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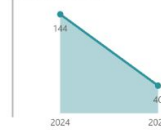
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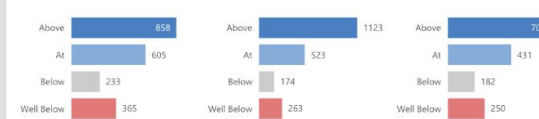


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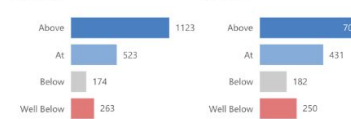


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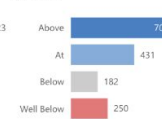
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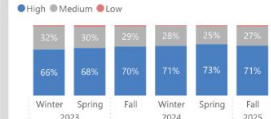


24-25 BOY



## Panorama (last 6 periods)

School Belonging



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Safe Adult



## STAR Math

(last 3 periods)

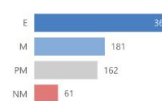
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24-25 - BOY



## Reading

(last 3 periods)

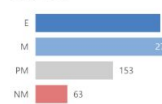
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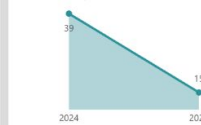


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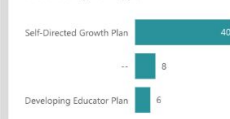


## Educator Evaluation

Evaluations by Year



Evaluations by Plan Type



Evaluations by Title

