



# Lincoln Public Schools

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## Superintendent's Annual Plan for Evaluation, 2024-25

The following proposed goals for evaluation are aligned with the Massachusetts Model System for Educator Evaluation for Evaluating Superintendents and District-Level Administrators, with District priorities, and with feedback from the 2023-24 Superintendent evaluation. The goals and identified indicators are intended to reflect a focus on student academic growth, the critical nature of the Hanscom School contract, and the importance of sharing clear and transparent information with the School Committee and larger community.

**Goal #1 (Student Learning Goal):** **Oversee improvements to literacy intervention systems so that: at least 50% of K-2 students and at least 50% of 3-5 students identified as reading below benchmark in the fall will improve to reading at or above benchmark by the spring; and, at least 80% of students who are not reading at or above benchmark by the end of the year will demonstrate at least one full year's worth of growth. In addition, oversee a comprehensive literacy curriculum review and the development of a comprehensive plan to implement a substantially revised or new literacy curriculum K-8 for the 2025-26 school year.**

Key Actions (may occur in collaboration with other school and district leaders):

- Support K-5 school staff in collecting student reading data in the fall, winter, and spring, and developing clear, objective metrics defining grade-level reading benchmarks
- Review the data team structure to ensure that teachers have high-quality and objective information to identify students in need of reading support (anticipated completion in the fall)
- Work with principals, the assistant superintendent, and curriculum specialists to ensure clarity around what constitutes Tier 1 instruction, Tier 2 interventions, and Tier 3 interventions (anticipated completion in the fall)
- Work with principals, the assistant superintendent, and curriculum specialists to ensure that K-5 Tier 2 and Tier 3 reading interventions occur outside of Tier 1 instructional time (ongoing)
- Support reading interventionists in providing and documenting targeted, evidence-based instruction to K-5 students identified as requiring Tier 2 or Tier 3 interventions (ongoing)
- Work with the assistant superintendent to create a K-8 literacy curriculum review group that includes significant faculty representation (anticipated completion date – October 15)
- Support the literacy working group in reviewing the current literacy curriculum, identifying areas of need, and identifying alternative literacy curricular options (ongoing in the fall and winter)
- Work with the assistant superintendent and AIDE coordinator to ensure that the curriculum review process incorporates an explicit AIDE perspective (ongoing in the fall and winter)
- Support the piloting of revised or alternative K-8 literacy curricula during the 2024-25 school year (anticipated in the spring)
- Identify a substantially revised or new K-8 literacy curriculum for implementation in the 2025-26 school year (anticipated completion date – May 1)
- Work with the assistant superintendent to develop a comprehensive implementation and professional development plan for K-8 teachers to implement a substantially revised or new literacy curriculum in the 2024-25 school year (anticipated completion date – June 1)

Measurable Outcomes:

- Student literacy benchmarking data in the fall, and screening data in the winter and spring
- Adjustments to literacy blocks to ensure opportunities for Tier 2 and Tier 3 interventions outside of Tier 1 instruction
- Substantial decreases in the number of students reading below benchmark in the winter and spring
- Substantial growth for students not reading at benchmark by the end of the year
- Creation of a literacy working group
- Identification of revised or alternative K-8 literacy curricula
- Teacher feedback from curriculum pilots
- Identification of a substantially revised or new K-8 literacy curriculum
- Comprehensive implementation and professional development plan

Evaluation Indicators: I-A: Curriculum; I-B: Instruction; I-E: Data-Informed Decision Making

**Goal #2 (District Improvement Goal): Oversee the development of a Hanscom School contract proposal resulting in the awarding of a new contract from DoDEA to Lincoln to maintain the District's stewardship of Hanscom School operations.**

Key Actions (may occur in collaboration with other school and district leaders):

- If required, create and submit a timely RFI response (anticipated completion in the fall)
- Develop a multi-year financial model that incorporates both annual operating costs and long-term financial liabilities for the town, including post-employment benefits (anticipated completion date – January 15, 2025)
- In collaboration with town officials, develop an effective RFP response that proposes a high-quality program while also addressing long-term financial liabilities for the town (anticipated completion date – February 15, 2025)
- Respond in a timely manner to all questions and clarifications from DoDEA about document submittals (ongoing)
- Secure a multi-year contract to maintain the district's stewardship of the Hanscom School (anticipated completion date – June 1, 2025)

Measurable Outcomes:

- High-quality RFI response
- Multi-year financial model that addresses long-term recommendations from the Collins Hanscom report and Hanscom Working Group
- High-quality RFP response
- Successful multi-year contract with DoDEA

Evaluation Indicators: II-D. Laws, Ethics and Policies; II-E. Fiscal Systems; IV-A. Commitment to High Standards

**Goal #3 (Professional Practice Goal): In partnership with the School Committee and members of the District leadership team, provide the School Committee and community with clear, relevant, concise, and transparent information around key District topics, such as student learning, special education, budgeting, personnel, and operations. To that end, oversee the creation of consistent templates for School Committee presentations; the proactive development of a long-term schedule for School Committee presentations; the identification of high-value academic indicators around**

**student learning; and the delivery of high-quality presentations throughout the year. Finally, ensure that information shared with the School Committee and the community reflects the incorporation of AIDE values across district systems and structures.**

Key Actions (may occur in collaboration with other school and district leaders):

- With School Committee input, develop a proactive schedule of presentations for the School Committee and public on important topics (anticipated completion date – October 1, 2024)
- With School Committee input, develop a template for School Committee presentations that provides information and analysis in a clear and concise manner (anticipated completion date – October 15, 2024)
- With School Committee input, develop a set of high-value academic indicators to track annually (anticipated completion date – January 15, 2025)
- Provide clear, relevant, concise, and transparent information to the School Committee and public on scheduled topics (ongoing)
- As needed and requested by the School Committee, develop presentations for topics of interest that arise over the course of the year (ongoing)
- In collaboration with School Committee, review School Committee agendas, schedule of presentations, and presentation content to ensure that AIDE values are consistently incorporated and reflected

Measurable Outcomes:

- High-quality presentation template
- Annual schedule of School Committee presentations
- Finalized set of high-value academic indicators
- High-quality presentations
- Clear incorporation of AIDE values in agendas, schedule of presentations, and content of presentations

Evaluation Indicators: I-E: Data-Informed Decision Making; III-A. Engagement; III-C. Communication