

Goal Category	Curriculum, Instruction and Assessment
Aspirational Goal	The district strives for academic excellence and persists in identifying and maintaining high expectations for all students, confirming student achievement and engagement, cultivating passion for knowledge and enjoyment of learning and celebrating excellence.
Operational Goal	The district strives to be accountable for student achievement and will use assessments of student performance and professional knowledge related to curriculum and pedagogy to align, implement and communicate a well-designed curriculum and to adjust instruction in order to improve to student learning.

Curriculum Planning and Development

Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
To increase student engagement and success in	Offer professional development in writing for K through grade 6 teachers through	Mary Sterling, Judy Merra	Percentage of teacher participation
writing, the district will strengthen instruction and	summer institutes, grade level and district meetings	June 2010 to June 2011	Teacher survey on impact of professional development program
assessment in writing in Pre-K to grade 8	Status: summer institutes completed; summer survey completed		
	Refine learning expectations in composition Pre-K through grade 8 and	Mary Sterling, Judy Merra, Lynn Fagan	Publication of Pre-K to grade 8 learning expectations in composition
	develop teacher guide for writing instruction and assessment	June 2010 to June 2011	Distribution of teacher guide to faculty
	status: Learning Expectations revised; teacher guide posted		Distribution of teacher guide to faculty
	Administer and analyze common assessments in writing K to grade 8 status: Sept writing assessments completed and collected; MCAS analysis underway	Mary Sterling, Judy Merra, Literacy Specialists September 2010 and May 2011	Collect and analyze performance data of student writing (MCAS long composition and local common writing assessments)
To determine the extent of differentiated instruction and the needs for	Survey teachers about instructional practices and hold faculty discussion of	Mary Sterling, Stephen McKenna, Sharon	Survey results
professional development, the district will assess the	results status: discussions begun & ongoing; summer writing survey & fall math surveys completed	Hobbs, Randy Davis and Erich Ledebuhr October 2010 to January	
frequency and range of	man survey & lan main surveys completed	2011	

instructional practices in	Develop plan for professional development	Mary Sterling, Stephen	Proposal for professional development
K-8 ELA and mathematics	in response to identified faculty needs	McKenna, Sharon	
and in 6-8 science, social	status: elem survey analysis in process: G4	Hobbs, Randy Davis and	
studies and foreign	planning underway for 2011-12; elem math	Erich Ledebuhr	
language	course plans underway	February to March 2011	

Implementation and Instruction				
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes	
To narrow achievement gaps the district will use a data process to provide focus for instructional support teams, student learning plans and direct instruction	Review student performance data to identify achievement gaps status: data collected; report developed to be presented 1/20/11 Review and refine the use of instructional.	Michael Brandmeyer, Mary Sterling, Stephanie Powers, Stephen McKenna, Sharon Hobbs, Christina Horner, Randy Davis and Erich Ledebuhr September 2010	MCAS, local common assessments, classroom assessments	
	Review and refine the use of instructional support teams and student learning plans status: Student Learning Plan redesign complete; IST work underway	Michael Brandmeyer, Mary Sterling, Stephanie Powers, Stephen McKenna, Sharon Hobbs, Christina Horner, Randy Davis and Erich Ledebuhr September to November 2010	Redesigned learning plan Track use of IST and learning plans	
	Pilot targeted instruction for identified groups of students status: Pilots underway on both campuses; data being collected	Michael Brandmeyer, Mary Sterling, Sharon Hobbs, Erich Ledebuhr September 2010 to June 2011	Baseline, interim, and end of year assessments	
	Participate in EDCO's Achievement Gap Initiative status: participation at all GBSOCAN meetings	Michael Brandmeyer, Mary Sterling June 2010 to June 2011	Participation in Greater Boston Students of Color Achievement Network meetings	

In order to increase	Open two preschool classrooms at	Stephanie Powers, Randy	Enrollment data
student learning	Hanscom Primary School	Davis and Lynn Fagan	
opportunities the district	status: completed	September 2010 to June	
will expand three programs		2011	,
	Implement Spanish at grade 3	Karena Hansen, Randy	Program implementation
	status: program begun and underway	Davis and Stephen	
		McKenna	,
		September 2010 to June	
		2011	
	 Add science enrichment in grades one to 	Randy Davis and Terry	Program implementation
	three at Hanscom Primary School	Green	
4	status: program begun and underway	September 2010 to June	
		2011	

	Assessment and Reporting				
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes		
To improve reporting on student progress, the district will design and pilot a standards-based reporting system	Develop and use standards-based pilot report card status: First trimester pilot completed; pilot continues for remainder of year	Mary Sterling, Randy Davis, Sharon Hobbs, Judy Merra, Ellen Metzger and Carolyn Cullinane September 2010 to June 2011	Use standards-based report card for grades four and five		
	• Inform parents about standards-based reporting and solicit feedback on report card pilot status: parent communication through teachers, principals ongoing; brochure complete, surveys complete	Mary Sterling, Stephen McKenna, Sharon Hobbs and Erich Ledebuhr September to June 2011	Parent meetings and communications Parent survey		
	Involve faculty in grades K-3 and 6-8 in designing standards-based report card for 2011-2012 status: meetings planned for Jan and Feb	Mary Sterling, Randy Davis, Sharon Hobbs, Stephen McKenna, Erich Ledebuhr, Judy Merra,	Draft report cards		

To inform instruction, improve learning and monitor program the district will administer common assessments and use a data process to analyze results and make decisions	Build capacity among principals, curriculum and team leaders to lead teacher teams in a collaborative data process to analyze student performance data and develop goals for instruction status: completed and ongoing	Ellen Metzger and Carolyn Cullinane January to June 2011 Mary Sterling, Randy Davis, Sharon Hobbs, Stephen McKenna, Erich Ledebuhr, and Teacher Leaders August 2010 through June 2011	Participation in professional development activities Analysis of student performance on MCAS, common assessments and classroom assessments and resulting plans at classroom, school and district levels
To monitor progress in student learning and curriculum programs, the district will complete the development of the Local Data Warehouse	Complete development of local data warehouse to collect performance data, write student learning plans and record progress status: in development	Michael Brandmeyer, Mary Sterling, Randy Davis, Sharon Hobbs, Stephen McKenna, Erich Ledebuhr, Judy Merra, Ellen Metzger and Carolyn Cullinane August 2010 to June 2011	Final version and use of local data warehouse

Mid-year Status Report

Update: Benchmarks in district goal of writing have been met; report presented to School Committee on 10/28/10; Institute Day 1/14/11 is about writing; focus will continue through winter and spring. Differentiation: elementary surveys collected; writing instruction strategies to differentiate underway; elementary math course planned; 6-8 teacher discussion and planning underway in collaboration with G4. Achievement gap data collected, report prepared for 1/20/11. Three new programs begun; report presented to School Committee 11/4/10. Standards-based reporting system pilot continues for grades 4&5; plans underway for grades K-3 and 6. Work with data continues with common assessments and classroom assessments; MCAS data analyzed and presented 11/4/10; Local Data Warehouse is in development. On the Lincoln Campus, Administrator for Student Services, Student Services Coordinator, Principals and Social Workers met to clarify roles and plan for faculty presentation on IST process. Report on implementation of IST district-wide planned for Spring.

Status Report

Goal Category	Teacher Excellence and Professional Development
Aspirational Goal	The district strives to ensure that student learning is supported by faculty members who have a strong grasp of their content, are dedicated to their own learning and continuous improvement of instruction, and are highly focused on energizing and engaging students' passion for learning.
Operational Goal	The district will support, plan and coordinate a dynamic program for professional development and sustain conditions for effective collaboration and ongoing learning of faculty and staff in order to recruit, develop and retain a diverse and excellent faculty.

Personnel Management

Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
To have a diverse and highly qualified faculty and staff, the district will reexamine hiring practices and sustain efforts to recruit and retain teachers	Survey surrounding area districts to learn about successful hiring practices that have resulted in diverse faculty and staff status: deferred until mid-winter/spring	Michael Brandmeyer October-November 2010	Survey results
of different backgrounds and high qualifications	Update the district Teacher Quality Improvement Plan for DESE and develop recruitment strategies for the 2011-2012 school year status: underway, submission date to DESE January 2011	Michael Brandmeyer September 2010 to February 2011	Submitted TQIP Recruitment strategy plan developed

	Supervision and Evaluation Evaluation Metrics/Assessment				
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Assessment Data		
To increase the focus on evidence of student learning in the teacher evaluation process, administrators will review and refine supervision and evaluation practices	Series of workshops and discussions with the Administrative Council to include evidence of student learning in supervisory meetings status: occurring at Administrative Council with focus on Achievement Gap Report and Student Learning Plans	Michael Brandmeyer and Administrative Council	Participation in focused meetings Survey evaluators; sampling of evaluation documents for inclusion of evidence of student learning		

Professional Development				
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Assessment Data	
To increase capacity in balanced literacy instruction, the district's literacy specialists will embed professional development in team and	Monthly meetings with Principals and Literacy Specialists to plan and monitor meetings with grade level teams status: occurring monthly and ongoing	Steve McKenna, Sharon Hobbs, Randy Davis, Erich Ledebuhr, Lynn Fagan, Judy Merra and Literacy Specialists	Participation, meeting agenda, grade level team meeting data and agenda	
district meetings	• Train and support teachers grade two through six in using the Fountas and Pinnell literacy assessment system and implementation of other components of the literacy assessment plan status: completed training; in use for January assess; records are being collected	Judy Merra and Literacy Specialists	Student assessment records	
	also see writing goals under Curriculum, Instruction and Assessment status: completed and ongoing			

To better assess student learning needs the district will expand the capacity of special education teams to conduct educational assessments	• Monthly meetings with School Psychologists to select educational assessments and to plan professional development workshops to support teacher learning and implementation status: The Kaufman Test of Education Achievement (KTEA) has been selected and purchased. Faculty training is planned for January 26	Stephanie Powers, Christina Dolce, Pamela Roadman, and Special Education Faculty October to May 2011	Evidence of professional development workshops, implementation of new assessments, peer review of assessment reports
	Action plan for continued professional development, identification of instruments, proposal for summer institute status: scheduled for March	Stephanie Powers March 2011	Approval of action plan

Mid-year Status Report	Update: The Administrative Council has worked to analyze student performance data to identify achievement gaps, to prepare to work with faculty on interventions and to consider evidence of student learning to evaluate teacher performance. Professional development in literacy instruction and assessment has been main focus in the summer, in team meetings, and on Institute Day; focus has also been on standards-based reporting and will continue in the second half of the year.
End of year Status Report	

Goal Category	Leadership and School Culture
Aspirational Goal	The district strives to establish safe, accepting, and diverse school culture that invite active participation of students, faculty and parents, support academic excellence, and reach out to the broader community.
Operational Goal	The district will plan programs and activities to address the social and emotional needs of students, promote leadership, initiative, and civic engagement among adults and students in the school community, improve transitions for students and families and expand communications with and involvement of all stakeholders.

Leadership

Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
To increase student	Develop and implement learning	Mary Sterling, Steve	Publication of learning expectations
leadership, civic	expectations in K-5 social studies with a key	McKenna, Sharon	
engagement and	outcome focused on civic engagement and	Hobbs, Randy Davis,	Record of grade level community
community service	community service learning and continue	Erich Ledebuhr and	service learning projects
learning, the district will	key outcomes in grades 6 through 8	Janice Fairchild	
implement opportunities	status: completed Learning Expectations;	August 2010 to June	Sampling of student reflections about
through school wide	implementation ongoing	2011	community service learning activities
programs and the social			
studies curriculum			

School Culture			
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
To maintain safe learning environments, the district will refine policies, programs and activities relating to student conduct	• Expand the implementation of Responsive Classroom® and begin training and implementation of Developmental Design in Middle Schools® status: completed summer training;	Elementary teachers July 2010 – June 2011	Participation in professional development and documentation of morning meetings and Responsive Classroom® strategies
and attitudes	implementation ongoing	Middle School teachers August 2010 to June 2011	Participation in professional development and documentation of social contract and advisory meetings

	Develop district policy on bullying in	Michael Brandmeyer,	Approved policy
, and the second	response to state legislation and establish	Stephanie Powers, Randy	
	educational programming to support safe	Davis, Erich Ledebuhr,	Educational program plan
	learning environment	Stephen McKenna and	
	status: completed and submitted policy	Sharon Hobbs	
	Revise student discipline policy, implement	Michael Brandmeyer,	Publish Student Code of Conduct
	practices for reporting and documenting	Stephanie Powers, Randy	
*	incidents	Davis, Erich Ledebuhr,	Document annual discipline report to
	status: completed, published with ongoing	Stephen McKenna and	School Council
	implementation	Sharon Hobbs	
		July 2010 to June 2011	

Communications				
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes	
To increase community awareness of school activities, the district will develop new and expand existing methods of communication	Publication of Annual Performance Report for the Lincoln Public Schools status: underway	Michael Brandmeyer November 2010	Performance Report	
	Continued development of the district's website to increase communications between schools and communities status: ongoing	Michael Brandmeyer, Mark McDonough September 2010 to June 2011	Report on website improvement and enhancements Survey of effectiveness	
	Cablecast of public meetings and other presentations to increase public awareness of the district's activities status: equipment purchased, installed and tested; training underway	Michael Brandmeyer October 2010 to June 2011	Evidence and record of cablecasts	

Mid-year Status Report	Update: K-5 teams using completed Learning Expectations in Social Studies; civic engagement and community service learning underway. K-8 summer training completed in Responsive Classroom and DDMS programs; implementation expanded to all K-4 classrooms; DDMS implemented in gr. 5 & 6 in Lincoln and some aspects used 5-8; plans developed for DDMS expansion to gr. 7 & 8 in Lincoln; 6-8 at Hanscom. Anti-Bullying Policy submitted to DESE; waiting for a response. Subcommittee has been formed to review and determine the best match for anti-bullying curriculum adoption. The district continues to develop components on the district website. Equipment for recording and broadcasting meetings has been purchased and installed. Testing is complete and training is underway.
End of year Status Report	

Goal Category	Facilities, Operations, Health and Safety
Aspirational Goal	The district strives to provide students with programs, resources, and facilities that support and enhance high-quality public education programs.
Operational Goal	The district will maintain clean, accessible and safe facilities, plan appropriately for future building needs, complete operational audits, implement recommendations for improvement of "operational systems" which support teaching and learning and prepare proposals for necessary funding.

Facilities

Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
To provide educationally appropriate and fiscally sound facilities, the School Building Committee [SBC] in partnership with the	The SBC will prepare and submit enrollment projections and the Feasibility Study Agreement to the MSBA for approval status: completed	Michael Brandmeyer Buckner Creel July to August 2010	Submission to and approval by MSBA
Massachusetts School Building Authority will conduct and complete a Feasibility Study at the Lincoln School in preparation for a building project proposal in October	The SBC will issue a Request for Services for Owners Project Management [OPM], conduct a qualifications review, interview finalists and recommend an OPM to the School Committee and MSBA for approval status: completed	Buckner Creel and School Building Committee July to August 2010	Selection of OPM, vote of the School Committee and approval by MSBA OPM Review Panel
2011.	The SBC will negotiate with the selected OPM and execute the MSBA standard contract status: completed	Buckner Creel and School Building Committee September 2010	Successful contract negotiations and approval by MSBA
	The SBC will develop and issue a request for Designer/Developer services and conduct a designer selection process in collaboration with the OPM and MSBA status: SC to consider contract award on January 20, 2011	School Building Committee and OPM September to October 2010	Selection of a Designer/Developer and approval by the MSBA Designer/Developer Selection Panel

	The SBC will conduct a series of community conversations to share and collect information about the Feasibility Study for the Lincoln School status: Project flyers created and will continue. Outreach will begin in late January 2011 after contract award	School Building Committee and OPM September 2010 to September 2011	Project Flyer for distribution at "Back to School" nights and State of the Town Meeting, status reports at School Committee meetings and State of the Town Meeting, outreach to community organizations and public forums, postings and updates on district website
	The SBC will conduct the Feasibility Study and develop fiscally responsible and educationally sound options for a school facilities project status: Will begin in late January 2011 after contract award	School Building Committee, OPM and Designer/Developer September 2010 to September 2011	
To provide educationally appropriate and fiscally sound facilities, the School	The administration will compile and submit enrollment data to DODEA status: completed	Michael Brandmeyer August 2010	
Committee and administration will collaborate with the DODEA/DDESS to design, develop and plan for the construction of a new middle school at Hanscom Air Force Base	The administration will collaborate with DODEA to develop plans for design and construction of the middle school status: underway	Michael Brandmeyer Buckner Creel Randy Davis Erich Ledebuhr October 2010	
	The administration will collaborate with DODEA to develop the educational plan specifications for the new school status: on hold, pending confirmation of MILCON funding	Michael Brandmeyer Buckner Creel Randy Davis Erich Ledebuhr October 2010	
	The administration will collaborate with DODEA on the schematic design in preparation for the next stages of the development and construction of the middle school	Michael Brandmeyer Buckner Creel Randy Davis Erich Ledebuhr October 2010	,
	status: on hold, pending confirmation of MILCON funding		

Budget and Operations			
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
The School Committee and Administration will develop a FY 2012 School	Establish budget development guidelines for FY 2012 status: completed	School Committee September 2010	School Committee vote on FY 2012 Budget guidelines
Budget that supports the mission and goals of the school district, is	 Presentation of Superintendent's Preliminary Budget for FY 2012 status: completed 	Michael Brandmeyer, Buckner Creel November 2010	Preliminary Budget document and supporting materials
responsive to the current economic conditions	Approval of the FY 2012 School Committee Budget by Finance Committee, Town meeting and the annual election, if necessary status: in progress, on schedule	January to March 2011	School Committee Budget prepared for Finance Committee review and Town Meeting
To be responsive to the needs of the faculty and the economic conditions of the Town, The School	The School Committee will develop negotiations interests and prepare for negotiations with the LTA status: completed	School Committee Administrative Team October/November 2010	Comparable data and background materials for negotiations
Committee will negotiate a successor agreement with the Lincoln Teacher's Association	Contract negotiations with the Lincoln Teachers Association status: underway	Jennifer Glass, Chair, Tom Sander, Vice Chair, Michael Brandmeyer October 2010 to March 2011	Ratification of successor collective bargaining agreement between the School Committee and the Lincoln Teachers Association
To endure safe and fiscally responsible transportation the Lincoln Public Schools will conduct procurement processes to secure transportation services for	Identify benefits and challenges to collaborating with Sudbury and Lincoln Sudbury Regional High School for METCO transportation services status: initial meeting held, developing options	Buckner Creel, members of the SPS and LSRHS administrative teams October/November 2010	Action plan to procure transportation for METCO
Lincoln resident students and the METCO program for the 2011-2012 school year and appropriate	Develop and conduct procurement process for METCO transportation services status: data collection ongoing	Buckner Creel November 2010 to March 2011	Procurement

succeeding school years	Develop and conduct procurement	Buckner Creel	Procurement
	process for transportation services	January 2011 to March	
	status: in progress	2011	
To improve educational	 Host two meetings with G4 member 	Buckner Creel	Evidence of meeting: participants and
programs and to seek	Finance Teams to discuss opportunities	November 2010 and	agenda
efficiencies to save money,	for collaboration	February 2011	
the district will collaborate	status: first meeting held		
with Wayland, Sudbury	Report to the School Committee on G4	Buckner Creel	Action Plan
and LSRHS regarding G4	collaboration plans	May 2011	
initiatives	status: scheduled for May report		

Health and Safety				
Goals	Benchmark Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes	
To improve the cleanliness	Conduct review of custodial cleaning	Buckner Creel, Michael	Description of current practices and	
of the district's facilities	processes and protocols and evaluate	Haines and consultant	protocols and comparison with	
and to evaluate custodial	current practices against industry	November 2010 to	comparable operations	
services and cleaning	standards	January 2011		
protocols, the district will	status: received initial consultant proposals,		Recommendations for improvement	
conduct an independent	formulating study approach.		_	
review of custodial services	 Develop action plan based on review and 	Buckner Creel, Michael	Revised cleaning protocols	
	recommendations	Haines	,	
*	status: pending review outcome	February to March 2011	Improvement Plan	
	 Provide training and implement action 	Buckner Creel, Michael	Training for custodial staff	
	plan	Haines		
	status: pending review outcome	March to June 2011		
In order to address issues	Respond to the Health Advisory	Stephanie Powers and	Report on policy review	
of wellness and health and	Committee's evaluation of the Wellness	Health Advisory		
safety, conduct a review of	Policy	Committee	Proposal for revisions (if necessary)	
the district's Wellness	status: Health Advisory Committee has met	November 2010 to		
Policy and propose	once this school year. Policy review was not	February 2011		
changes, if necessary	yet discussed. Work to continue this spring.			
	 Review recent legislation that is related to 			
	Wellness Policy			
	status: ongoing			

	Propose adjustments for School Committee consideration status: pending review outcome			
Update: This workplan was front-loaded with operational activities and benchmarks that required attention during the first half of the school year, budget development, contract negotiations and facilities planning. In total there were 25 benchmark events. 40% of the scheduled activities are completed; the remainder will be addressed during the second semester. Status Report School facility issues with MSBA and the DoD/DODEA will require ongoing attention.				
End of year Status Report				