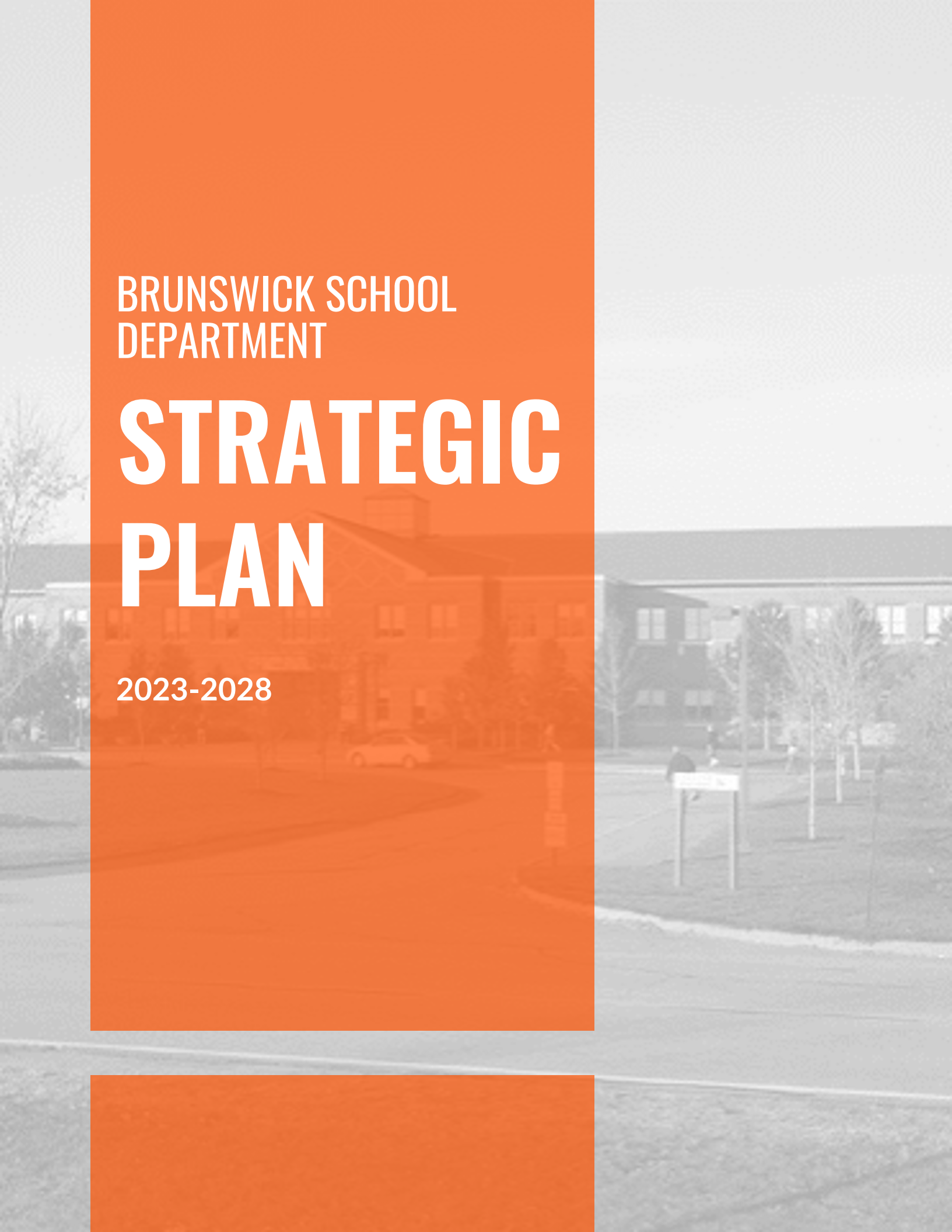


BRUNSWICK SCHOOL DEPARTMENT

STRATEGIC PLAN

2023-2028

SUPERINTENDENT'S MESSAGE

Dear Brunswick Community Members:

It is an honor to lead the Brunswick School Department, and I am humbled by our community's support of our schools and its insistence on excellence for all. Our students deserve an outstanding education, and our teachers, staff, and school leaders are capable and eager to provide it.

We began the strategic planning process in July 2020, and the work intensified more than a year ago. This completed strategic plan is a student-centered, data-driven plan that was developed by a team with input from students, teachers, staff members, parents/caregivers, and community members. Through this collaboration, we crafted a district vision, mission, and core values, culminating in identified priority areas and measurable goals. Our next step is to decide the action steps we will use to achieve the goals. That work is about to begin.

We can now use this plan as our beacon, guiding our path forward to ensure high expectations, equity, and opportunity for each and every Brunswick student. Although no strategic plan can encompass every subject taught or every approach for reducing inequities, we believe this plan will help us target our improvement efforts.

I encourage you to explore this strategic plan. You will notice that it addresses academics as well as such intangibles of public education as the joy of learning, social-emotional resilience, engaged citizenship, appreciation of and expertise in the arts, and fostering habits of healthy living. We believe we must work together to elevate our students to achieve academic success and provide a fulfilling school experience.

Every member of our Brunswick community has a part to play in this effort, and I urge you to join me and commit to celebrating and supporting the work of this plan. Together, we will take our students to where they need to be. I hope I can call on you to show up, step up, and speak up on behalf of our students, and support one another.

Sincerely,

Phillip J. Potenziano

SCHOOL BOARD'S MESSAGE

Dear Brunswick Community Members:

We are pleased to present the Brunswick School District 2023-2028 Strategic Plan, and we thank all those who contributed to the creation of this document. Community input is always critical to the effectiveness of our work as a board. This planning process benefited from the input of hundreds of students, parents, teachers, staff, and community members, and it is with deep gratitude that we share the product of your collective perspectives, expertise, and aspirations.

This strategic plan is, first and foremost, a framework to support student success and academic achievement. It is a set of goals and guideposts to ensure that all of our students have the opportunities and support they need to learn, grow, and thrive within our schools, and on their paths beyond graduation. Our three greatest assets in our efforts to achieve these goals are our students, our staff, and our family and community support.

The vision, priorities, aims, and goals laid out in the following pages will serve as a roadmap for our skilled and dedicated teachers, staff, and administrators as they develop programming and activities to serve our students' diverse needs. They will also develop a set of action steps to carry out each area of work, and benchmarks to measure our progress toward each goal over the next five years. As a board, we will rely on this plan to guide our discussions and decision-making related to School Department policy, curriculum, facilities, personnel, and related budget priorities.

As members of the Brunswick School Board, we are committed to serving the needs of our students and our staff. We urge you to join us in our support for this strategic plan and its ambitious and urgent priorities.

Sincerely,

The Brunswick School Board

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2023 School Board Members

District 1
Mandy Merrill

District 2
Beth Bisson, Chair

District 3
Erica Carley Harris

District 4
Celina Harrison

District 5
Lauren Watkinson

District 6
Elizabeth Sokoloff

District 7
Sarah Singer, Vice Chair

At Large
Joy Prescott

At Large
William Thompson

Superintendent

Dr. Phillip J Potenziano

46 Federal Street
Brunswick, Maine 04011

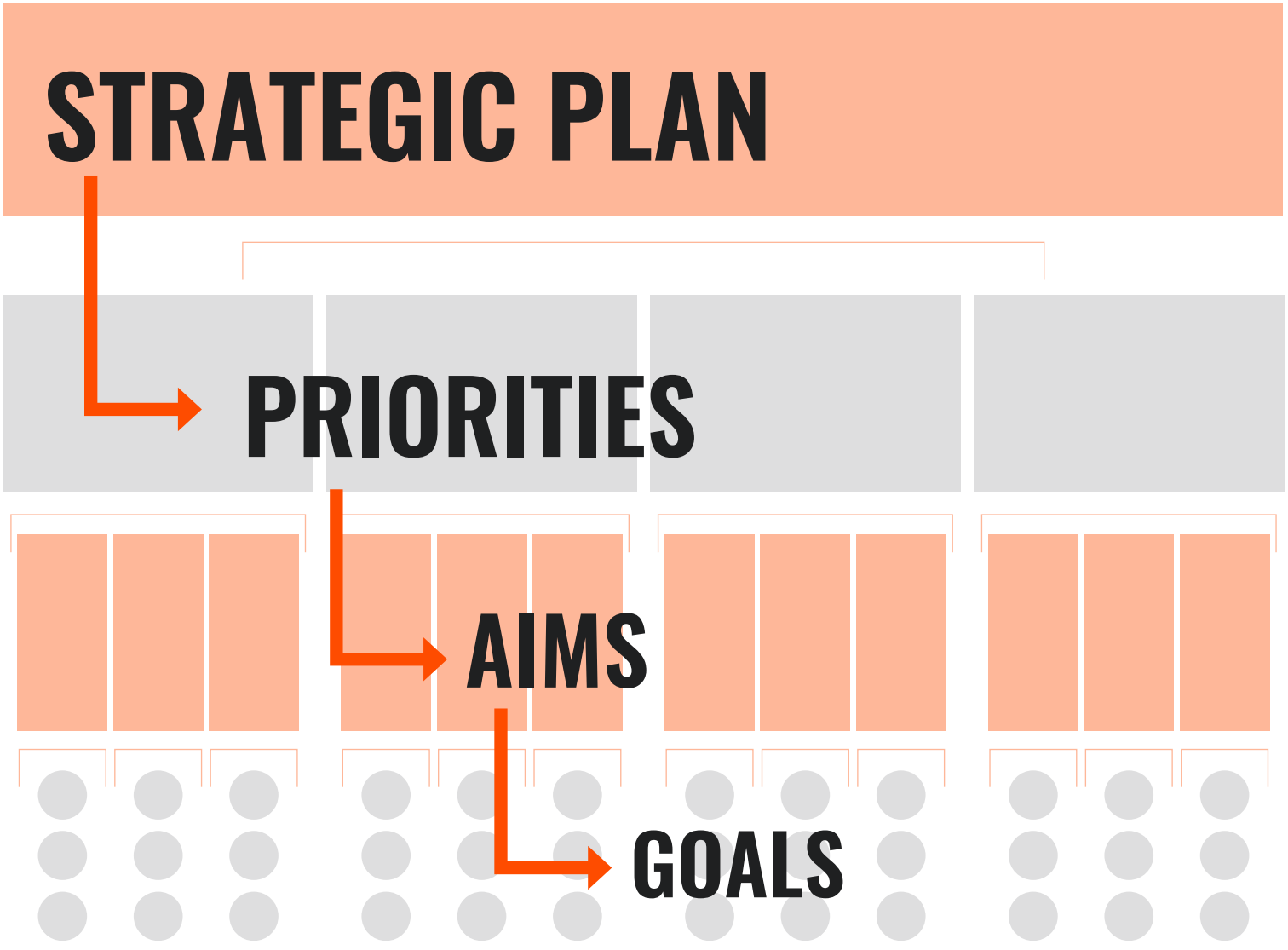
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THE STRATEGIC PLAN STRUCTURE

Brunswick School Department

Strategic plans are intended to guide the district from its current state to its ideal state. The process of developing a strategic plan includes aligning the district's current and future initiatives and available resources with the priorities, aims, and goals that are of greatest interest and importance to the district community.

Aims reflect the changes the district plans to achieve, while goals represent the measurable targets the district will use to determine progress towards each aim. Reaching an aim requires accomplishing the associated measurable goals. This plan represents a roadmap for district leaders to achieve the Brunswick School Department Strategic Plan, using aims and goals to measure the district's progress along the way.



THE STRATEGIC PLANNING PROCESS

Brunswick School Department

BSD's strategic plan reflects what we have heard about our community's hopes and needs. During the 2022-2023 school year, BSD leaders actively reviewed district data and engaged in gathering feedback from community members to use while drafting the strategic plan. The timeline below outlines the three phases of this process:

PREPARATION
WINTER/SPRING 2022

During the winter and spring of 2022, the BSD worked together to ensure the district was prepared and organized to begin the strategic planning process. The district engaged in the following preparatory projects and initiatives:

FORMED THE STRATEGIC PLANNING COMMITTEE



This committee is comprised of board members, district leaders, staff, and community members.

LAUNCHED THE STRATEGIC PLAN DIAGNOSTIC SURVEY



The *Diagnostic Survey* collected feedback from all stakeholders on priorities and performance.

WORKSHOP #1



The Strategic Planning Committee participated in a workshop that focused on the district's mission, vision, and core values.

RESEARCH
FALL 2022

During the fall of 2022, the BSD, conducted the following research studies to learn more about the needs of our community, to understand our starting point, and to set a direction for the new strategic plan:

STRATEGIC PLANNING BENCHMARKING ANALYSIS



Trends in student academic and behavioral outcomes were analyzed.

STRATEGIC PLANNING COMMUNITY ENGAGEMENT SURVEY



Students, parents, and staff provided feedback about their priority areas in the strategic planning process.

WORKSHOP #2



The Strategic Planning Committee participated in a workshop that focused on solidifying the district's priorities, aims, and goals.

DRAFTING
WINTER/SPRING/SUMMER 2023

With the preparation and the research complete, the BSD used the information that we have gained to prepare a comprehensive five-year strategic plan to take the district from its current state to the ideal state for the 2028 school year.

PREPARED A DRAFT OF THE STRATEGIC PLAN



The Strategic Planning Committee convened to use the information gathered thus far to prepare a draft of the strategic plan using data-based decision-making.

WORKSHOP #3



The Strategic Planning Committee participated in a workshop that focused on building consensus and strategizing actions that will help BSD succeed in meeting its priorities.

WHO WE ARE: DISTRICT DEMOGRAPHICS

Brunswick School Department

As of Oct. 2022

2,392
Total 2022-2023 Student Enrollment

250+
Instructional Staff
(Teachers, Ed Techs, etc.)

225+
Non-Instructional Staff

200+
Temporary Staff
(Coaches, Substitutes, Tutors)

Over 20
Languages Spoken



Kate Furbish Elementary School (Prek-2)



Harriet Beecher Stowe School (Grades 3-5)



Brunswick Junior High School (Grades 6-8)



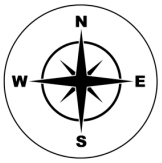
Brunswick High School (Grades 9-12)

This information will be updated every year and is available on our District Website Strategic Plan Data Page.

BRUNSWICK BELIEVES

2023-2028

VISION



Brunswick schools are welcoming, inclusive, and safe learning communities where all students are held to high expectations as they develop skills necessary to thrive in a diverse and ever-changing world.

CORE VALUES



Safety

Brunswick schools are physically and emotionally safe learning and working environments where all students and staff seek to understand, support, and include one another.



Belonging

Students and staff of all identities, from all backgrounds and experiences are welcomed, accepted, and valued.



Equity

All students are able to access comprehensive, rigorous and relevant academic and non-academic programs that support their individual learning, growth, and achievement.

MISSION



Brunswick schools:

- Prioritize diversity, equity, inclusion, and belonging within educational practices and policies to eliminate systemic barriers
- Attract, support, and retain high-quality staff
- Provide students with diverse learning opportunities that foster civic engagement and promote career exploration
- Equip students with the skills to communicate effectively, think critically, and work collaboratively
- Foster strong relationships and build collaborative partnerships among students, staff, families, and community members to fully support students
- Empower students to persist in the face of challenges
- Develop multi-tiered systems of support designed to foster comprehensive student growth and development in the academic, social, and emotional domains
- Promote use of technology to facilitate equitable access to content, enhance student learning, and prepare students for a dynamic and innovative society

EQUITY STATEMENT

Brunswick School Department

DIVERSITY, EQUITY, INCLUSION, AND BELONGING

Brunswick School Department believes that equity in education is about inclusiveness and social justice. The principle of educational equity acknowledges that there are historically under-served and under-represented populations and that fairness regarding these unbalanced conditions is needed to provide effective opportunities to all groups. Equity goes beyond equality, where all students are treated the same. Equity fosters a barrier-free environment where all students have the opportunity to benefit equally.

The Brunswick School Department further believes that its schools must be accessible, student-ready, inclusive, and equitable for all students. As a result, the district will strive to ensure that all students graduate ready for college, career, and life by closing opportunity gaps and creating learning communities that provide support, value, and a sense of belonging for all students.

Vision

Brunswick School Department is committed to creating a welcoming environment free of discrimination and to establishing a cohesive approach to Diversity, Equity, Inclusion, and Belonging in our community. Our work is driven by educational outcomes and the need for equitable academic and social opportunities. The diversity of our community is one of its strengths. We pledge to acknowledge, respect, and celebrate our unique identities while eliminating systemic barriers for all students.

Commitments

To achieve educational equity, Brunswick School Department commits to the following:

Capacity:

- Develop racial literacy, linguistic, and social identity using curriculum informed by an anti-bias, historically accurate, linguistically responsive, and a social justice education framework.
- Develop culturally responsive and historically accurate pedagogy to connect content with the unique intersecting identities of each individual student.
- Ensure consistent hiring practices and a process to support pathways and actively recruit, employ, support, and retain a highly qualified workforce that includes racial, gender, and linguistic diversity, as well as culturally competent administrative, instructional, and support personnel with an equity mindset.
- Provide professional development specifically designed to strengthen employees' knowledge and skills for eliminating opportunity and achievement gaps between groups of students and that supports educational equity, self-awareness, understanding of institutional biases and historical inequities in education and cultural competencies.

Systemic Equity:

- Develop the capacity to analyze and eliminate policies and practices that result in the predictability of systemic inequities.
- Allocate resources in an intentional and fiscally responsible manner by providing every student with equitable access to a high-quality curriculum, culturally competent staff, supports, facilities, and other educational resources.
- Continuously review disaggregated district, school, and student-level data to identify areas of disproportionality and identify strategies and action items to eliminate achievement gaps.
- Facilitate equitable access to co-curricular and extra-curricular activities, social services, tutoring, and enrichment opportunities.

Climate and Culture:

- Explore ways to foster and improve parent/family involvement, thus ensuring that community members are active partners in the education of all students and striving to engage with the school community through the use of their home languages.
- Improve school climate by leveraging diversity in its myriad forms to create schools where students, families, community members, and employees feel welcome, valued, supported and where students and staff can perform to their personal best.
- Actively engage partners to align and leverage community resources in a collaborative manner.

DISTRICT PRIORITIES

Brunswick School Department

The Brunswick Strategic Planning Committee identified 3 key priorities based on analysis of academic and behavioral outcomes, stakeholder survey results, and reflection. These priorities are the areas that we will focus on in our Strategic Plan.



Teaching and Learning

Brunswick schools are committed to the success of all students. Our educators are talented and committed professionals who help students grow, learn, and develop. Despite this, not all students have historically achieved at the same rates or to the same level. Brunswick schools will focus on the use of data and evidence related to teaching and learning to develop effective strategies to improve student learning and eliminate known gaps in educational opportunities and outcomes.

Staff Recruitment, Retention, and Development

Brunswick School Department is fortunate to have some of the most talented and committed educators and support staff serving our students. These passionate individuals are our most valuable asset. As our community continues to become diverse, as the needs of our students continue to intensify, and as our educators are faced with more challenges, it is important that the district continue to attract, recruit, hire, train, and retain high quality staff. Brunswick School Department will continue to strive to hire well-qualified employees who reflect our community and address the needs of our students, who find satisfaction in their work, and who are provided the skills and knowledge to be successful.





Student and Family Engagement

Our students and our families are our greatest strengths. The strong tradition of academic excellence and community support has sustained the Brunswick School Department for decades. As our student population evolves, it is clear that not all groups of students can easily access school programs and opportunities. Similarly, although there have never been more ways for the district to communicate and engage with families, there have also never been more demands on our families' time and energy, often preventing schools from engaging with them. As a result, the district will focus on increasing student access and family engagement through communication that all individuals can access, centralized and transparent systems of information and supports, and authentic dialogue among all stakeholders.



PRIORITY 1

TEACHING AND LEARNING



PRIORITY 1

TEACHING AND LEARNING

AIM 1

Curriculum and instruction are at the heart of teaching and learning. To be effective, Brunswick schools must have a purposeful curriculum, talented educators with the pedagogical skills to instruct all students, and systems in place to reliably assess student learning in a way that informs instruction.

GOALS

- By September of 2025, 100% of curriculum used in Brunswick Schools will be evaluated based on an established criteria that considers inclusive practices.

- By August of 2028, 100% of instructional staff will use high-impact, data-informed instructional strategies during classroom instruction.

- By August of 2028, Brunswick School Department will identify and incorporate shared beliefs and practices about teaching and learning and use data to inform decisions about curriculum, programming, and instruction.



PRIORITY 1

TEACHING AND LEARNING

AIM 2

To ensure that ALL Brunswick students have the opportunity to attain satisfactory outcomes, we must utilize data intentionally, identify where gaps exist, and develop and implement systems to decrease those gaps.

GOALS

- By August of 2028, all grade-level and subject-level teams will engage in regular data reviews.
- By August of 2028, ELA and Math Proficiency Rates will increase by 5% with an increase of 10% among ELL, Economically Disadvantaged Students, and Students with Disabilities.
- By August of 2028, chronic absenteeism will decrease by 5% in our student groups identified with the largest discrepancy from the average (Economically Disadvantaged Students, ELL, homeless, special education, and African American/Black).



PRIORITY 2

STAFF RECRUITMENT, RETENTION, AND DEVELOPMENT



PRIORITY 2

STAFF RECRUITMENT, RETENTION, AND DEVELOPMENT

AIM 1

To provide our students with the most skilled and effective educators and support staff, Brunswick Schools must attract and recruit talented and empathetic employees who reflect the diversity of our community.

GOALS

- By August of 2024, BSD will have a data dashboard that includes staffing information that enables the district to develop and support retention and recruitment strategies.

- By August of 2028, BSD will have increased staff diversity, which better reflects our community, by 5%.



PRIORITY 2

STAFF RECRUITMENT, RETENTION, AND DEVELOPMENT

AIM 2

Brunswick schools will retain our skilled and effective educators and support staff by ensuring they are able to see value and find satisfaction in their work.

GOALS

- By August of 2028, 90% of employees will report that their work is valued and supports the mission of the district.
- By August of 2028, 90% of employees will report that BSD is effective at fostering a supportive environment among staff.



PRIORITY 2

STAFF RECRUITMENT, RETENTION, AND DEVELOPMENT

AIM 3

Employees need constant professional development to maintain and expand their skills and their effectiveness with students. Brunswick schools must provide high-quality professional development programming that supports staff needs and aligns with district goals.

GOALS

- By August of 2028, 95% of all employees will attend professional development that supports staff needs and aligns with district goals.

- By August of 2028, 85% of employees will report that BSD provides a system of high-quality professional development that supports staff needs and aligns with district goals.



PRIORITY 3

STUDENT AND FAMILY ENGAGEMENT



PRIORITY 3

STUDENT AND FAMILY ENGAGEMENT

AIM 1

Students must be able to access school programs and opportunities. Brunswick schools will identify and lower or remove barriers to student access to maximize student participation and engagement in school programs.

GOALS

- By August of 2028, 95% of students and families will report that students are able to access all school-sponsored programming.
- By August of 2028, 95% of students and families will report that students have a sense of belonging in all school-sponsored programming.



PRIORITY 3

STUDENT AND FAMILY ENGAGEMENT

AIM 2

Effective school and district communication builds trusting relationships and enables families, students, staff, and community members to serve as collaborative partners. In order to communicate effectively with the community, the means used must be regular, consistent, accessible, and reliable.

GOALS

- By August of 2028, 95% of families will report the school district regularly communicates with them regarding their students' education.
- By August of 2028, 95% of families will report the school district regularly engages with them as partners in their student's education.
- By August of 2028, the Brunswick School Department will identify, promote, and expand partnerships with community organizations that support and enhance teaching and learning.

ACKNOWLEDGEMENTS

Strategic Planning Committee

We would like to thank the Strategic Planning Committee for providing their time and input in developing the strategic plan for Brunswick School Department.

Strategic Planning Committee

Administration
Dr. Phillip Potenziano, Superintendent
Shawn Lambert, Asst. Superintendent
Suellyn Santiago, Chief Academic Officer
Dawn Blanchard, Dir. Human Resources
Tricia Faulkingham, Dir. Tech. Systems
Ruth Joyce, Asst. Dir. Special Education
Heather Blanchard, Principal HBS
Tim Gagnon, Asst. Principal BHS

School Board
Beth Bisson, Chair
Elizabeth Sokoloff, Member
Erica Carley Harris, Member

Town Council
Abby King, Councilor

BSD Staff
Brigitta Valente, PreK Teacher
Andrea Feigner, 5th Grade Teacher
Caitlyn D'Amour, BJHS Social Worker
Michelle Russo, BJHS Technology Integrator
Brian Pressley, BEA President & BHS Teacher

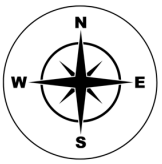
Community Members
Jessie Chalmers, Midcoast Hospital Community Health Coordinator
Hannah Chatalbash, MCHPP Deputy Director
Julie Criscitiello, Community Member
Tom Farrell, Brunswick Recreation Director
Giff Jamison, Tedford Housing Director of Programs
Pamela Jenkins, Asst. Director & Youth Services Manager At Curtis Memorial Library
Benedita Kakhuba, New Mainer Stability Coordinator
Marshall Shepherd, Wild Oats, Managing Partner
Kathryn Stegeman, Associate Dean of Admissions/Director of Admissions Communications at Bowdoin College

Brunswick schools are welcoming, inclusive, and safe learning communities where all students are held to high expectations as they develop skills necessary to thrive in a diverse and ever-changing world.

VISION AND CORE VALUES

Brunswick School Department

VISION



Brunswick schools are welcoming, inclusive, and safe learning communities where all students are held to high expectations as they develop skills necessary to thrive in a diverse and ever-changing world.

CORE VALUES



Safety

Brunswick schools are physically and emotionally safe learning and working environments where all students and staff seek to understand, support, and include one another.



Belonging

Students and staff of all identities, from all backgrounds and experiences are welcomed, accepted, and valued.



Equity

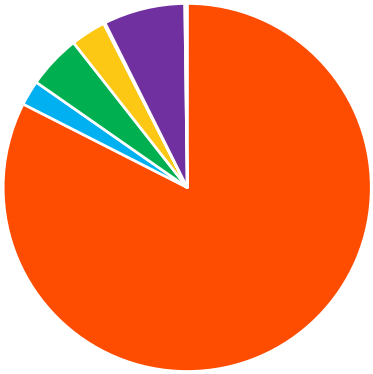
All students are able to access comprehensive, rigorous and relevant academic and non-academic programs that support their individual learning, growth, and achievement.

DISTRICT DATA REVIEW

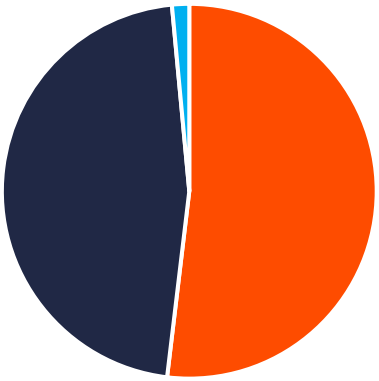
Brunswick School Department

Student Body Demographics

Oct. 1, 2022 Student Count



White	82.27%
Asian	2.20%
Hispanic/Latino	4.70%
Black/African American	3.09%
Native Hawaiian/Other Pacific Islander	0.13%
Two or More Races	7.14%
American Indian/Alaska Native	0.21%



Male	52.47%
Female	47.14%
Non-Binary	0.30%

16.89%
Students in Special Education

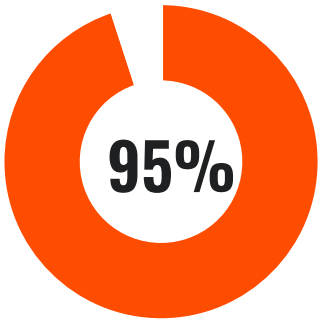
29.37%
Economically Disadvantaged Students

3.39%
Multilingual Learners

2.11%
Students Experiencing Homelessness



4-Year Graduation Rate 2021-2022



5-Year Graduation Rate 2021-2022



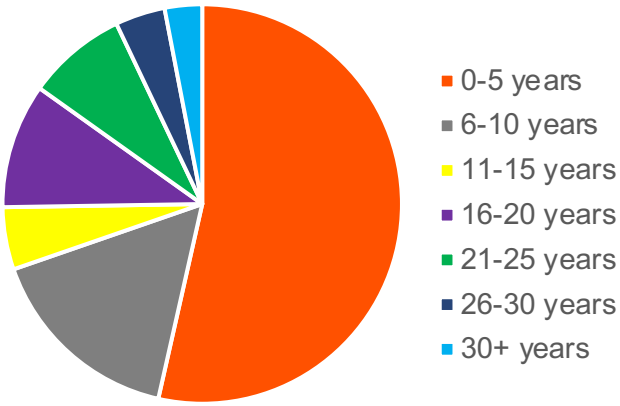
Chronically Absent Students 2021-2022

This information will be updated every year and is available on our District Website Strategic Plan Data Page.

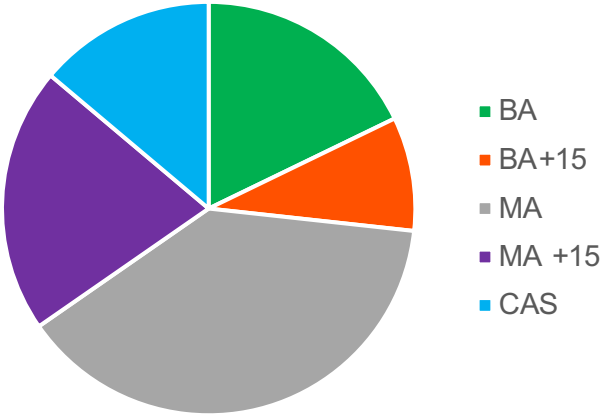
DISTRICT DATA REVIEW – HUMAN RESOURCES

Brunswick School Department

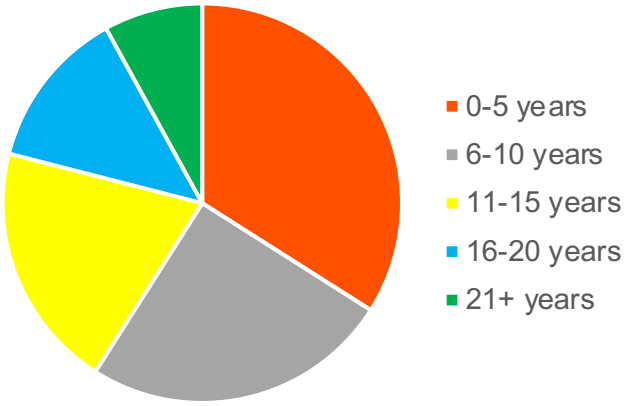
Number of Years at BSD
Instructional and Non-Instructional Staff



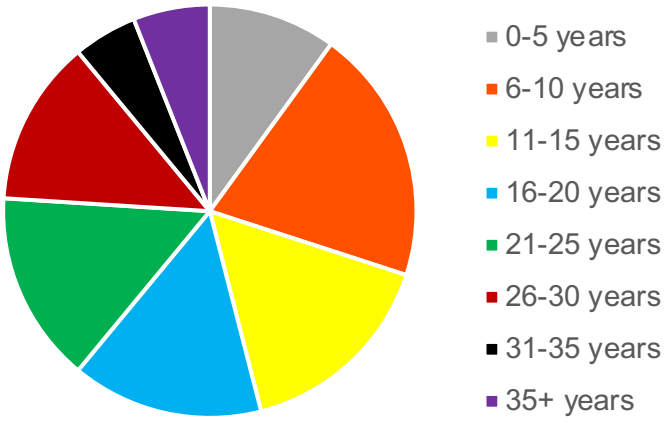
Educational Attainment
Instructional Staff: Teachers & Other Professional Staff



Years in Education
Instructional Staff: Ed Techs



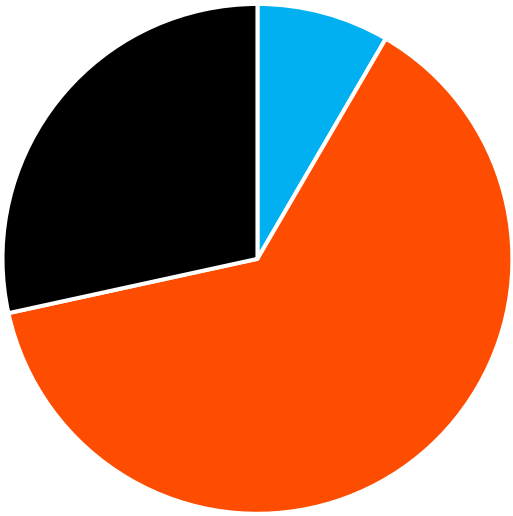
Years in Education
Instructional Staff: Teachers & Other Professional Staff



DISTRICT DATA REVIEW

Brunswick School Department

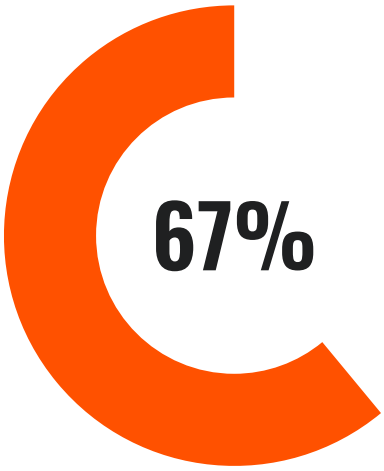
Total FY23 Revenue By Source



OTHER REVENUES
$4,152,433

LOCAL
$31,240,846

STATE
$14,050,403



Revenue Going to Classroom Instruction (Article 1, 2, 5)

This information will be updated every year and is available on our District Website Strategic Plan Data Page.



46 Federal Street
Brunswick, Maine 04011
Phone: 207-319-1900