



Lincoln Public Schools

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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 ongoing improvements to literacy outcomes for students, such that at least 50% of K-3 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 K-3 students who are not reading at or above benchmark by the end of the year will demonstrate average or above average growth for the year (according to standardized DIBELS metrics). In addition, 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 students K-8.**

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
- Ensure effective coordination with relevant Lincoln Town representatives, such as the Town Finance Director

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