



# Brookfield Public Schools



To: Board of Education  
From: Dr. John Barile, Superintendent  
RE: Strategic Planning  
Date: November 20, 2019

*"Create Your Tomorrow"*

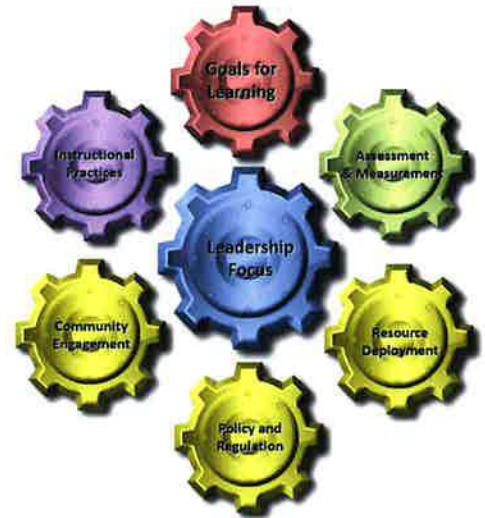
## 2019– 2022 Brookfield Strategic Priorities

Over the past 3 plus years of implementing the District Strategic Coherence Plan, we have accomplished most of our five-year goals and have defined the key skills that we seek for all Brookfield graduates to become:

- **Critical & Creative Thinkers**
- **Communicators**
- **Collaborators**
- **Change Makers**

We have refined and focused the systems that support the four primary systems that drive our academic success: Goals for Learning, Teaching for Learning, Measures for Learning, and System Alignment & Coherence.

The byproduct of this shared focus can be seen in all that we have implemented and accomplished together over the last 4 years. We have in place:



- A strong foundation for improving instruction, assessment, and standards-aligned curriculum & development across the district.
- Data-driven professional learning opportunities to build the capacity of our teaching professionals.
- A new capacity to support student wellness with the implementation of the RULER approach to social/emotional learning (SEL) for students and adults; development of systematic system of continuum of academic / behavioral supports.
- A robust technology infrastructure to support operations and a 21<sup>st</sup> century instructional program.
- Essential practices for financial health and operational control.
- A cohesive capital improvement and facility maintenance plans, including a town supported new school project.

Your support of the implementation of these improvements have helped the district rebuild a foundation for systematic and sustainable student improvement. As I regularly report and review outcomes and practices in each area of our organization with you, your input helps shape our response to data, achievements, and needs to do so in a way that is in alignment with our charted plan. This collaboration is what keeps the district on the path to greatness.

At the same time, while we are engaged in the process, we must be sensitive to the need to continually send appropriate updates and messages to all stakeholders to ensure that everyone is aware of and understands the rationale for all that we do in our aligned, continuous improvement efforts.

Because the work can be complex, a major challenge has been to streamline the message regarding our plan and goals and our actions in such a way to make them easy to communicate and accessible to an increasingly busy population in Brookfield. Our strategic objective in this new process is to collaboratively extend and reframe the strategic plan to ensure that:

- All stakeholders understand **Board goals**
- All Stakeholders understand the **strategic priorities and practices** necessary to achieve the Board goals
- All stakeholders understand the **measures** that demonstrate achievement of the Board goals

As always, our mission is to inspire, challenge and prepare all students to live meaningful and productive lives. In the dramatically changing world we anticipate our students will enter, we believe the following four skills – Brookfield’s new NEASC 2020 inspired “Portrait of a Graduate” are essential to fulfilling that mission.

- **Each graduate will become::**
  - **Critical & Creative Thinkers**
  - **Communicators**
  - **Collaborators**
  - **Change Makers**

In reframing our plan as **Create Your Tomorrow**, we have an important opportunity to make sure we are always connected to the goals, high leverage practices, and their associated measures of success going forward. This vision for “The Portrait of the Graduate” or Brookfield’s 4 Cs will be the focus of the Board’s work for the foreseeable future. In order that we are all on the same page going forward, the following is a compendium of the current and future work we have committed to, in order to move the district toward the fulfillment of our mission.

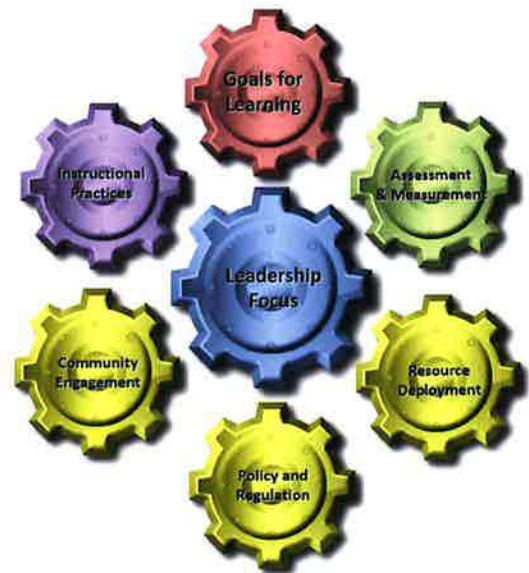
## *Instructional Core Systems*

### **Goals:**

- Work to further define and finalize the indicators of success for the 4 Cs in the Brookfield Portrait of a Graduate.
- Align BHS NEASC with district Portrait of a Graduate

### **Measures:**

- Construct continuums of growth and development for all of the 4 Cs that can be used for feedback and progress monitoring at grades 5, 8 and 12.
- Create a Senior Capstone course that reflects mastery of the 4 Cs and meets the CSDE requirement for such a course for the class of 2023
- Review Grading & Reporting practices – K-4
- Review processes for measuring/observing progress on SEL programming
- Preschool screening and progress assessments



### **Practices:**

- New School Design and Planning –
- Grant/Design/Contractor/Schedule/Execution/Enrollment update  
(public input/name the school contest/HHES bricks utilization project)
- Leadership & Organizational Plan
- Middle School 6-8 – Organizational Analysis & Plan
- Healthy School Start Time BOE Committee
- School Schedules
- Administrator & Teacher Schedules
- Social/Emotional Intelligence & Continuum of Support Services
  - RULER K-8 / BHS Summer Training 2019
  - Therapeutic Programming Gr. 2-12

- Trauma Sensitive Schools
- Crisis Intervention
  - Manual
  - QPR (Mental Health First Aid) – all staff
- Community Connection
  - Brookfield Cares
  - Western CT Regional Coop
  - Emergency Mobile Psych Services (EMPS)
- **Special Education/Pupil Personnel**
  - Develop continuum of academic & behavioral supports
  - Develop transition services 18-21 years
  - Assistive Technology Team –SERC Training
  - TAG Identification processes
  - Pre School Programming
    - Curriculum
    - Certification
  - Parent Education/Engagement
- **Intervention/SRBI**
  - SERC Training
  - Systems Development by School
- **Curriculum Design & Programming**
  - Humanities & STEM programming
  - Create a pathway for Seniors to complete a CSDE aligned mastery-based diploma assessment that incorporates the practical usage of the 4 Cs.
  - Continue progress on K-12 updates/revisions with Dr. Alcock
  - Co-Teaching Model & requisite professional learning
  - Team Teaching (STEM & Humanities) – Grade 5 Academy
  - Pre-K programming pilot
  - Life Skills & ELC Programming
  - Self-Navigating – Relevant and Authentic Experiences
- **Technology**
  - Technology Committee – Goal Development
  - Support Assistive Technology
  - Student devices and learning
  - Infrastructure
    - Student & Staff personal portal

## *Supporting Systems*

### **Community Engagement:**

- Newsletter – Rationale for programming – district & schools
- Develop SOP for informing/updating staff with new policies
- Parent University Planning
- Collaboration Sessions with BEA
- Public Interface efforts / videos
- Civic Engagement & Community Partnership Leadership/Position

### **Policy and Regulation:**

- Security Upgrades
- 3000 Series Policies
- 4000 series (adopt from CAFE)
- District Student/Parent Handbook
- Teacher/Staff Contracts
- SOP for updating staff with new policies
- Implement Time & Attendance System
- Implement CIP Addressing Building Conditions Study
- Transportation Study (traffic study as part of building project)
- Teacher Certifications
- Recruit & Retain Strategy
- Rectify substitute shortage
- Organizational Charts/supervisor-supervisee/time & attendance

### **Resource Deployment:**

- 3-year advance budget build
- Bus Contract