



# 2017-2018 District Goals

School Committee Presentation  
September 14, 2017



# Quick Review

## The District's Strengths and Challenges

# The District's Strengths

- High quality staff
- Commitment to and support for the mission of PSB is high
- Staff enjoy working for PSB and with their colleagues
- Hiring searches typically attract numerous high quality and qualified candidates
- Schools very well resourced with regard to staff, materials, and programs
- Teachers engage students in meaningful, high-quality learning
- New senior leadership team is cohesive, works well together, and is aligned
- Departments district-wide meet regularly to discuss and plan for areas of instructional and operational improvement
- Ongoing and deep support from families and the community

# The District's Challenges

- Persistent gaps in opportunities and outcomes between subgroups of students
- Insufficient clarity on roles and expectations for individuals and teams
- Insufficient clarity on the support needed by and provided to individuals and teams to help them be successful
- Significant recent growth in student population and limited long term planning in recent years has resulted in an overreliance on short term efforts and a lack of organizational systems that lead to coherent and consistent practice
- Lack of full, completed roll out, training and support on key initiatives over numerous years resulted in ineffective implementation and has eroded trust

# The District's Challenges

- Insufficient guidance and support on hiring, scheduling and staffing has resulted in misalignment and inefficient use of resources
- Significant recent turnover in principals
- Despite significant progress, a number of policies remain out of date and out of compliance
- Increasingly complex health issues of incoming students is making it more challenging to meet the needs of students.
- Improved alignment between and understanding of elementary school and high school practice needed



# 2017- 2018 Senior Leadership Goals



# Steps Taken Following the Summer Workshop

- ✓ Complete final review of identified priorities to ensure alignment with our focus on developing instructional leaders and addressing equity
- ✓ Launch work with principals at July Leadership Team retreat - July 25-27
- ✓ Communicate identified priorities as new school year begins and on an ongoing basis

# Superintendent's Goal

As Superintendent, my goal is to succeed in ensuring exceptional and equitable outcomes for all learners by effectively supporting principals, organizing the work of District offices in support of teaching and learning, and addressing those areas that have the greatest impact on student social and emotional growth and achievement.



# 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 principals can support educators, and educators can support students.



# Guiding Pillars

- Equity
- Classroom
- Instruction
- Collaboration

# Office of Teaching & Learning

## 1. Strengthen High-Quality Core Instruction

- Led by their principal and supported by the OTL, each school faculty will develop a common understanding of the instructional practices that result in high quality student learning experiences.
- Principals, VPs, Coordinators and Directors will continue training on giving high quality feedback so the evaluation process helps teachers improve their practice
- Learning walks continue with principals and PK-12 coordinators to create a deeper and mutual understanding of the quality of instruction in our schools

# Office of Teaching & Learning

## 2. Address structural racism & unintentional bias through a focus on high quality instructional practice

- Support school-based efforts that grew out of 2016 PD day enabling communities to address unintentional bias in instruction and practices.
- Provide structured PD, coaching and support for principals to successfully lead this work
- Continue exploring the development of “Embedded Honors” courses in 9th grade courses in selected subject areas to increase equitable access to higher level courses;
- Clarify BHS course levels and process for 9th grade course recommendations so teachers, students, and families have a clear understanding of the process, and students have more equitable access to higher level courses
- Continue to support the development of the Identity Curriculum at BHS

# Office of Teaching & Learning (continued)

## 3. Develop a culture of collaborative inquiry

- Work with teams of principals, PK-12 coordinators, coaches and specialists on a collaborative inquiry process that will address equity and high quality instruction

## 4. Launch Math Program Review

- Document current practices; identify areas of improvement necessary in instruction, course offerings, and access to ensure that PSB provides engaging and challenging courses to all students; develop implementation plan

## 5. Improve professional development offerings

- More directly address high quality instructional practices, provide wider range of offerings based on identified instructional and administrative needs

# Office of Student Services

1. **Support high quality, core instruction through training and professional development**
  - a. Professional development for school based special education, guidance, counseling, therapeutic, and paraprofessional staff on:
    - Supporting Students with Emotional Disabilities
    - Improving Student Social Skills
    - Managing Challenging Behaviors in the Classroom
2. **Establish clear operational procedures/guidelines**
  - a. Complete updates of attendance, discipline, field trip and wellness policies by June 2018.
  - b. Continue operational review of the OSS with a focus on expanding inclusive models, special education caseload management and staffing assignments.
  - c. Complete operational review of BEEP to ensure growing challenges regarding medical support, projected space and staffing needs.
3. **Collaborative Inquiry Review of Current Co-Teaching Approaches**

# Administration & Finance

1. Develop Override Budget and Plan
2. Develop five-year Capital Plan
3. Human Resources (including payroll)
  - a. Improve effectiveness of department's processes and procedures
  - b. Continue to improve recruitment and hiring practices with the goal of having district employees reflect the race and ethnicity of the students we serve
  - c. Continue building respectful working relationships with our union leadership through open and honest dialogue
4. Roll out Financial Assistance and Student Fees, Fines, and Charges Policies



# Strategy & Performance

## 1. Strategic Work

- Lead the implementation of the Collaborative Inquiry Process with principals, coordinators, directors, and OSS leaders
- Inform, engage and include staff and community stakeholders on 9th elementary school, BHS expansion, and Devotion building projects

## 2. Continuous Improvement Efforts

- Provide data analysis/reporting and training to school and district leaders to help inform decision making and better understand progress being made on learning outcomes and equitable access to programs and support
- Provide training for principals, VPs, school secretaries and HR so core systems have accurate student and staff information

## 3. Community Engagement

- Continue improvement of internal communication and external communication through development of staff intranet, superintendent newsletters to staff and families, and office's improved use of social media

# Guiding Principles

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- Instruction
- Classroom
- Collaboration

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