

Brunswick Believes

A Strategic Framework
For Our Schools 2016-2021



July 13, 2016

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How This Framework Will Be Used

To achieve the goals identified in this strategic framework, the Brunswick School Department must identify ownership, capacity, and ongoing support for implementation. We have identified what we want to accomplish (our goals and priorities). Next, we must identify how we will achieve our goals (our strategy) and how we will assess our progress (our measures).

The strategic framework will be used by our school board, administration, and staff to establish priorities and set specific goals. The framework is intended to be a living document - and as such, the specific objectives may be revised, as we reflect, review, and adjust, based on specific opportunities or changes in the environment. The values and goals, however, are intended to transcend yearly changes and guide the direction of the Brunswick School Department.

The school board will regularly discuss updates about specific goals in the strategic framework. The administration will provide a recommendation on the specific format and timing for these updates, including the most appropriate method to provide updates to the community.

The strategic framework is a 5-year plan, to be evaluated annually in the summer, and may be readjusted as appropriate if there are significant changes that may affect specific goals.

Brunswick Believes

Dear Friends,

On behalf of the school department, we are pleased to present this strategic framework - a document that reflects your collective hopes, concerns, feedback, and priorities for our schools - to guide and inform our district's ongoing and future work. This framework will help us to align plans, initiatives, and efforts, in a deeply values-centered way, providing the "True North" as our educators, staff, and administrative team, chart a course for educational excellence and continual improvement.

Themes woven throughout the framework emphasize three core values: Student Success, Professional Excellence, and Community Connections. Our team of expert educators and administrators will develop and breathe life into innovative plans that leverage multiple pathways, authentic learning experiences, and whole-student development as drivers of "Student Success". We are committed to fostering a vibrant professional culture of creative risk taking, and ask our community to support, trust, and celebrate the professional capabilities of our educators and school leaders. We are also committed to strengthening our connections with community partners and to developing a systemic approach to accessing the many unique and wonderful resources in and around Brunswick.

Thank you for your input, ideas, and efforts that have contributed to the development of this guiding document - and for your continued support as we embark upon this exciting new chapter for Brunswick Schools.

Sincerely,

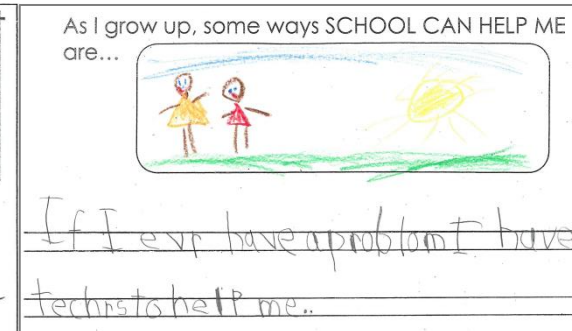
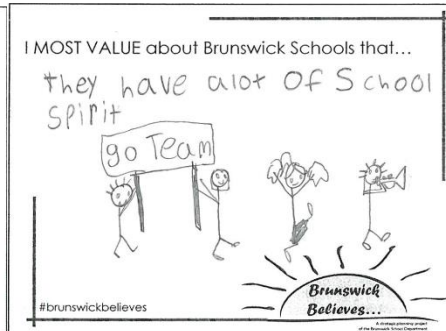
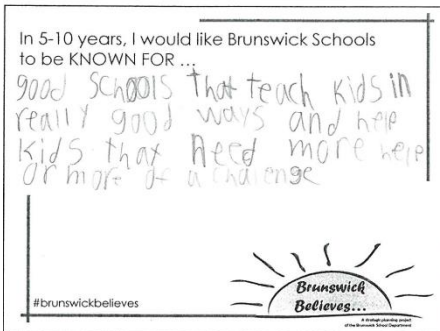
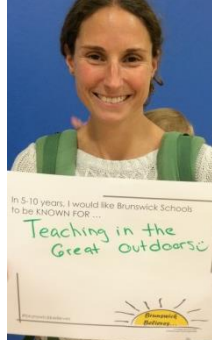
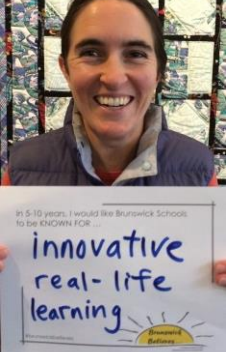
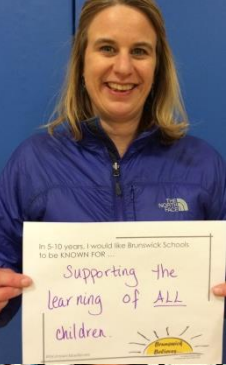
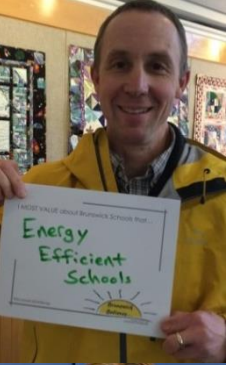
Paul Perzanoski
Superintendent of Schools

Pender Makin
Assistant Superintendent of Schools

Brunswick School Board

Strategic Planning Process

- Led by a strategic planning workgroup (including board members, staff, and community members) and facilitated by Good Group Decisions from September 2015 - March 2016.
- Community input shaped the priorities for the strategic framework:
 - facilitated community meetings;
 - written surveys available at the meetings;
 - discussion with all teaching staff;
 - student meetings at Coffin and Harriet Beecher Stowe;
 - online student survey for students in grade 6-12; and
 - online community surveys.
- Good Group Decisions reviewed and analyzed this input, summarized themes for the workgroup to consider, and facilitated multiple conversations with workgroup to build the framework.
- Input was thoughtful and relevant and we look forward to working with the Brunswick community to make the goals a reality.



Brunswick Schools - Key Facts

Our Schools Include

2330 students

370 staff

Operating budget of \$36.5 million (15-16)

We Serve 2330 Students with Diverse Needs

- 10% represent minority groups
- 17% receive special education services
- 34% are economically disadvantaged

80%+ of high school students involved in an activity
24% of high school students enrolled in optional higher-level math (Calculus BC, AP Statistics, etc)

We Manage 8 Buildings

- Coffin: K-2, 375 students
- Harriet Beecher Stowe: 2-5, 700 students
- Junior High: 6-8, 475 students
- High School: 9-12: 775 students
- Region 10 ("Tech 10"):10-12, 275 students (92 from Brunswick)
- REAL School: 3-12, Adventure-based Day Treatment
- Hawthorne – Alternative 9-12 program ("Union School"), before/after programs, admin offices
- Jordan Acres (not active facility)

Our Students are Recognized for their Achievements

- National Honor Society
- National Merit Finalists
- New England Music Festival
- National Art and Writing Awards
- Rotary Service Interact Awards
- Scholar Athlete Awards

These numbers are approximate and are based on the 2015-16 school year.

A Strategic Framework for Brunswick Schools

VISION: *Where We Want To Be*

Our students embrace learning with joy, resilience, and empathy reflecting the support and trust of our community; our staff are trusted, talented, and innovative professionals who work together to support, educate, and inspire our students; and our schools are the heart of our community.



MISSION: *What We Do*

We provide a comprehensive, rigorous, and student-centered program. We equip students with the skills necessary to communicate effectively, to think critically and creatively, to confront challenges with resilience, and to engage with the larger world with thoughtfulness and empathy.

We offer a curriculum and programs that are responsive to the needs of individual students, we cultivate the talents of an outstanding staff, we sustain relationships that allow us to draw strength from our considerable community resources, and we encourage students to participate actively in their own education.

CORE VALUES: *What We Believe In*

Student Success | Professional Excellence | Community Connections



Brunswick Believes In ...

- ✓ Student Success
- ✓ Professional Excellence
- ✓ Community Connections

Brunswick Believes in ... Student Success

Our students embrace learning with joy, resilience, and empathy reflecting the support and trust of our community.



- A. Strengthen early childhood education ages 4-7
- B. Meet all learners where they are and help them achieve their highest potential
- C. Honor whole student development
- D. Sustain a culture that provides cohesive social support
- E. Provide students with opportunities to gain real world readiness
- F. Build student independence and resilience

Student Success

Our students embrace learning with joy, resilience, and empathy reflecting the support and trust of our community.

A. Strengthen early childhood education ages 4-7

1. Implement and support pre-kindergarten program
2. Support robust response to intervention programs
3. Raise community awareness of the importance of early childhood services
4. Improve coordination of system-wide support for students and their families

B. Meet all learners where they are and help them achieve their highest potential

1. Enhance opportunities for all children to be well-known by the adults at school
2. Enhance teachers' expertise in developmentally-appropriate instruction and differentiation
3. Offer and encourage multiple pathways to demonstrate learning and growth
4. Measure and report student growth in meaningful ways

C. Honor whole student development

1. Support students' social, intellectual, emotional, mental, physical, and sensory development
2. Cultivate students' empathy so that they are happy, smart, and kind
3. Establish schedules, routines, and practices to help students find balance



Student Success

Our students embrace learning with joy, resilience, and empathy reflecting the support and trust of our community.

D. Sustain a culture that provides cohesive social support

1. Begin social-emotional programming at a young age and deliver it consistently year to year
2. Provide timely, coherent, and consistent social and academic supports for students
3. Consider community and consistency in class structure so that students can build on existing relationships every year
4. Connect students and families to community services
5. Students can identify and regularly use school resources that provide the support they individually need



E. Provide students with opportunities to gain real world readiness

1. Build career and college readiness
2. Inspire love for life-long learning
3. Teach students how to engage in the world, how to deal with adversity, and how to be good citizens
4. Offer extended learning opportunities and experiential learning

F. Build student independence and resilience

1. Design schedules, routines, and practices so that students have time to be on their own
2. Foster opportunities for healthy risk taking, to develop independence
3. Encourage students to build skills in group rule-making, negotiation, and time management



Brunswick Believes in ... Professional Excellence

Our staff are trusted, talented, and innovative professionals who work together to support, educate, and inspire our students.



G. Continue to recruit, hire, and retain exemplary educators

H. Maintain a work environment with a sense of community, positive energy, and well-being

I. Strengthen competence and confidence through professional development and in-service learning activities

J. Build trust and respect for our educators

Professional Excellence

Our staff are trusted, talented, and innovative professionals who work together to support, educate, and inspire our students.

G. Continue to recruit, hire, and retain exemplary educators

1. Establish and support a human resources director
2. Recruit widely and wisely
3. Showcase the outstanding achievements of Brunswick teachers and other staff to the professional education community
4. Recognize and reward teacher excellence and innovation
5. Continue and expand new teacher orientation and mentoring

H. Maintain a work environment with a sense of community, positive energy, and well-being

1. Thoughtfully evaluate and implement policies that are mindful of our values, particularly with respect to legislative mandates
2. Encourage and support professional development that inspires staff
3. Develop ongoing staff wellness opportunities
4. Improve communications and collaboration between teachers, school leaders, staff, and the community



Professional Excellence

Our staff are trusted, talented, and innovative professionals who work together to support, educate, and inspire our students.

I. Strengthen competence and confidence through professional development and in-service learning activities

1. Foster risk taking, experimentation, and continuous learning
2. Support development of leadership skills; leverage expertise and leadership of educators throughout the district
3. Support use of best practices
4. Honor individual strengths, passions, and needs
5. Expand use of alternative delivery systems of professional development and in-service learning activities

J. Build trust and respect for our educators

1. Celebrate and showcase the great work happening in Brunswick schools
2. Educate community members on established protocols to raise concerns and suggest ideas



Brunswick Believes in ... Community Connections

Brunswick Schools:
the heart of our community.



K. Facilitate open and ongoing conversations between the schools and community

L. Provide extended learning and experiential learning opportunities to students

M. Fully use and wisely steward our school buildings and grounds

N. Inspire and model leadership

Community Connections

Brunswick Schools:
the heart of our community

K. Facilitate open and ongoing conversations between the schools and community

1. Expand methods for communicating to the community about school events, successes, and challenges
2. Maintain a variety of opportunities for community members to share ideas for improvement
3. Engage the community in student learning activities

L. Provide extended learning and experiential learning opportunities to students

1. Engage community organizations to provide experiential learning opportunities
2. Build an understanding of the importance of serving the local and global community
3. Increase experiences outdoors
4. Build/expand partnerships with Bowdoin College, Southern Maine Community College, Mid Coast Hospital, Southern Midcoast Maine Chamber, and other institutions
5. Facilitate and promote community volunteerism in the schools



Community Connections

Brunswick Schools:
the heart of our community

M. Fully use and wisely steward our school buildings and grounds

1. Design, maintain, and manage safe, environmentally sustainable buildings and grounds that are flexible, well-matched to our Student Success and Professional Excellence goals, and foster a sense of community
2. Ensure that members of our community see maintenance and enhancement of our facilities as valuable investments, whether or not they have children in the schools
3. Encourage opportunities for community use of school buildings and grounds

N. Inspire and model leadership

1. Promote standards for how board members treat each other and handle community input
2. Facilitate board member roles as representatives of community views, ambassadors from the school to the community, and stewards of the schools on behalf of the community
3. Promote opportunities for school administrative leaders to foster positive and productive relations with community leaders



Brunswick Believes ...



So How Do We Get There?

Brunswick Schools Strategic Framework 2016-2021

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Professional Excellence

Our staff are trusted, talented, and innovative professionals who work together to support, educate, and inspire our students.

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- H. Maintain a work environment with a sense of community, positive energy, and well-being
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Community Connections

Brunswick Schools:
the heart of our community

- K. Facilitate open and ongoing conversations between the schools and the community
- L. Provide extended learning and experiential learning opportunities to students
- M. Fully use and wisely steward our school buildings and grounds
- N. Inspire and model leadership

Strategic Planning Key Dates

- Workgroup - Process Kick-Off Meeting - September 18
- Teacher Input Meeting - October 9
- Stakeholder Input Meetings - October 27-November 19
 - *Thornton Oaks, Midcoast Regional Redevelopment Authority, BSD Central Office, Region 10 Technical School, Curtis Memorial Library, Perryman Drive Community Center*
- Student Input Meetings and Survey - December
- Online Community Surveys – October to January
- Facilities Public Forum - January 23
- Workgroup – Findings and Strategic Direction Meeting - March 11
- Written Objectives and Strategies – Drafted for workgroup review
- Workgroup – Values and Goals Finalization Meeting - March 25
- Board Review and Validation of Values and Goals – July 16

Good Group Decisions conducted the Stakeholder Input Meetings and the Facilities Public Forum and analyzed themes from those meetings. Brunswick School Department staff and AmeriCorps VISTA Volunteer Amanda Kierman conducted the student input meetings and survey, teacher input meeting, and online community surveys, and analyzed themes from those sources.

Strategic Planning Workgroup Participants

Strategic Planning Workgroup included the following participants (in alphabetical order):

- Amanda Kierman, AmeriCorps VISTA Volunteer
- Brenda Clough, School Board Member
- Jean Skorapa, Harriet Beecher Stowe School
- Joy Prescott, School Board Member, Workgroup Co-Chair
- Michele Joyce, Community Member
- Paul Perzanoski, Superintendent
- Pender Makin, Assistant Superintendent, Workgroup Co-Chair
- Rich Ellis, School Board Member
- Rick Wilson, Brunswick High School
- Shanna Crofton, Brunswick High School
- Steve Ciembroniewicz, Coffin Elementary School
- Steve Perkinson, Community Member
- Ted Wickwire, Community Member
- Teresa Gillis, School Board Member
- Walter Wallace, Brunswick High School

The Strategic Planning Workgroup was facilitated by Craig Freshley and Kerri Sands from Good Group Decisions.