

Lincoln Public Schools

Lincoln, Rhode Island

Strategic Plan 2016-2019



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**Strategic Planning Committee
Lincoln Public Schools
2015-16**

STUDENTS and PARENTS	
Nicole Carpenter	Student – High School
Syed “Ali” Husain	Student – High School
Samuel Chiacchia	Student – High School
Katelyn Drezek	Student – High School
Katherine Tompkins	Parent – High School
Kristen Paradise	Parent – Middle School
Elana Rusov	Parent – Central Elementary School
Ellen Rivera	Parent – Lonsdale Elementary School
Jennifer L’Esperance	Parent – Northern Elementary School
Ellen Ashman	Parent – Saylesville Elementary School
COMMUNITY	
Kristine Donabedian	Lincoln School Committee
Mary Anne Roll	Lincoln School Committee
TEACHERS and SUPPORT STAFF	
Frederick Hoppe	Middle School Teacher & President, LTA
David Jayson Schofield	High School Teacher & V. President, LTA
Stacey Maselli	High School Teacher
Michelle Carr	Teacher, Central Elementary School
Cheryl LaRiviere	Teacher, Lonsdale Elementary School
Gayle Provost	Teacher, Northern Elementary School
Kara Haddad	Teacher, Saylesville Elementary School
Paul Szymczuk	Custodian & President, Local 2671
Xenophen Stavros	Custodian & Vice President, Local 2671
ADMINISTRATION	
Georgia Fortunato	Superintendent of Schools
Caroline Frey	Director of Curriculum
Lori Miller	School Business Administrator
Maryann Struble	Director of Student Services
Armand Milazzo	Director, Non-Instructional Operations
Mark Gadbois	IT Specialist
Kevin McNamara	Principal, Lincoln High School
Heidi Godowski	Principal, Lincoln Middle School
Patricia Gablinske	Principal, Central Elementary School
Rosemary Stein	Principal, Lonsdale Elementary School
Alec Ciminello	Principal, Northern Elementary School
Reza Sarkarati	Principal, Saylesville Elementary School

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Teaching, Learning & Leading Consulting, LLC

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Summary of the Strategic Planning Process

The strategic plan is a powerful tool that can assist a district in staying focused on what it is, what it wants to be, and how it can achieve its goals. It represents “the set of actions an organization chooses to pursue in order to achieve its objectives. These deliberate actions are puzzle pieces that fit together to create a clear picture of how the people, activities, and resources of an organization can work effectively to accomplish a collective purpose.” (Curtis & City, 2010, p. 20). The strategic planning process affords the opportunity to seek feedback from constituents that comprise the school district: students, parents, staff, administrators, school committee, and the community, in order to best serve the educational community in the future.

In January of 2016, 33 members of the Lincoln Public Schools community came together to develop a strategic plan that would serve as a road map for improvement for the 2016 through 2019 school year. The following three-step strategic planning process was employed to help guide the planning process:



In **Step One: Building the Foundation**, the Strategic Planning Committee (SPC) developed core values and a mission statement in order to build a strong foundation from which to build. In **Step Two: Informing / Analyzing**, the SPC analyzed existing data, which included the current Strategic Plan, the 2015-2018 Technology Plan, formal testing results, current enrollment trends, NESDEC historical enrollment trends, and the Lincoln Public Schools Parent Satisfaction Survey administered in the past year. Based on the analysis of this internal and external data, a vision for the Lincoln Public Schools was developed, which lead to the final step. In **Step Three: Mapping the Course**, goals, strategies, and action steps were developed. The culmination of this three-step process is the development of a three-year strategic plan that maps the future for the Lincoln Public Schools. The **Lincoln Public Schools Strategic Plan, 2016-2019** was presented to the Lincoln School Committee for approval in May of 2016.

Our Mission

The **Mission Statement** explains who we are and highlights our fundamental reason for existing. When others read the mission statement they should understand what our core role is as a district. The mission creates fundamental questions for all organizations to ask:

- What is it that we do as a school district?
- Who does the district serve?
- What are the core values of our school community?
- What are the strengths and challenges in our district?

The Strategic Planning Committee engaged in a great deal of conversation regarding the aforementioned questions and developed the following mission statement:

Lincoln Public Schools is committed to excellence. In partnership with all members of the Lincoln community, we inspire and empower each student to excel personally and intellectually, embrace social and individual responsibility, and lead with integrity.



Our Core Values

The Lincoln Public Schools' Core Values remain constant in an ever-changing world. These values provide the foundation for our work and influence how we conduct ourselves and engage with others.

Commitment to Academic Excellence: In accordance with this core value, the Lincoln Public Schools shall...

- promote academic success to achieve global citizenship and college and career readiness.
- make high expectations the focus of all members of the Lincoln Public Schools community.
- challenge all students to achieve their fullest potential in a supportive educational environment.

Commitment to Local and Global Community: In accordance with this core value, the Lincoln Public Schools shall...

- develop and sustain partnerships among parents, students, staff and community members through mutual commitment and collaborative efforts.

Value and Acknowledgement of Successes: In accordance with this core value, the Lincoln Public Schools shall...

- recognize successes of the members of the Lincoln Public Schools community.
- communicate successes to the school community and community at large.

Individuality and Diversity: In accordance with this core value, the Lincoln Public Schools shall...

- respect and embrace individual differences and diversity within our community.
- respect and embrace the diversity among us.
- believe that individuals develop within an environment that nurtures intellectual, social, emotional, and physical growth.

Communication: In accordance with this core value, the Lincoln Public Schools shall...

- believe that communication is a shared responsibility of all members of the Lincoln Public Schools community, including leadership, staff, students, parents, and community members.
- develop and maintain regular, two-way and meaningful communication as a vital aspect of the educational experience.

Continuous Learning: In accordance with this core value, the Lincoln Public Schools shall...

- foster curiosity, motivation and a passion for learning that extends beyond school settings, because education is a process that begins at birth and continues throughout life.
- promote continuous improvement to achieve global citizenship and college and career readiness.

Productive Effort: In accordance with this core value, the Lincoln Public Schools shall...

- believe that pursuit of greater knowledge and more powerful thinking demands hard work, perseverance and commitment.

Ethical Behavior: In accordance with this core value, the Lincoln Public Schools shall...

- distinguish our actions by the highest standards of personal behavior, including trust, honesty, fairness, integrity and mutual respect.

Our Vision

A **vision statement** represents an aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action. It is intended to be your compass – your North Star. The vision statement should be a brief, but concise statement that clearly exemplifies the district’s vision for those it serves.

The Strategic Planning Committee developed the following vision statement:

The Lincoln Public Schools is committed to inspire and engage all members of the Lincoln community in the pursuit of excellence.



Lincoln Public Schools Goals 2016-2019

After developing a mission, core values, and a vision, the Steering Committee began the work of developing major goals that would serve as the focus of district improvement planning for the next three years. Each goal is highlighted in an action plan, that includes strategies, action steps, timeline, projected expenses, person(s) responsible, and a format for reporting progress toward attaining each goal. The Strategic Planning Committee developed the following goals:

Goal # 1: Enhance academic achievement for all students

- Provide rigorous and personalized instruction for all
- Vertically align curricula reflective of the Common Core State Standards, PreK through 12
- Implement PARCC
- Plan for the implementation of a universal preschool program

Goal #2: Strengthen communication and partnerships between home, school, and community

- Develop new and strengthen existing partnerships within the community
- Engage parents and community in the educational process
- Promote the Lincoln Public Schools

Goal #3: Maximize the potential of students, staff, parents and community through effective use of resources

- Improve facilities
- Provide appropriate technology access
- Obtain appropriate funding to support effective practices

Goal #1 Action Plan

Goal #1	Enhance academic achievement for all students
Strategy #1	Provide rigorous and personalized instruction for all

Action Steps	Timeline	Projected Expense	Person(s) Responsible
1. Develop and implement a plan that supports differentiated instructional practices, including professional development opportunities	Ongoing	\$60,000.00	Director of Curriculum Director of Student Services
2. Explore a variety of technology practices, including blended learning, to support teaching and learning	Ongoing	Included in budgeted salaries for responsible persons	Director of Curriculum IT Specialist Technology Coach
3. Develop and implement an effective Response to Intervention model (RtI) that will best meet the different needs of students	Ongoing	Included in budgeted salaries for responsible persons	School Principals RtI Teams Director of Curriculum Director of Student Services

Process for Reporting Progress: Annual reporting to School Committee

Goal #1	Enhance academic achievement for all students
Strategy #2	Vertically align curricula reflective of the Common Core State Standards, PreK through 12

Action Steps	Timeline	Projected Expense	Person(s) Responsible
1. Develop vertical teams, PreK-12 to improve horizontal and vertical articulation of academic standards and to ensure alignment of curricula to the Common Core State Standards	Ongoing	Included in budgeted salaries for responsible persons	School Principals Director of Curriculum Teachers

Process for Reporting Progress: Annual reporting to School Committee

Goal #1	Enhance academic achievement for all students
Strategy #3	Implement PARCC

Action Steps	Timeline	Projected Expense	Person(s) Responsible
1. Define and address current issues related to student participation in PARCC testing	Ongoing	\$25,000.00	Principals Department Chairs Team Leaders Curriculum Leaders Director of Curriculum IT Specialist
2. Ensure classroom instructional practices afford students opportunities to be assessed using technology	Ongoing		
3. Align classroom assessment practices with PARCC and the Common Core State Standards	Ongoing		

Process for Reporting Progress: Report annually to School Committee

Goal #1	Enhance academic achievement for all students
Strategy #4	Plan for the implementation of a universal preschool program

Action Steps	Timeline	Projected Expense	Person(s) Responsible
1. Develop a Pre-Kindergarten Task Force to facilitate the process of implementing a universal PreK program	Fall 2016	\$1,000.00	Principals Central Office Leadership Team
2. Develop an implementation plan for a universal PreK Program, including addressing financial and facilities needs	Fall 2016		

Process for Reporting Progress: Report December 2016 to School Committee

Goal #2 Action Plan

Goal #2	Strengthen communication and partnerships between home, school, and community
Strategy #1	Develop new and strengthen existing partnerships within the community

Action Steps	Timeline	Projected Expense	Person(s) Responsible
1. Strengthen and create relationships with town organizations, including but not limited to Amica, Town Library, Rotary, The Center, Family Literacy Center, and Northern Rhode Island Chamber of Commerce	Ongoing	-0-	Superintendent Business Administrator
2. Identify and utilize the expertise of local community members as resources to support the educational process	Ongoing	-0-	

Process for Reporting Progress: Report semi-annually to School Committee

Goal #2	Strengthen communication and partnerships between home, school, and community
Strategy #2	Engage parents and community in the educational process

Action Steps	Timeline	Projected Expense	Person(s) Responsible
1. Establish a LPS Volunteer Program	December 2016	-0-	Superintendent Vice Chair, School Committee
2. Obtain a liaison to serve as the leader of the LPS Volunteer Program	December 2016	-0-	
3. Seek alternative pathways to most effectively communicate between home and school	Ongoing	-0-	

Process for Reporting Progress: Report quarterly to School Committee

Goal #2	Strengthen communication and partnerships between home, school, and community
Strategy #3	Promote the Lincoln Public Schools

Action Steps	Timeline	Projected Expense	Person(s) Responsible
1. Communicate and showcase LPS successes	Ongoing	-0-	Principals Central Office Leadership Team
2. Effectively communicate student academic performance	Ongoing	-0-	
3. Work collaboratively with a public relations firm to improve communication and better promote the LPS	Ongoing	\$15,000.00	

Process for Reporting Progress: Annual report to School Committee

Goal #3 Action Plan

Goal #3	Maximize the potential of students, staff, parents and community through effective use of resources
Strategy #1	Improve facilities

Action Steps	Timeline	Projected Expense	Person(s) Responsible
1. Develop a comprehensive Stage II RIDE 5-Year Capital Plan to align with the LPS Strategic Plan	December 2016	\$152,500.00	Superintendent Business Administrator Director of Non-Instructional Operations LHS Stage I Reno Committee
2. Work collaboratively with the appropriate constituents to address facilities issues at Lincoln High School	Ongoing		

Process for Reporting Progress: At least annual reporting to School Committee

Goal #3	Maximize the potential of students, staff, parents and community through effective use of resources
Strategy #2	Provide appropriate technology access

Action Steps	Timeline	Projected Expense	Person(s) Responsible
1. Identify the level of family access to technology in the District	October 2016	-0-	Director of Curriculum IT Specialist Principals Tech Team
2. Leverage the 2015-2018 Technology Plan to provide technology resources to students who may not have access to technology	Ongoing	-0-	
3. Implement the goals in the 2015-2018 Technology Plan to improve infrastructure, support blended learning / assessment, encourage technology integration, and create tools for communication & collaboration	Ongoing	-0-	

Process for Reporting Progress: At least annual reporting to School Committee

Goal #3	Maximize the potential of students, staff, parents and community through effective use of resources
Strategy #3	Obtain appropriate funding to support effective practices

Action Steps	Timeline	Projected Expense	Person(s) Responsible
1. Engage Budget Board and Town Officials in developing an ongoing three-year financial forecast to better predict financial requirements for the district	October 2016	-0-	School Committee Superintendent Business Administrator
2. Seek alternative revenue sources such as grants to financially support the LPS Strategic Plan	Ongoing	-0-	Superintendent Central Office Administrators Principals

Process for Reporting Progress: At least semi-annually to School Committee



Lincoln Public Schools Lincoln, Rhode Island Strategic Plan 2016-2019

Mission Statement

Lincoln Public Schools is committed to excellence. In partnership with all members of the Lincoln community, we inspire and empower each student to excel personally and intellectually, embrace social and individual responsibility, and lead with integrity.

Vision Statement

The Lincoln Public Schools is committed to inspire and engage all members of the Lincoln community in the pursuit of excellence.

Core Values

- Commitment to Academic Excellence
- Commitment to Local and Global Community
- Value and Acknowledgement of Successes
- Individuality and Diversity
- Communication
- Continuous Learning
- Productive Effort
- Ethical Behavior

