Brookfield Public Schools

To: Board of Education
From: Dr. John W. Barile, Superintendent
Re: Strategic Coherence Plan, Summary Update - Year 3 of 5
Date: August 21, 2019

This memorandum serves to summarize the status relative to the accomplishment of the 2016-2021 Strategic Coherence Plan goals, actions & outcomes for the first three years of implementation April 2016 – June 2019.

The plan consists of Strategic Coherence Outcomes: 1) Goals for Learning, 2) Teaching for Learning, 3) Measures of Learning and 4) Systems Alignment & Coherence. We have developed the initial conceptual framework for the portrait of the Brookfield Public Schools graduate. This framework outlined the goal for our students, in *Creating Their Tomorrow*; to become independent critical & creative thinkers and problem solvers, communicators and collaborators. The initial Strategic Plan of this administration and BOE, in working in collaboration with student, parents, faculty, staff and the community in its initial three years, has established a strong foundation which is ready to be embellished with our successor plan.

The Strategic Coherence Planning Committee, comprised of educators, parents and other community stakeholders initiated a review of all of the suggested gap closing strategies from the four Strategic Coherence Outcomes. After considering the contextual data, the district's strengths, and growth areas, the group committed to focusing on high leverage priorities in each outcome area. These priorities have advanced the district practices toward coherence and integrated existing improvement efforts that were already underway. An emerging focus area was ensuring that staff have the necessary time, professional learning and resources to engage in improvement efforts.

Attached is a summary of the goals **COMPLETED** and those **IN PROGRESS** **through June 2019**. You will notice that several of the goals that are completed are also marked **ONGOING**, as the work associated with those goals is work that will be sustained in support of the district. The majority of the plan's goals have been completed or are substantially accomplished. We will continue to maintain and enhance what has been completed and work to finish the projects that are currently designated as "in progress". This document will also serve as a launch point for the Board of Education to develop updates and/or adjustments to the Strategic Coherence Plan.

Over the past three years the Board of Education and the Brookfield citizens have supported the actions required to accomplish the goals of the Strategic Coherence Plan. It is critical to the future accomplishment of this plan and in the best interest of the children's education that the funding required for the plan be sustained.

Finally, the four *Strategic Coherence Outcomes* is organized by goals, timelines, responsible party, and status.

The district has identified, defined and committed to supporting a focused set of appropriate student learning goals that will ensure student success in life, learning and work beyond school.

Outcome Definition/Innovation Configuration:

I – Present State	II – Beginning	III – In Progress	IV - Completed

Strategies for Moving Forward:

Step #	Action	Outcome	Who	When	Status
1	Establish agreed upon language regarding student learning and learning targets. These targets will be consistently implemented and applied across curricular areas PreK - 12.	Documentation of agreed upon student learning targets with District Curriculum Committee/Sub Committees consistent and coherent language both across and within grade levels and content areas.	District Curriculum Committee/Sub Committees	Fall 2016 - June 2018 Con't June 2019	**IN PROGRESS** Dr. Alcock & Rubicon Platform Curriculum/PD work
2	Develop a system and schedule for revising curriculum documents PreK - 12.	System of ongoing curriculum revisions aligned with current standards and best practices which serve as the blueprint/guidance of teaching and learning.	District Curriculum Committee/Sub Committees	Initiate Summer 2016 Revision is on-going *	**COMPLETED** Yearlong context K-8 ELA/Math **IN PROGRESS** 9-12 yearlong context K-12 unit development yearlong context & units
3	Define priority skills in four high leverage areas in this SCP: Communication & Collaboration, Critical Thinking & Problem Solving, Creativity & Innovation, and Character & Connection	Specific outcome descriptors for 2nd, 4th, 8th, and 12th grades articulated in district curriculum document.	District Curriculum Committee/Sub Committees	Fall 2016 - June 2018 Con't June 2019	**COMPLETED/ONGOING** 9-12 Outcome Descriptors (NEASC) **IN PROGRESS** K-8 Outcome Descriptors & Curriculum/PD Development

*with steps 1 and 3

The district has committed to supporting instructional and adult learning strategies that ensure rigorous, digitally supported pedagogical experiences aligned with the district's student goals.

Outcome Definition/Innovation Configuration:

I – Present State	II – Beginning	III – In Progress	IV -Completed
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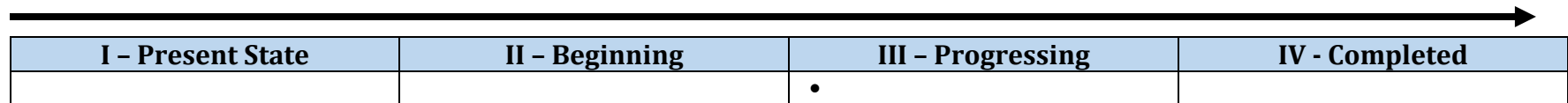| Step #	Action	Outcome	Who	When	Status
1	Commission Revision Learning to facilitate leadership capacity building.	Improved instruction, active engagement, and student achievement by ensuring effective calibration and instructional feedback is provided to staff.	District Leadership Team & ReVision Learning	Began August 2015- Continue through June 2017 – 2018 On-going	**COMPLETED** Collegial Calibrations Student Engagement PD for Leaders **COMPLETED/ONGOING** Train the Trainer Personal Learning Mapping Data Team Support Develop internal capacity to sustain supervisory & evaluative skills
2	Create a plan to develop staff capacity and provide resources to use **digital learning and other identified best practice strategies to support student learning.	Effective differentiation of instruction to support student learning and develop critical and creative thinking as measured by walk-throughs and classroom observation rubrics and instructional planning documents.	District Data and Assessment Team	Fall 2016 - June 2018 Con't June 2019	**COMPLETED/ONGOING** Presentation Stations Digital My Math support Digital Open Court IXL Math Red Bird ALEKS BHS WL Lab Rosetta Stone Khan Academy Internet Capacity Naviance Gr. 5-12 Interim Assessment Blocks Analysis and reflection on Walk Through Data **IN PROGRESS** Teacher Evaluation Plan (at State level)

3	Provide differentiated professional development opportunities to support faculty in providing/receiving effective instructional feedback to each on curriculum development aligned with standards, instruction, and assessment	Improved student engagement, higher order thinking, and positive learning culture as evidenced by student achievement on formative assessments aligned with standards (p-scales) and Webb's Depth of Knowledge (DOK).	District Data and Assessment Team	Fall 2016 - June 2018 Con't June 2019	**COMPLETED/ONGOING** Wednesday afternoon collaborative meetings **IN PROGRESS** Dr. Alcock Rubicon Platform Curriculum/PD work 2+2 Peer Coaching

** Digital Learning - Any type of learning that is facilitated by technology or by instructional practices that make use of technology

Strategic Coherence Outcome 3: Measures of Learning - Initial Strategies:
The district uses and reports on appropriate and balanced measures of student and adult success that are aligned with its student learning goals.
Outcome Definition/Innovation Configuration:

I – Present State	II – Beginning	III – Progressing	IV - Completed
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Step #	Action	Outcome	Who	When	Status
1	Constitute and Implement a District Data and Assessment Team	Create and implement a consistent philosophy/practice regarding the purpose and process of assessment in the district.	District Data and Assessment Team	Fall 2016 Spring 2017	**COMPLETED/ONGOING** BPS Assessment Plan Acadience Reading and Math K-8 CORE Phonics K-6 PAST K STAR Math 1-12 STAR Reading 7-12 TC On-Demands Words Their Way K-6

					Data Team Training **IN PROGRESS** Dr. Alcock Rubicon Platform Assessment Literacy Training (method to target alignment, p-scales, item banks). Standards based reporting - Implement k-4
2	Establish consistent protocols for data review at the following levels: Classroom, Grade Level, Building, and District. Implement systematic ongoing data team schedule at all levels. Provide opportunity for peer observation/coaching.	Improve the data/feedback capacity of grade level and school-based data teams and establish the district-wide Data and Assessment Team for the purpose of improved student performance in critical content and skill areas identified through the district's goal-setting practices.	District Data and Assessment Team, Superintendent, Building Leaders	Fall 2016 - June 2018 Con't June 2019	**COMPLETED/ONGOING** Support Data Team implementation at CES and HHES **IN PROGRESS** WMS & BHS Data Team Implementation District SRBI Team (intervention)
3	Deliver ongoing professional learning support to all faculty.	Improve assessment literacy/capacity of leadership and instructional staff to regularly, systematically and purposefully analyze student data to inform decisions re: adult professional learning, curriculum and instruction.	Building and District Leadership, Curriculum Specialists, Reading and Math Coaches, Special Education Department Heads	Fall 2016 - June 2018	**COMPLETED /ONGOING** Collaborative Learning Teams – BHS Professional Learning Communities - Elementary & WMS Established protocol for presentation at District Data Team meetings
4	Create learning materials and opportunities to build the assessment literacy of parents and community.	Increased mutual understanding and improved communication between parents and educators, parents and students, educators and students, the district and the community re: assessment of learning. Authentic and transparent communication of instructional effectiveness and student achievement.	District Data and Assessment Team, District PTO, BOE	Fall 2016 - June 2018 Fall 2019	**COMPLETED/ONGOING** Trained parents – district presentation and school based presentations -Title IV Grant - Change Maker, Question Formulation Techniques -Communication of benchmark and progress monitoring results to parents **IN PROGRESS** Standards based reporting K-4 1.0 Standards Based Report Cards (ELA & Math) planned for Nov.2019

Strategic Coherence Outcome 4: Alignment and Coherence - Initial Strategies:
The district aligns its supporting organizational systems to support the acquisition of its student learning goals.

Step #	Action	Outcome	Who	When	Status
1	Research, explore, select, acquire and implement an assessment data warehouse capable of supporting the district's identified student achievement goals, consistent with the stated assessment philosophy and practice.	Timely information and feedback to teachers, students, and families on student progress towards learning goals. Inform on-going instructional planning and decision making to improve student learning outcomes.	District Leadership	Identified by Summer 2017 Introduce to Staff May 2018 Roll Out Fall 2018	**COMPLETED** Power School - Assessments Warehouse Plan **IN PROGRESS** Power School solution was unsatisfactory; money recouped; in house solution in development
2	Improve the district-wide capacity to support digital learning.	Increase digital instructional opportunities to support students' fluency, capacity and independence with technology for learning.	Technology and Instructional staff	Fall 2016 - June 2018 Con't June 2019	**COMPLETED /ONGOING** Instructional Supports: Presentation Stations schedule of installation Laptops Chrome Books Update Labs Google Classroom • Administrator PD project based learning Internet capacity - Increase network bandwidth/data line District File server 1 to 1 Gr. 8-12 **IN PROGRESS** Network switches (cut from budget)

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3	Implement BlumShapiro Consulting recommendations for business and financial procedures and controls.	A reliable, and responsive district business and school office support structure.	Administration and office personnel. BOE Policy committee	Fall 2018 Initiate spring 2018	**COMPLETED** Unified Chart of Accounts MUNIS Conversion Technology Director Benefits Coordinator Purchasing Agent with Town Formal Asset & Inventory Management Solution/Follett HR/Payroll **IN PROGRESS** 3000/4000 policy series Time & Attendance
4	Adopt and implement CABE-aligned policies.	Legislatively compliant Board of Education policies to support district operations.	Board of Education and District Administration	Fall 2017	**IN PROGRESS** New policy subcommittee needs to make a work process decision
5	Develop grade level organizational configuration PreK-12.	Educational setting that best addresses students' physical, intellectual, social, and emotional needs in the context of the Brookfield Community.	Board of Education, Superintendent, Community Stakeholders.	Fall 2016 Now Revised based on Tecton and Committee work June 2018	**COMPLETED** Initial Administrative Summary to BOE April 2016 2018 PK -5 for New School 2019 Project in Design Phase
6	Create an action plan to implement new grade level configuration for the district.	A blueprint and financial plan to support the agreed upon district configuration for PreK - 12.	Board of Education, Superintendent, Community Stakeholders and identified consultants as necessary.	Summer 2017 – on going Now Revised based on Tecton and Committee work On-Going	**COMPELTED/ONGOING** New School Project referendum passed March 2019 Grant submitted May 2019 Tecton Contract signed June 2019 Design Phase underway Occupancy planned for Fall 2022

| 7 | Consistently inform and engage the community on the progress of the Strategic Coherence Plan. | Engaged, supportive, and informed students, staff, families, and community. | BOE and Superintendent | On-Going | **COMPLETED**
Multiple Communications and Reports over the past 2.5 years
• Superintendent updates to the BOE
• Newsletters, etc.
• Parent nights
• BOE Subcommittees
• Weekend Updates
• School Messages
• Videos |