



# LINCOLN PUBLIC SCHOOLS

## DISTRICT GOALS – 2010 - 2011

### 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 learn from assessments of student performance and draw from professional knowledge related to curriculum and pedagogy to align, implement and communicate a well-designed curriculum and adjust instruction to improve student learning.

School Year	Curriculum Planning & Development	Implementation & Instruction	Assessment and Reporting
2010 - 2011	<p>Review learning expectations for writing Pre-kindergarten to grade 8 and develop instructional plan</p> <p>Develop writing assessments connected to K-8 learning expectations for writing and early literacy learning expectations for Preschool</p> <p>Develop a plan and pilot strategies to assess progress on implementation of differentiated instruction in K-8 English language arts and mathematics; and 6-8 science, social studies and foreign language</p>	<p>Continue to address achievement gaps through the use of information and data maintained by the district in conjunction with Instructional Support Teams, accommodation plans, direct instruction, action research, etc.</p> <p>Implement FLES Spanish in grade 3 and revise curriculum grades 4 to 8 to address increased proficiency of students</p> <p>Expand and implement two additional preschool classrooms at Hanscom Primary School</p>	<p>Pilot standards-based reporting system in preparation for implementation in 2011-2012</p> <p>Refine the use of common assessments and data tracking to maintain high expectations for learning, teacher consistency, and a common focus on instructional goals</p> <p>Review and refine the use of instructional support teams, student intervention plans and other activities in an effort to close achievement gaps</p>

### 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.

School Year	Personnel Management	Supervision & Evaluation	Professional Development
2010-2011	<p>Reexamine hiring practices and sustain efforts to recruit and retain a diverse and highly qualified faculty and staff</p>	<p>Refine the implementation of supervision and evaluation practices to include a focus on student learning and evidence of student growth</p>	<p>Design and implement professional development to support the instruction of writing and balanced literacy</p> <p>Expand the capacity of special education teachers to conduct educational assessments</p> <p>Expand teacher and administrator capacity to use data to evaluate student growth, inform instruction and support differentiation</p>

## 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.

School Year	Leadership	School Culture	Communications
2010-2011	Continue to support opportunities for student leadership at the school and classroom level  Maintain the district's activities commitment to civic engagement and community service learning in K-8 social studies	Develop policies, programs and activities to address issues relating to student conduct, attitudes and anti-bullying initiatives in an effort to maintain safe learning environments	Develop report in response to Finance Committee's initiative for Town Departments to participate in Annual Report Initiative  Expand the district's use of website for communications with community with particular focus on teacher and department uses

## Facilities, Operations and 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.

School Year	Facilities	Budgets & Operations	Health & Safety
2010-2011	Collaborate with Town initiatives regarding facilities including the Community Facilities Study and the Green Technology Initiative  Conduct the School Feasibility Study for the Lincoln School in collaboration with the Massachusetts School Building Authority  Complete the design process in collaboration with the Department of Defense Education Activity for the construction of a middle school at Hanscom Air Force Base	Develop FY 2012 Budget that aligns with district goals and initiatives and is responsive to economic conditions  Conduct contract negotiations with the Lincoln Teachers Association  Conduct procurement process for transportation services for Lincoln and METCO program  Continue efforts to collaborate with Sudbury PS, Lincoln Sudbury RHS and Wayland PS through the G4 Initiative	Continue initiatives to evaluate current practices and seek improvement in custodial / cleaning services



**LINCOLN PUBLIC SCHOOLS**  
**DISTRICT GOALS 2010-2011**  
**WORK PLAN**

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 writing, the district will strengthen instruction and assessment in writing in Pre-K to grade 8	• Offer professional development in writing for K through grade 6 teachers through summer institutes, grade level and district meetings	Mary Sterling, Judy Merra June 2010 to June 2011	Percentage of teacher participation  Teacher survey on impact of professional development program
	• Refine learning expectations in composition Pre-K through grade 8 and develop teacher guide for writing instruction and assessment	Mary Sterling, Judy Merra, Lynn Fagan June 2010 to June 2011	Publication of Pre-K to grade 8 learning expectations in composition  Distribution of teacher guide to faculty
	• Administer and analyze common assessments in writing K to grade 8	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 professional development, the district will assess the	• Survey teachers about instructional practices and hold faculty discussion of results	Mary Sterling, Stephen McKenna, Sharon Hobbs, Randy Davis and Erich Ledebuhr October 2010 to January 2011	Survey results

frequency and range of instructional practices in K-8 ELA and mathematics and in 6-8 science, social studies and foreign language	<ul style="list-style-type: none"> <li>Develop plan for professional development in response to identified faculty needs</li> </ul>	Mary Sterling, Stephen McKenna, Sharon Hobbs, Randy Davis and Erich Ledebuhr February to March 2011	Proposal for professional development
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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	<ul style="list-style-type: none"> <li>Review student performance data to identify achievement gaps</li> </ul>	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
	<ul style="list-style-type: none"> <li>Review and refine the use of instructional support teams and student learning plans</li> </ul>	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
	<ul style="list-style-type: none"> <li>Pilot targeted instruction for identified groups of students</li> </ul>	Michael Brandmeyer, Mary Sterling, Sharon Hobbs, Erich Ledebuhr September 2010 to June 2011	Baseline, interim, and end of year assessments
	<ul style="list-style-type: none"> <li>Participate in EDCO's Achievement Gap Initiative</li> </ul>	Michael Brandmeyer, Mary Sterling June 2010 to June 2011	Participation in Greater Boston Students of Color Achievement Network meetings

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

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	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	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 design standards-based report card for 2011-2012	Mary Sterling, Randy Davis, Sharon Hobbs, Stephen McKenna, Erich Ledebuhr, Judy Merra, Ellen Metzger and Carolyn Cullinane January to June 2011	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	<ul style="list-style-type: none"> <li>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</li> </ul>	Mary Sterling, Randy Davis, Sharon Hobbs, Stephen McKenna, Erich Ledebuhr, and Teacher Leaders August 2010 through June 2011	<p>Participation in professional development activities</p> <p>Analysis of student performance on MCAS, common assessments and classroom assessments and resulting plans at classroom, school and district levels</p>
To monitor progress in student learning and curriculum programs, the district will complete the development of the Local Data Warehouse	<ul style="list-style-type: none"> <li>Complete development of local data warehouse to collect performance data, write student learning plans and record progress</li> </ul>	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

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**LINCOLN PUBLIC SCHOOLS**  
**DISTRICT GOALS 2010-2011**  
**WORK PLAN**

Goal Category	Teacher Excellence and Professional Development
<b>Aspirational Goal</b>	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.
<b>Operational Goal</b>	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 of different backgrounds and high qualifications	<ul style="list-style-type: none"> <li>Survey surrounding area districts to learn about successful hiring practices that have resulted in diverse faculty and staff</li> </ul>	Michael Brandmeyer October-November 2010	Survey results
	<ul style="list-style-type: none"> <li>Update the district Teacher Quality Improvement Plan for DESE and develop recruitment strategies for the 2011-2012 school year</li> </ul>	Michael Brandmeyer September 2010 to February 2011	Submitted TQIP  Recruitment strategy plan developed

**Supervision and Evaluation**

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	<ul style="list-style-type: none"> <li>Series of workshops and discussions with the Administrative Council to include evidence of student learning in supervisory meetings</li> </ul>	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 district meetings	<ul style="list-style-type: none"> <li>Monthly meetings with Principals and Literacy Specialists to plan and monitor meetings with grade level teams</li> </ul>	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
	<ul style="list-style-type: none"> <li>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</li> </ul>	Judy Merra and Literacy Specialists	Student assessment records
	<ul style="list-style-type: none"> <li>also see writing goals under Curriculum, Instruction and Assessment</li> </ul>		
To better assess student learning needs the district will expand the capacity of special education teams the conduct educational assessments	<ul style="list-style-type: none"> <li>Monthly meetings with School Psychologists to select educational assessments and assessment tools and to plan professional development workshops to support teacher learning and implementation</li> </ul>	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
	<ul style="list-style-type: none"> <li>Action plan for continued professional development, identification of instruments, proposal for summer institute</li> </ul>	Stephanie Powers March 2011	Approval of action plan

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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 leadership, civic engagement and community service learning, the district will implement opportunities through school wide programs and the social studies curriculum	<ul style="list-style-type: none"><li>Develop and implement learning expectations in K-5 social studies with a key outcome focused on civic engagement and community service learning and continue key outcomes in grades 6 through 8</li></ul>	Mary Sterling, Steve McKenna, Sharon Hobbs, Randy Davis, Erich Ledebuhr and Janice Fairchild August 2010 to June 2011	Publication of learning expectations  Record of grade level community service learning projects  Sampling of student reflections about community service learning activities
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 and attitudes	<ul style="list-style-type: none"><li>Expand the implementation of Responsive Classroom® and begin training and implementation of Developmental Design in Middle Schools®</li></ul>	Elementary teachers July 2010 – June 2011  Middle School teachers August 2010 to June 2011	Participation in professional development and documentation of morning meetings and Responsive Classroom® strategies  Participation in professional development and documentation of social contract and advisory meetings

	<ul style="list-style-type: none"> <li>Develop district policy on bullying in response to state legislation and establish educational programming to support safe learning environment</li> </ul>	Michael Brandmeyer, Stephanie Powers, Randy Davis Erich Ledebuhr, Stephen McKenna and Sharon Hobbs	Approved policy  Educational program plan
	<ul style="list-style-type: none"> <li>Revise student discipline policy, implement practices for reporting and documenting incidents</li> </ul>	Michael Brandmeyer, Stephanie Powers, Randy Davis Erich Ledebuhr, Stephen McKenna and Sharon Hobbs July 2010 to June 2011	Publish Student Code of Conduct  Document annual discipline report to School Council

### 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	<ul style="list-style-type: none"> <li>Publication of Annual Performance Report for the Lincoln Public Schools</li> </ul>	Michael Brandmeyer November 2010	Performance Report
	<ul style="list-style-type: none"> <li>Continued development of the district's website to increase communications between schools and communities</li> </ul>	Michael Brandmeyer, Mark McDonough September 2010 to June 2011	Report on website improvement and enhancements  Survey of effectiveness
	<ul style="list-style-type: none"> <li>Cablecast of public meetings and other presentations to increase public awareness of the district's activities.</li> </ul>	Michael Brandmeyer October 2010 to June 2011	Evidence and record of cablecasts

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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 Massachusetts School Building Authority will conduct and complete a Feasibility Study at the Lincoln School in preparation for a building project proposal in October 2011.	<ul style="list-style-type: none"><li>The SBC will prepare and submit enrollment projections and the Feasibility Study Agreement to the MSBA for approval</li></ul>	Michael Brandmeyer Buckner Creel July to August 2010	Submission to and approval by MSBA
	<ul style="list-style-type: none"><li>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</li></ul>	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
	<ul style="list-style-type: none"><li>The SBC will negotiate with the selected OPM and execute the MSBA standard contract</li></ul>	Buckner Creel and School Building Committee September 2010	Successful contract negotiations and approval by MSBA
	<ul style="list-style-type: none"><li>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</li></ul>	School Building Committee and OPM September to October 2010	Selection of a Designer/Developer and approval by the MSBA Designer/Developer Selection Panel
	<ul style="list-style-type: none"><li>The SBC will conduct a series of community conversations to share and collect information about the Feasibility Study for the Lincoln School</li></ul>	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
	<ul style="list-style-type: none"> <li>The SBC will conduct the Feasibility Study and develop fiscally responsible and educationally sound options for a school facilities project</li> </ul>	School Building Committee, OPM and Designer/Developer September 2010 to September 2011	
To provide educationally appropriate and fiscally sound facilities, the School 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	<ul style="list-style-type: none"> <li>The administration will compile and submit enrollment data to DODEA</li> </ul>	Michael Brandmeyer August 2010	
	<ul style="list-style-type: none"> <li>The administration will collaborate with DODEA to develop plans for design and construction of the middle school</li> </ul>	Michael Brandmeyer Buckner Creel Randy Davis Erich Ledebuhr October 2010	
	<ul style="list-style-type: none"> <li>The administration will collaborate with DODEA/ to develop the educational plan specifications for the new school</li> </ul>	Michael Brandmeyer Buckner Creel Randy Davis Erich Ledebuhr October 2010	
	<ul style="list-style-type: none"> <li>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</li> </ul>	Michael Brandmeyer Buckner Creel Randy Davis Erich Ledebuhr October 2010	

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 Budget that supports the mission and goals of the school district, is responsive to the current	<ul style="list-style-type: none"> <li>Establish budget development guidelines for FY 2012</li> </ul>	School Committee September 2010	School Committee vote on FY 20101 Budget guidelines
	<ul style="list-style-type: none"> <li>Presentation of Superintendent's Preliminary Budget for FY 2010</li> </ul>	Michael Brandmeyer, Buckner Creel November 2010	Preliminary Budget document and supporting materials
	<ul style="list-style-type: none"> <li>Approval of the FY 2012 School Committee Budget by Finance</li> </ul>	January to March 2011	School Committee Budget prepared for Finance Committee review and

economic conditions	Committee, Town meeting and the annual election, if necessary		Town Meeting
To be responsive to the needs of the faculty and the economic conditions of the Town, The School Committee will negotiate a successor agreement with the Lincoln Teacher's Association	• The School Committee will develop negotiations interests and prepare for negotiations with the LTA	School Committee Administrative Team October/November 2010	Comparable data and background materials for negotiations
	• Contract negotiations with the Lincoln Teachers Association	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 Lincoln resident students and the METCO program for the 2011-2012 school year and appropriate succeeding school years	• Identify benefits and challenges to collaborating with Sudbury and Lincoln Sudbury Regional High School for METCO transportation services	Buckner Creel, members of the SPS and LSRHS administrative teams October/November 2010	Action plan to procure transportation for METCO
	• Develop and conduct procurement process for METCO transportation services	Buckner Creel November 2010 to March 2011	Procurement
	• Develop and conduct procurement process for transportation services	Buckner Creel January 2011 to March 2011	Procurement
To improve educational programs and to seek efficiencies to save money, the district will collaborate with Wayland, Sudbury and LSRHS regarding G4 initiatives	• Host two meetings with G4 member Finance Teams to discuss opportunities for collaboration	Buckner Creel November 2010 and February 2011	Evidence of meeting: participants and agenda
	• Report to the School Committee on G4 collaboration plans	Buckner Creel May 2011	Action Plan

### Health and Safety

Goals	Benchmark Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
To improve the cleanliness of the district's facilities	• Conduct review of custodial cleaning processes and protocols and to evaluate	Buckner Creel, Michael Haines and consultant	Description of current practices and protocols and comparison with

and to evaluate custodial services and cleaning protocols, the district will conduct an independent review of custodial services	current practices against industry standards	November 2010 to January 2011	comparable operations
	<ul style="list-style-type: none"> <li>Develop action plan based on review and recommendations</li> </ul>	Buckner Creel, Michael Haines February to March 2011	Recommendations for improvement Revised cleaning protocols
	<ul style="list-style-type: none"> <li>Provide training and implement action plan</li> </ul>	Buckner Creel, Michael Haines March to June 2011	Improvement Plan Training for custodial staff
In order to address issues of wellness and health an safety, conduct a review of the district's Wellness Policy and propose changes, if necessary	<ul style="list-style-type: none"> <li>Respond to the Health Advisory Committee's evaluation of the Wellness Policy</li> <li>Review recent legislation that is related to Wellness Policy</li> <li>Propose adjustments for School Committee consideration</li> </ul>	Stephanie Powers and Health Advisory Committee November 2010 to February 2011	Report on policy review  Proposal for revisions (if necessary)

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