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Superintendent of Schools

Superintendent's Annual Plan for Evaluation, 2025-26

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 2024-25 Superintendent evaluation. The goals and identified indicators are intended to reflect a focus on the district's implementation of a new literacy curriculum, the importance of a new faculty collective bargaining agreement, and the opportunity to institutionalize the collection of increasingly actionable feedback from students, staff, and families.

Goal #1 (Student Learning Goal): Oversee the successful implementation of the EL literacy curriculum district-wide, while also supporting the development and attainment of multi-year literacy achievement and growth goals for identified student sub-groups.

Key Actions (may occur in collaboration with other school and district leaders):
- In collaboration with the Administrative Council, facilitate the analysis of 2024-25 literacy achievement and growth data and the development of multi-year achievement and growth targets (anticipated completion by October 1)
- Ensure that data dashboards are aligned to key metrics and support the ongoing analysis of achievement and growth targets (ongoing)
- Support the effective procurement and distribution process for new literacy materials (anticipated completion by September 1)
- Support the implementation of effective summer literacy professional development for faculty and administrators (anticipated completion by September 1)
- Ensure that relevant administrator and faculty professional goals emphasize literacy curriculum implementation and student literacy achievement (anticipated completion in the fall)
- Support the development of a high-quality, differentiated professional development plan that supports the implementation of the new EL literacy curriculum, that minimizes missed classroom time, and that builds on faculty feedback (ongoing)

Measurable Outcomes:
- Ambitious set of long-term student literacy achievement and growth targets
- Measurable improvements in student literacy achievement and growth
- Actionable literacy data regularly available to administrators and faculty members
- Successful rollout and early implementation of new literacy curriculum, as measured by fall faculty survey results
- A majority of relevant administrators and faculty members have professional goals emphasizing literacy curriculum implementation and student literacy achievement
- Successful support of faculty implementation of the new EL literacy curriculum, as measured by spring faculty survey results

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

Goal #2 (District Improvement Goal): Effectively facilitate the School Committee's negotiation of a successful new collective bargaining agreement with the Lincoln Educators Association.

Key Actions (may occur in collaboration with other school and district leaders):
- Work with the School Committee to select an effective bargaining team, and work with the School Committee and LEA to establish clear timelines for tasks and deliverables
- Ensure that bargaining team members have access to relevant, high-quality data and information around faculty working conditions
- Ensure that bargaining team members and the School Committee have access to high-quality financial data and projections
- Facilitate effective communication among bargaining team members, between the bargaining team and the School Committee, and between the bargaining team and administrators
- Facilitate the collection of internal feedback from School Committee members and administrators around negotiating priorities

Measurable Outcomes:
- Timely establishment of ground rules and initial proposals from the School Committee and LEA
- High-quality internal information around working conditions and financial projections
- Respectful, professional, and collaborative meetings between the Committee's bargaining team and the LEA
- A successor CBA that effectively balances Committee and LEA priorities

Evaluation Indicators: II-B. Human Resources Management and Development; II-D. Laws, Ethics and Policies; IV-E. Shared Vision

Goal #3 (Professional Practice Goal): In partnership with the district's new AIDE Director, facilitate the collection of increasingly actionable feedback from students, staff, and families in order to ensure that the district is providing consistently high-quality services and support. To that end, support the successful redesign and implementation of district student, staff, and family survey tools, and the development of a long-term plan to better incorporate feedback into strategic decision-making.

Key Actions (may occur in collaboration with other school and district leaders):
- In collaboration with the AIDE Director and Director of Educational Operations and Technology, review existing survey tools and data (anticipated completion in the fall)
- Collect examples of survey tools from peer districts, and compare with our existing tools (anticipated completion in the fall)
- Develop draft revised survey tools and beta test with a sub-sample of students, staff, and fall (anticipated completion in the winter)
- Finalize revised survey tools and administer in the spring (anticipated completion by April 15)
- Analyze survey results and share with School Committee (anticipated completion by May 15)
- Develop initial plan for use of survey results in strategic planning (anticipated completion by June 1)

Measurable Outcomes:
- Set of comparison survey tools from peer districts
- Revised survey tools for beta testing
- Finalized survey tools and resulting data
- Analysis of survey results, presented to School Committee
- Draft plan for use of survey results in future strategic planning

Evaluation Indicators: I-E. Data-Informed Decision Making; III-C. Communication; IV-D. Continuous Learning