#1 Refine and expand opportunities for instructional leadership to provide optimal learning experiences for all students in SY21-22 and beyond.

**[STRATEGIC OBJECTIVE ONE]**

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<tr>
<th>Goals</th>
<th>Key Actions</th>
<th>Empirical Indicators</th>
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| In keeping with an effort to develop an in-district pipeline to leadership, partner with the Lynch Leadership Academy to provide deep professional learning for sitting and aspiring leaders | Micro Academies for secondary department chairs focused on instructional leadership
Development and Implementation of a universal system on Instructional Leadership Teams (ILT) in all schools
Implement Modern Classroom Teacher Mentorship program | • At least 85% of secondary teachers in core content disciplines report that coaching they receive is relevant and useful in improving their practice
• At least 90% of Micro-Academy participants implement the learning from the professional development in their schools.
• 100% of schools have created the conditions for launching an ILT in SY22-23 |
<table>
<thead>
<tr>
<th>District Improvement</th>
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<tbody>
<tr>
<td><strong>Goals</strong></td>
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<tr>
<td>#2</td>
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Successfully implement actions in an effort to increase and retain a racially and linguistically diverse staff. Engage these steps as part of a five-year plan to increase the staff of color by at least 1% each year. Data will be broken out by teachers (and related service providers), paraprofessionals, and administrators.
# District Improvement

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<tr>
<td>#3 Establish and/or expand the foundation and structures for increasing family connection and partnership</td>
<td>Finalize family survey. Design focus group feature for deeper, more detailed feedback. In partnership with the Lynn Teachers Union, develop written qualifications and responsibilities for school-based Parent Liaisons. Develop a professional development framework for parent liaisons. Identify block of time for weekly family outreach.</td>
<td>Finalize and administer an annual survey to gauge family engagement; at least 40% return rate. Written qualifications and responsibilities for Parent Liaisons. Articulation of professional learning framework for Parent Liaisons.</td>
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<td>#4</td>
<td>Identify</td>
<td>Fully executable engagement and communication plan presented and approved by the School Committee by the close of the Eligibility Period, January 28, 2022</td>
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Develop and present a community engagement and communication plan for the Pickering Middle School building project

[STRATEGIC OBJECTIVE THREE]

- Person(s) responsible for regular communication and response to questions
- Strategy/rhythm for communication
- Appropriate platforms for communication
- key engagement opportunities
**District Improvement**

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| #2    | - Critically evaluate existing systems and structures that impact student outcomes and performance and educator experience.  
- Continue professional development on principles of Equity for all LPS staff  
- Secure funding support for the MTEL preparation and support for paraprofessionals and unlicensed teachers  
- Propose new recruitment position for human resources for FY23 budget.  
- Mentor and Induction program review to identify and/or refine specific features for teachers of color.  
- Launch Fellowship program in partnership with Salem State University  

Expand and refine Affinity Group for faculty and staff of color | Statement in goal. |