

LEXINGTON SCHOOL COMMITTEE MEETING
Tuesday, May 26, 2015
Lexington Town Office Building, Selectmen's Meeting Room
1625 Massachusetts Avenue

7:00 p.m. Call to Order:

7:01 p.m. Executive Session:

1. Exemption 3 – To Discuss Strategy with Respect to Collective Bargaining Regarding LEA Unit A Negotiations
2. Exemption 3 – To Discuss Strategy with Respect to Collective Bargaining Regarding Unit C, Unit D, Technology Unit, SEIU, and ALA
3. Exemption 6 – To consider the purchase, exchange, lease or value of real property regarding Lexington Children's Place

7:45 p.m. Return to Public Session and Welcome:

Public Comment – (Written comments to be presented to the School Committee; oral presentations not to exceed three minutes.)

7:50 p.m. Superintendent's Announcements:

1. Presentation of MASBO President's Award to Assistant Superintendent for Finance and Business Operations Mary Ellen Dunn
2. Revision to 2015-2016 Academic Calendar (Elementary Conference Dates)

8:00 p.m. School Committee Member Announcements:

8:10 p.m. Agenda:

1. Bridge Traffic Update (5 minutes)
2. Capital Update (15 minutes)
3. Staffing Update (15 minutes)
4. Climate Survey (15 minutes)
5. School Committee Goals (20 minutes)
6. Recommended 2015-2016 District Improvement Plan (20 minutes)
7. Superintendent's Evaluation, Update and Discussion (15 minutes)
8. Review and Approve in Form the Following Policies from *Section G – Personnel* and *Section I – Instruction* (20 minutes)
 - GA – Personnel Policies Goals
 - GBA – Equal Employment Opportunity (MASC)
 - GBEA – Staff Ethics/Conflict of Interest
 - GBEB – Staff Conduct
 - GBEBC – Gifts to and Solicitations by Staff
 - GBEC – Drug-Free Workplace Policy
 - GBED – Tobacco Use on School Property by Staff Members
 - GBGB – Staff Personal Security and Safety
 - GBI – Staff Participation in Political Activities
 - GBJ – Personnel Records
 - GBK – Staff Complaints and Grievances
 - GCA – Professional Staff Positions

- GCBA – Professional Staff Salary Schedules
- GCBB – Employment of Principals
- GCBC – Professional Staff Supplementary Pay Plans
- GCCC – Family and Medical Leave
- GCE – Professional Staff Recruiting/ Posting of Vacancies
- GCF – Professional Staff Hiring
- GCG – Substitute Professional Staff Employment
- GCIA – Philosophy of Professional Learning
- GCJ – Professional Teacher Status
- GCK – Professional Staff Assignments and Transfers
- GCO – Evaluation of Professional Staff
- GCQD – Resignation of Professional Staff Members
- GCQE – Retirement of Professional Staff Members
- GCQF – Suspension and Dismissal of Professional Staff Members
- GCRD – Private Tutoring for Pay
- GDA – Support Staff Positions
- GDB – Support Staff Contracts and Compensation Plans
- GDD – Support Staff Vacations and Holidays
- GDO – Evaluation of Support Staff
- GDQC – Retirement of Support Staff Members
- GDQD – Suspension and Dismissal of Support Staff Members
- IC/ICA – School Year/School Calendar
- IHBG – Consideration of Home Schooling Requests – Under M. G. L. C. 76 Section 1 (L)
- IHCFA – Extended Day Programs Policy
- IJOA – Field Trips (L)
- IKE – Promotion and Retention of Students

10:15 p.m. Adjourn:

The next scheduled meetings of the School Committee are as follows:

- Tuesday, June 2, 2015 – Time TBD, Town Offices Building, Selectmen’s Meeting Room, 1625 Massachusetts Avenue – – *Mini Summit on Youth*
- Tuesday, June 9, 2015 – 7:30 p.m., Town Offices Building, Selectmen’s Meeting Room, 1625 Massachusetts Avenue
- Tuesday, June 16, 2015 – 7:30 p.m., Town Offices Building, Location TBD

All agenda items and the order of items are approximate and subject to change.



Lexington Public Schools

146 Maple Street ❖ Lexington, Massachusetts 02420

Mary Ellen N. Dunn.
Assistant Superintendent for Finance and Business Operations
Chief Procurement Officer ~ School Department

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mdunn@sch.ci.lexington.ma.us

To: Paul B. Ash, Superintendent
From: Mary Ellen Dunn, Assistant Superintendent for Finance and Business Operations
Date: May 19, 2015
Re: Bridge Elementary School – Traffic Mitigation Plan Update
CC: Margaret Colella, Principal
Mark Corr, Chief of Police
John Wilson, Fire Chief
David Kucharsky, Planner (Chair, Transportation Safety Group)

Over the summer and throughout the school year, members of the Bridge Community, Bridge Safe Routes to Schools, public safety, municipal departments, and a traffic engineer met to work out both long term and short term solutions to our traffic congestion. The interim plan being presented to begin at the start of the 2015/2016 school year is designed to mitigate idling and traffic congestion on Middleby Road, provide for efficient and safe arrival and dismissal procedures, allow for emergency access at all times, safety for all while on the Bridge School property. Information regarding the time line is available at <http://lps.lexingtonma.org/Page/4394>

Bridge Elementary School hosted a PTA Parent Forum on May 8, 2015 to announce the attached plan, rules, and implementation timetable. Feedback and questions were discussed and the PTA is pulling together a information campaign that requires an extension of the bus registration up to June 5 for the Bridge Community.

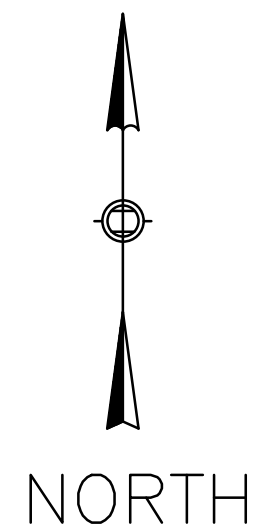
The Town Wide Transportation Safety Group met on May 12, 2015 and began its review of the plan at its regularly scheduled meeting. Members are in the process of reviewing traffic signage and line painting changes on Middleby Road that will need to be presented for approval to the Board of Selectmen, and DPW and Recreation reaction to a suggestion of making the path from the Reservoir parking lot off Marrett Road more substantial to allow for plowing in the winter and handicap access during the summer.

The School Department has requested the following from the Police Department at the Transportation Safety Group meeting on May 12:

1. Move Downing Street Crossing Guard to the new Parent Drop Off/Pick Up entrance at existing crosswalk;
2. Issue same edict as Grove Street for Estabrook: “No queuing on Middleby Road.”; and
3. Input for temporary signage as provided for Estabrook during their implementation.

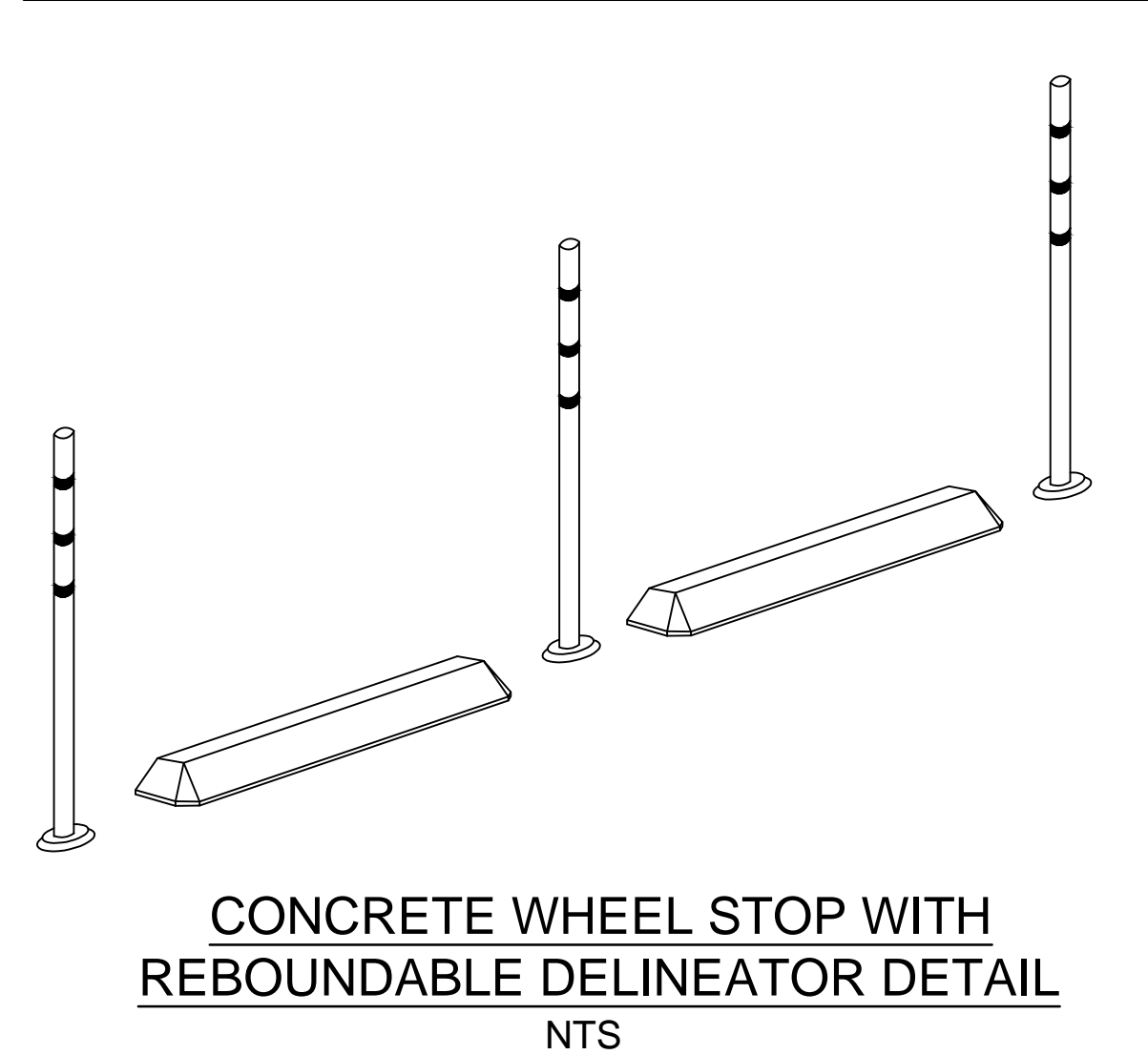
Response to the inquiries made at the Transportation Safety Group meeting on May 12, is expected at their next meeting on June 23, 2015.

The plan still requires Superintendent and School Committee support for final implementation. Presentation to School Committee for their acceptance of the plan will be done by Mary Ellen Dunn, Meg Colella, Principal, Erin Maguire, Assistant Principal, and Shawn Newell, Assistant Director of Public Facilities.



LEGENDS:

- PARENT PICK-UP/ DROP-OFF TRAVEL
- BUS TRAVEL
- EMERGENCY TRAVEL



Drawing file: I:\Lexington\Bridge Middle School\ACAD\BRIE\BRIDGE SCHOOL - Short Term Improvements Graphic.dwg Plot Date: May 08, 2015 1:04pm



MARK	DATE	DESCRIPTION

Scale	1" = 40'
Date	5/06/2015
Job No.	
Designed by	BLH
Drawn by	BLH
Checked by	JDF
Approved by	JDF

THIS LINE IS ONE INCH LONG WHEN PLOTTED AT FULL SCALE ON A 24" X 36" DRAWING

TOWN OF LEXINGTON, MA
BRIDGE ELEMENTARY SCHOOL

TRAFFIC CIRCULATION
SHORT-TERM IMPROVEMENTS - CONCEPT PLAN

SUBMITTAL
Sheet No.

Bridge School Traffic Procedures
Safety is our Top Priority
2015/2016

Front Circle Procedures

Bus Drop Off 8:00-8:45am

- Bus drop off in right lane, within fenced area
- Students exit bus, walk along Front Sidewalk to the playground
- During inclement weather, students exit bus, enter the school through the Fifth Grade Door 17 and Front Door 1

Bus Pick Up 3:15-3:30pm

- See dismissal procedures explained below
- *When Bridge is holding special events in the classroom (starting at 8:15am) parking will be permitted along the right side of the Front Circle. The emergency lane must remain clear, and parking will be prohibited on the grass and left side of the Front Circle*

Restrictions within the Front Circle

8:00am-8:45am (M-F), 3:00pm-3:30pm (M, T, W, F), 12-12:30pm (Th)

- No parking within the Front Circle Lot
- Left lane for emergency vehicle access and passing cars
- Visitor access to Front Parking Spaces allowed in left lane only
- Visitors that park must walk children to the Front Sidewalk

9:00am-3:00pm

- Visitor parking permitted in designated spots along circle
-

Live Drop Off and Pick Up Procedures-Side and Back Parking Lots

8:15am-8:30am

- Cars enter the Bridge School Side Lot, follow arrows/signage to the designated drop off area in Back Parking Lot
- Students exit the right side of the car, proceed down sidewalk to playground
- During inclement weather, students exit car on right side, enter the building through the Back Door 6 and Fourth Grade Door 9, proceed to cafeteria

8:30am-8:45am

- Students exit car on right side, enter building through the Back Door 6 and Fourth Grade Door 9, proceed to class

After 8:45am

- Students must be dropped off in Front Circle Lot, within the right side of the fence, proceed into the building through the Front Door 1, sign in, and proceed to class

3:00pm

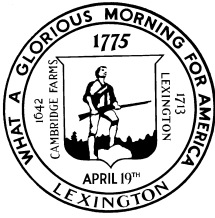
- Side Parking Lot will be opened after 3:00pm
- No idling will be allowed on Middleby Rd. (Police will enforce new signage)
- When queue for Live Pick Ups is full, cars will not be permitted into the Bridge Side Lot until space is available

3:15-Bridg School Dismissal Begins

- **Car Pick Ups**
 - Students will be dismissed from their classrooms to the cafeteria
 - All cars must have a designated Bridge School placard in the front, passenger visor, facing out. Last names must be written in BOLD, BLACK LETTERING (*If you are picking up children from 2 or more families, please create a CARPOOL NAME to write on the placard as this will be easily recongizable by the students*)
 - Placards will be distributed to all families
 - Staff will radio into the cafeteria to dismiss children as cars arrive. Students will exit through the Back Door 6 and proceed to their cars in queue
 - Parents/Guardians will be asked to loop around if child(ren) are not ready for pick up when called
 -
- **Bus Dismissal**
 - Students will be dismissed from their classrooms to the gym
 - When busses arrive, staff will dismiss students from the gym
 - Students will exit the building, escorted by staff, through the Fifth Grade Door 17 to waiting busses
 -
- **Walkers**
 - Students meeting parents/guardians on the playground, or walking or riding their bike home from school, will be dismissed from their classroom to Kindergarten Door 2 or Kindergarten Door 5

Parking-

- **Visitor Parking**
 - Designated parking spaces in Front and Side Parking Lots
- **Staff Parking-Parking by permit only 6:00am-4:00pm**
 - Designated in Side and Back Parking Lots
 - Staff will visually display parking tags in front windows



Lexington Public Schools

146 Maple Street ♦ Lexington, Massachusetts 02420

Robert J. Harris
Assistant Superintendent for Human Resources

(781) 861-2580
email: rharris@sch.ci.lexington.ma.us
fax: (781) 861-2582

TO: Town of Lexington School Committee Members
FROM: Robert J. Harris, Assistant Superintendent for Human Resources
DATE: May 26, 2015
REF: **HR UPDATE**

Dear School Committee Members:

The following is a preliminary report that summarizes the district's ongoing recruitment efforts to fill its job openings for the 2015-2016 school year.

In FY16, our turnover-rate (resignations, non-rehires, and retirements) is currently at 6.8 percent of our total teaching staff (7.2 percent average over the last eight years). This 6.8 percent includes 22 Unit A employees who will be retiring at the end of this school year (21.4 retirements annually for the past 16 years).

Currently, we have 106 job openings including 45 new full- and part-time educator positions that were created by the School Committee in its FY16 budget. In order to fill these job openings, beginning in January of 2015, the Lexington Public Schools attended and sponsored the job fairs listed below:

January 31, 2015	NEMNET Diversity Career Fair
March 13, 2015	Simmons College Career Networking Fair
March 21, 2015	Greater Boston School Human Resources Network (GBSHRN) Job Fair for Teachers of Color

In addition, the Lexington Public Schools also conducted on-campus interviews at the following colleges and universities:

February 24, 2015	University of Massachusetts- Lowell
February 26, 2015	Harvard University
March 12, 2015	Boston College
March 26, 2015	University of Massachusetts – Boston

The Lexington Public Schools also utilizes the following media outlets to post and advertise its job openings:

Boston Globe	
LPS Website	http://www.applitrack.com/lexingtonma/onlineapp/default.aspx
MASS Job Site	http://jobs.massupt.org/
Twitter	https://twitter.com/LexingtonPSHR
FaceBook	https://www.facebook.com/lexingtonps.hr
LinkedIn	https://www.linkedin.com/pulse/activities/lexington-public-sch-hr+0_0dW32drhqFV--jT-I5oucu?trk=nav_responsive_sub_nav_yourupdates
SchoolSpring	https://www.schoolspring.com/

This hiring season, in lieu of continuing to pay the high-cost of print advertising in the Boston Globe, LPS expanded its recruitment efforts and contracted with SchoolSpring to provide its hiring managers with an additional resource to find teachers, administrators, and education support staff. SchoolSpring has fast become the “go to” place for more than 2 million education job seekers nationwide. SchoolSpring brings the following value-added to our ongoing recruitment efforts:

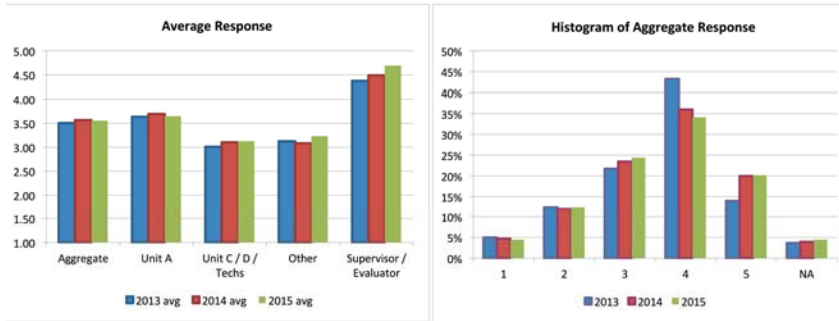
- Direct job feed from Applitrack (LPS’s current applicant database and tracking system) into SchoolSpring for posting purposes only;
- Featured exposure for unlimited jobs with no time limit;
- Advanced search for candidates in SchoolSpring’s national candidate pool;
- Annual membership fee based on student enrollment (\$3900 per annum for LPS), and;
- Distribution to top job boards: Indeed, Beyond, SimplyHired, and Teach.org

To date, given the above recruiting efforts we have filled 66 of our 106 job openings (62.3%), and are on-target to fill all of our educator vacancies by the beginning of the 2015-2016 school year. The HR Department will provide the School Committee with a complete update once all hiring has been completed.

rh/5-26-15

I am given meaningful opportunities to provide input in the decisions made in my school.

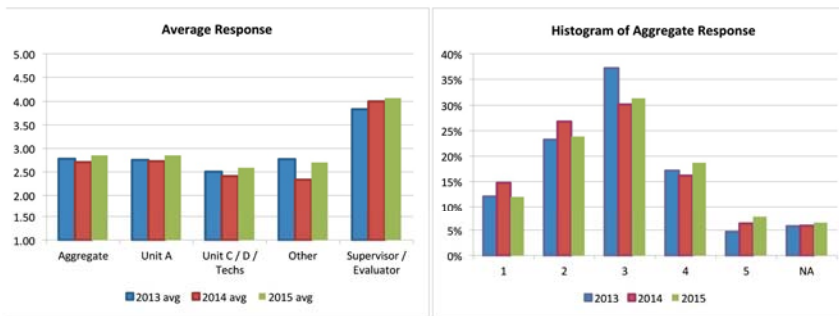
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.51	3.57	3.56	0.06	-0.01	No	No	No
Unit A	3.64	3.70	3.65	0.06	-0.05	No	No	No
Unit C / D / Techs	3.01	3.10	3.13	0.09	0.02	No	No	No
Other	3.13	3.08	3.23	-0.04	0.15	No	No	No
Supervisor / Evaluator	4.37	4.49	4.69	0.12	0.20	No	No	No



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

I am given meaningful opportunities to provide input in the decisions made in my district.

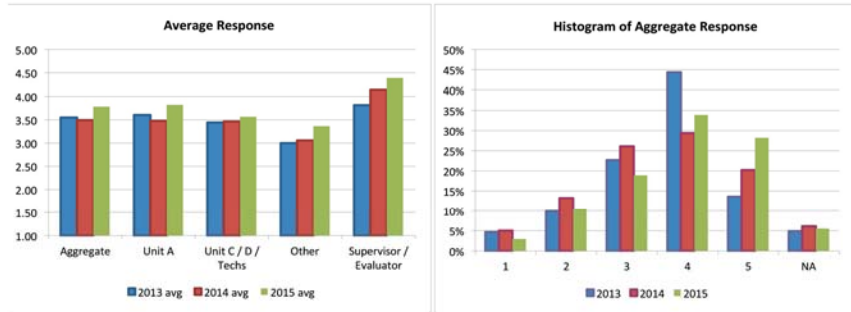
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	2.78	2.71	2.85	-0.07	0.15	No	Yes, Increase	No
Unit A	2.75	2.73	2.85	-0.03	0.13	No	Yes, Increase	No
Unit C / D / Techs	2.50	2.41	2.59	-0.09	0.18	No	No	No
Other	2.77	2.33	2.70	-0.44	0.37	No	No	No
Supervisor / Evaluator	3.83	4.00	4.07	0.17	0.07	No	No	No



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District professional development has provided me with strategies that I have incorporated into my work.

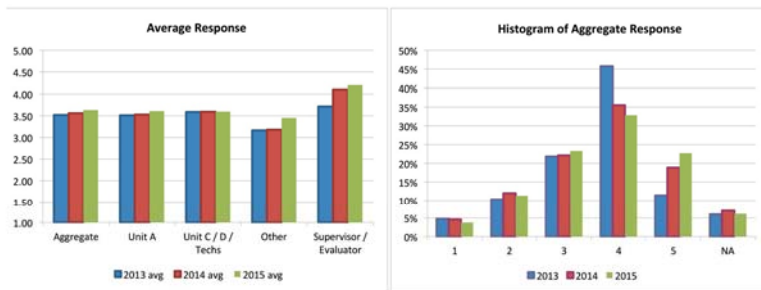
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.55	3.49	3.78	-0.06	0.29	No	Yes, Increase	Yes, Increase
Unit A	3.60	3.48	3.82	-0.13	0.34	Yes, Decrease	Yes, Increase	Yes, Increase
Unit C / D / Techs	3.44	3.46	3.57	0.02	0.10	No	No	No
Other	3.00	3.06	3.36	0.06	0.31	No	No	No
Supervisor / Evaluator	3.81	4.13	4.39	0.32	0.26	No	No	Yes, Increase



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

School - based professional development has provided me with strategies that I have incorporated into my work.

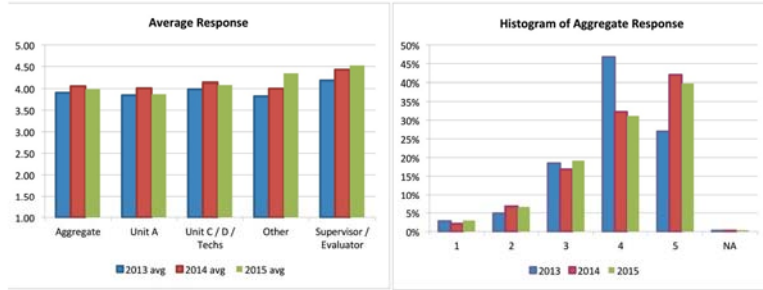
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.52	3.56	3.63	0.04	0.07	No	No	Yes, Increase
Unit A	3.51	3.53	3.61	0.02	0.08	No	No	No
Unit C / D / Techs	3.59	3.59	3.60	0.00	0.01	No	No	No
Other	3.16	3.18	3.45	0.01	0.27	No	No	No
Supervisor / Evaluator	3.71	4.11	4.20	0.39	0.09	No	No	Yes, Increase



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I would encourage individuals to work for the Lexington Public Schools.

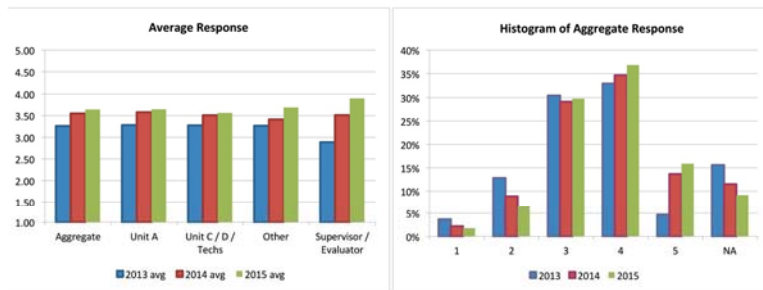
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.90	4.06	3.99	0.15	-0.07	Yes, Increase	No	No
Unit A	3.85	4.01	3.87	0.16	-0.14	Yes, Increase	Yes, Decrease	No
Unit C / D / Techs	3.99	4.13	4.08	0.15	-0.05	No	No	No
Other	3.82	4.00	4.34	0.18	0.34	No	No	Yes, Increase
Supervisor / Evaluator	4.18	4.43	4.52	0.25	0.10	No	No	No



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Based on my experience there is a positive relationship between the Lexington Education Association and the district administration.

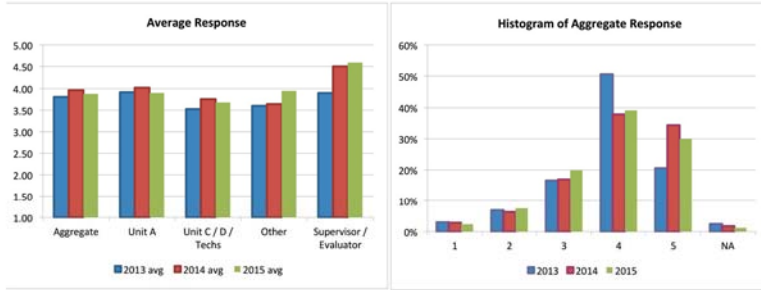
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.26	3.55	3.64	0.29	0.09	Yes, Increase	Yes, Increase	Yes, Increase
Unit A	3.28	3.58	3.65	0.30	0.07	Yes, Increase	No	Yes, Increase
Unit C / D / Techs	3.28	3.51	3.56	0.23	0.05	Yes, Increase	No	Yes, Increase
Other	3.27	3.41	3.69	0.15	0.28	No	No	No
Supervisor / Evaluator	2.89	3.51	3.90	0.63	0.39	Yes, Increase	No	Yes, Increase



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Building Administrators share the information I need to perform my job.

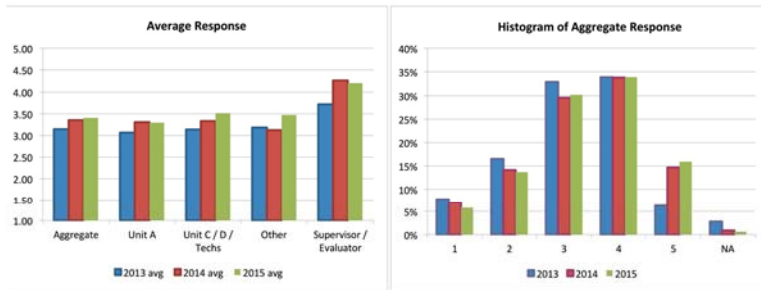
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.81	3.96	3.88	0.16	-0.08	Yes, Increase	No	No
Unit A	3.92	4.02	3.90	0.10	-0.12	No	Yes, Decrease	No
Unit C / D / Techs	3.53	3.76	3.68	0.23	-0.08	Yes, Increase	No	No
Other	3.60	3.64	3.95	0.04	0.31	No	No	No
Supervisor / Evaluator	3.90	4.50	4.59	0.60	0.09	Yes, Increase	No	Yes, Increase



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I trust the people who make district decisions that affect me.

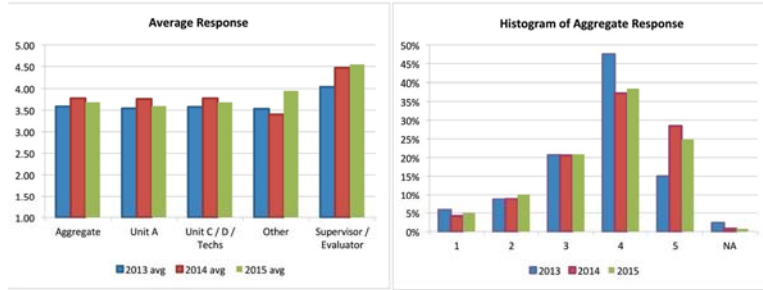
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Aggregate	3.15	3.35	3.41	0.21	0.05	Yes, Increase	No	Yes, Increase
Unit A	3.07	3.31	3.30	0.24	-0.01	Yes, Increase	No	Yes, Increase
Unit C / D / Techs	3.14	3.33	3.51	0.19	0.18	No	No	Yes, Increase
Other	3.18	3.12	3.46	-0.06	0.35	No	No	No
Supervisor / Evaluator	3.72	4.26	4.20	0.54	-0.06	Yes, Increase	No	Yes, Increase



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I trust the people who make school decisions that affect me.

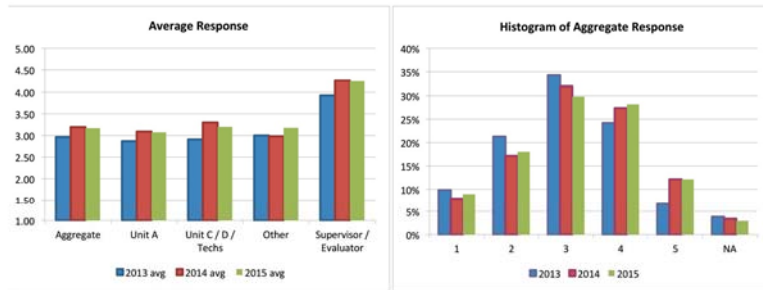
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.59	3.78	3.68	0.19	-0.09	Yes, Increase	No	No
Unit A	3.54	3.76	3.60	0.22	-0.16	Yes, Increase	Yes, Decrease	No
Unit C / D / Techs	3.57	3.78	3.68	0.20	-0.09	No	No	No
Other	3.53	3.40	3.95	-0.13	0.55	No	Yes, Increase	Yes, Increase
Supervisor / Evaluator	4.04	4.47	4.55	0.43	0.08	Yes, Increase	No	Yes, Increase



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

I feel safe in stating my opinions about issues facing my district even if I disagree with the approach being taken.

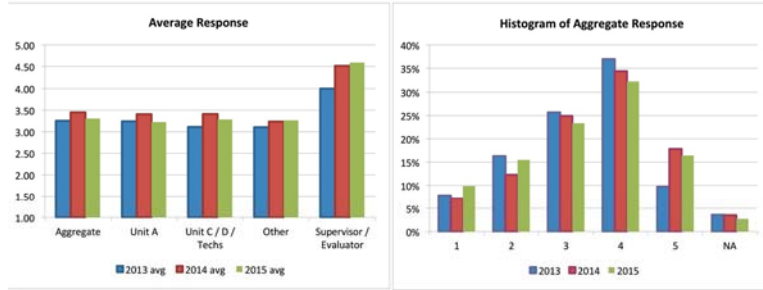
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	2.96	3.19	3.17	0.23	-0.02	Yes, Increase	No	Yes, Increase
Unit A	2.87	3.09	3.07	0.22	-0.02	Yes, Increase	No	Yes, Increase
Unit C / D / Techs	2.91	3.30	3.20	0.39	-0.10	Yes, Increase	No	Yes, Increase
Other	3.00	2.96	3.18	-0.02	0.20	No	No	No
Supervisor / Evaluator	3.93	4.26	4.24	0.33	-0.01	No	No	No



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I feel safe in stating my opinions about issues facing my school even if I disagree with the approach being taken.

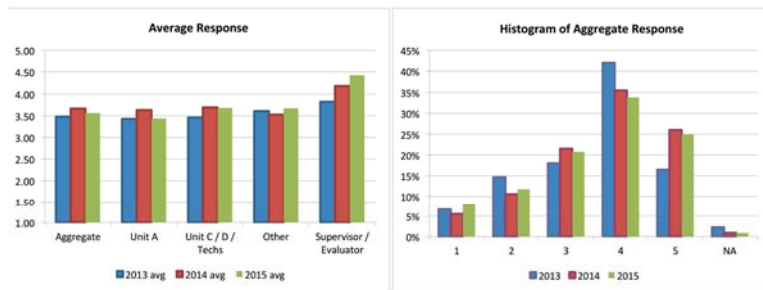
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.25	3.45	3.31	0.20	-0.14	Yes, Increase	Yes, Decrease	No
Unit A	3.24	3.41	3.22	0.16	-0.18	Yes, Increase	Yes, Decrease	No
Unit C / D / Techs	3.11	3.41	3.29	0.30	-0.13	Yes, Increase	No	No
Other	3.10	3.24	3.26	0.13	0.03	No	No	No
Supervisor / Evaluator	4.00	4.51	4.59	0.51	0.08	Yes, Increase	No	Yes, Increase



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There is an atmosphere of trust and mutual respect between my school administrators and staff.

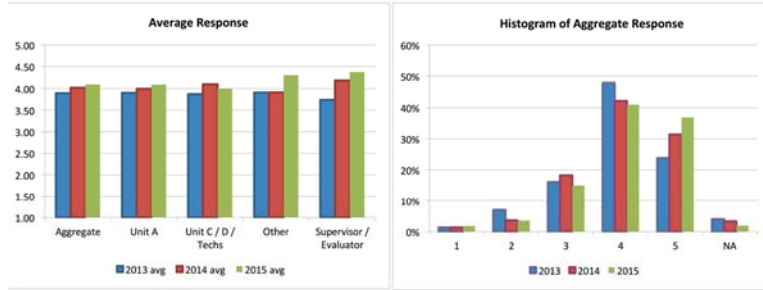
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.48	3.67	3.56	0.19	-0.10	Yes, Increase	No	No
Unit A	3.43	3.63	3.44	0.21	-0.20	Yes, Increase	Yes, Decrease	No
Unit C / D / Techs	3.46	3.69	3.68	0.23	-0.01	Yes, Increase	No	Yes, Increase
Other	3.61	3.53	3.68	-0.08	0.15	No	No	No
Supervisor / Evaluator	3.82	4.17	4.42	0.35	0.25	No	No	Yes, Increase



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

There is an atmosphere of trust and mutual respect among teachers in my school.

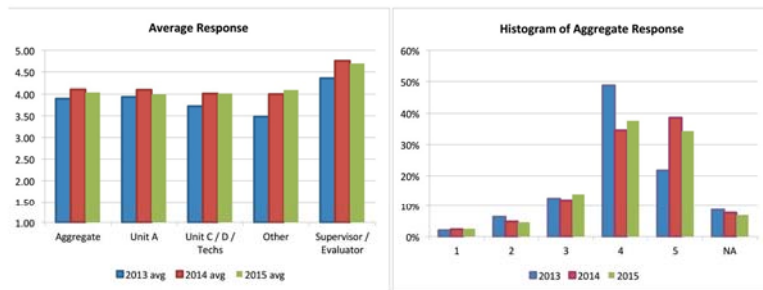
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.89	4.02	4.10	0.13	0.08	Yes, Increase	No	Yes, Increase
Unit A	3.90	4.00	4.09	0.09	0.10	No	No	Yes, Increase
Unit C / D / Techs	3.87	4.10	4.00	0.23	-0.10	Yes, Increase	No	No
Other	3.91	3.91	4.30	0.00	0.39	No	No	Yes, Increase
Supervisor / Evaluator	3.74	4.18	4.37	0.44	0.19	Yes, Increase	No	Yes, Increase



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

I am trusted to make sound professional decisions about instruction.

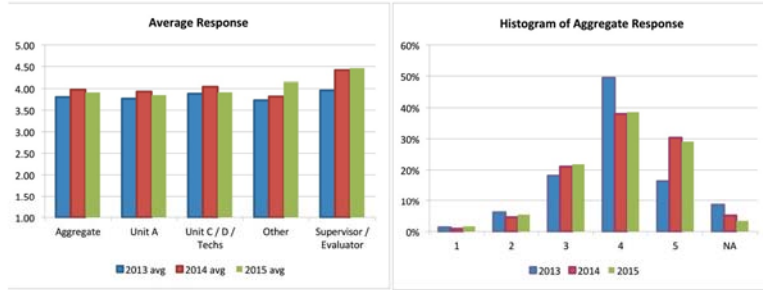
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.90	4.11	4.04	0.21	-0.07	Yes, Increase	No	Yes, Increase
Unit A	3.94	4.10	4.00	0.16	-0.10	Yes, Increase	No	No
Unit C / D / Techs	3.72	4.01	4.02	0.29	0.00	Yes, Increase	No	Yes, Increase
Other	3.48	4.00	4.10	0.52	0.10	Yes, Increase	No	Yes, Increase
Supervisor / Evaluator	4.35	4.76	4.69	0.40	-0.06	Yes, Increase	No	Yes, Increase



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

I believe decisions made at my school are based on student data and information.

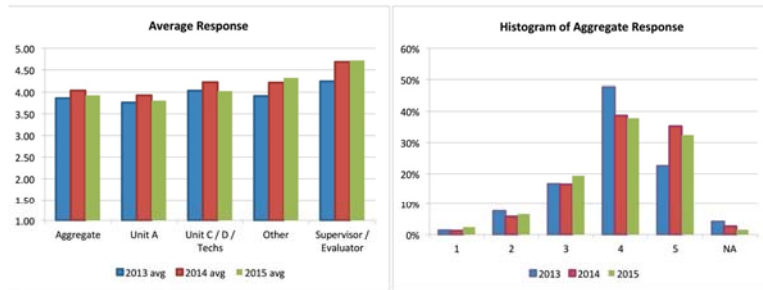
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.80	3.97	3.91	0.17	-0.06	Yes, Increase	No	Yes, Increase
Unit A	3.77	3.93	3.85	0.16	-0.08	Yes, Increase	No	No
Unit C / D / Techs	3.88	4.04	3.92	0.16	-0.13	No	No	No
Other	3.73	3.82	4.15	0.09	0.33	No	No	Yes, Increase
Supervisor / Evaluator	3.96	4.41	4.46	0.46	0.05	Yes, Increase	No	Yes, Increase



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Decisions made at my school are based on the best interests of students.

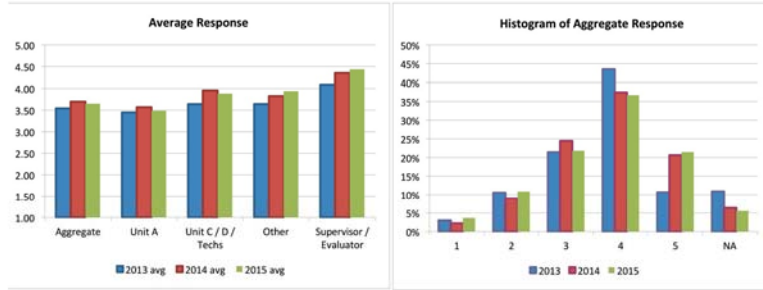
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.86	4.04	3.93	0.18	-0.11	Yes, Increase	Yes, Decrease	No
Unit A	3.76	3.93	3.80	0.17	-0.12	Yes, Increase	Yes, Decrease	No
Unit C / D / Techs	4.03	4.21	4.02	0.18	-0.19	Yes, Increase	Yes, Decrease	No
Other	3.91	4.20	4.32	0.29	0.11	No	No	Yes, Increase
Supervisor / Evaluator	4.24	4.68	4.72	0.45	0.04	Yes, Increase	No	Yes, Increase



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

My school faculty has an effective process for making group decisions.

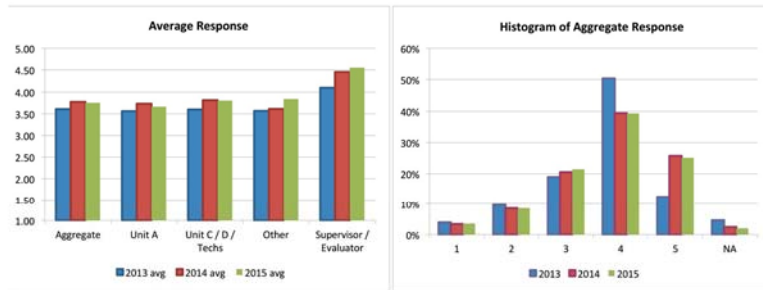
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.54	3.70	3.65	0.16	-0.05	Yes, Increase	No	Yes, Increase
Unit A	3.45	3.57	3.49	0.12	-0.08	Yes, Increase	No	No
Unit C / D / Techs	3.64	3.95	3.88	0.31	-0.07	Yes, Increase	No	Yes, Increase
Other	3.64	3.83	3.94	0.18	0.11	No	No	No
Supervisor / Evaluator	4.09	4.35	4.44	0.26	0.09	No	No	Yes, Increase



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Employees in this school are empowered to help solve problems.

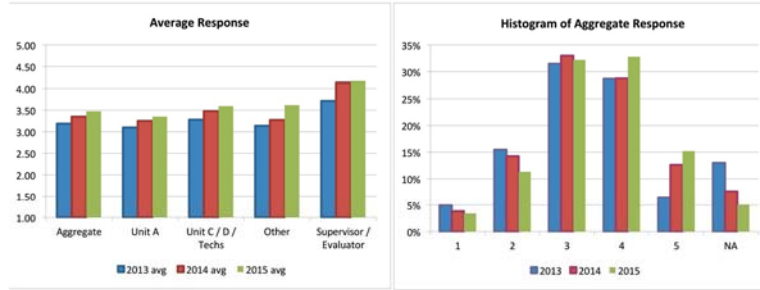
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.61	3.78	3.75	0.17	-0.02	Yes, Increase	No	Yes, Increase
Unit A	3.56	3.73	3.66	0.17	-0.07	Yes, Increase	No	No
Unit C / D / Techs	3.60	3.82	3.81	0.22	-0.01	Yes, Increase	No	Yes, Increase
Other	3.57	3.61	3.84	0.05	0.23	No	No	No
Supervisor / Evaluator	4.10	4.45	4.55	0.35	0.10	No	No	Yes, Increase



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Employees in the district are empowered to help solve problems.

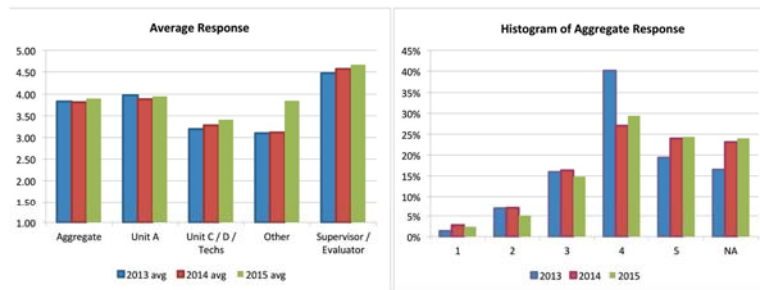
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.19	3.35	3.47	0.16	0.13	Yes, Increase	Yes, Increase	Yes, Increase
Unit A	3.10	3.25	3.35	0.15	0.10	Yes, Increase	No	Yes, Increase
Unit C / D / Techs	3.28	3.48	3.59	0.20	0.12	No	No	Yes, Increase
Other	3.14	3.27	3.62	0.13	0.34	No	No	No
Supervisor / Evaluator	3.71	4.13	4.17	0.42	0.04	Yes, Increase	No	Yes, Increase



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

I contribute to the work of my department, school, district, and/or LEA through committee work.

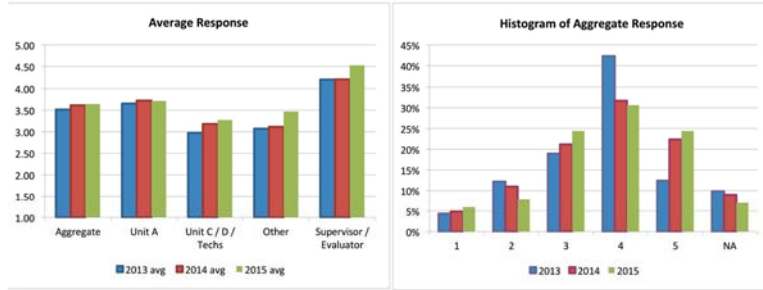
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.83	3.81	3.90	-0.02	0.09	No	No	No
Unit A	3.98	3.88	3.95	-0.09	0.06	No	No	No
Unit C / D / Techs	3.19	3.28	3.41	0.08	0.13	No	No	No
Other	3.10	3.12	3.85	0.02	0.73	No	No	Yes, Increase
Supervisor / Evaluator	4.47	4.57	4.67	0.10	0.10	No	No	No



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I am kept informed of the school improvement plan (SIP).

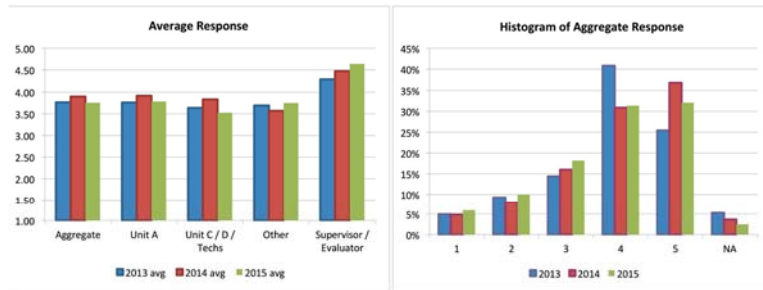
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.51	3.61	3.64	0.10	0.03	No	No	Yes, Increase
Unit A	3.65	3.72	3.71	0.07	-0.01	No	No	No
Unit C / D / Techs	2.98	3.18	3.27	0.21	0.09	No	No	Yes, Increase
Other	3.07	3.11	3.47	0.04	0.36	No	No	No
Supervisor / Evaluator	4.20	4.20	4.53	0.00	0.33	No	No	No



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

My principal has a clear understanding of the challenges I face in my job.

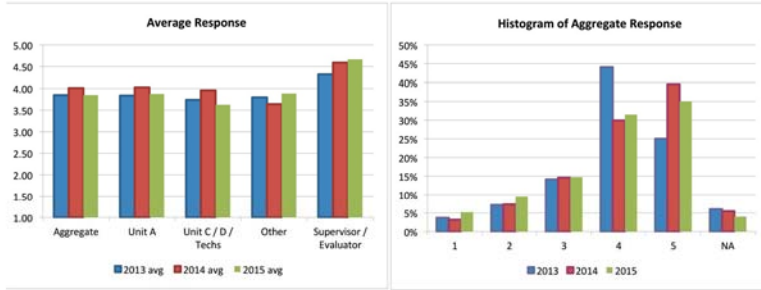
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.77	3.90	3.76	0.13	-0.14	Yes, Increase	Yes, Decrease	No
Unit A	3.76	3.92	3.78	0.15	-0.13	Yes, Increase	Yes, Decrease	No
Unit C / D / Techs	3.64	3.83	3.52	0.20	-0.31	No	Yes, Decrease	No
Other	3.69	3.57	3.75	-0.12	0.18	No	No	No
Supervisor / Evaluator	4.28	4.47	4.64	0.19	0.17	No	No	No



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

My principal responds to challenges I face in my work.

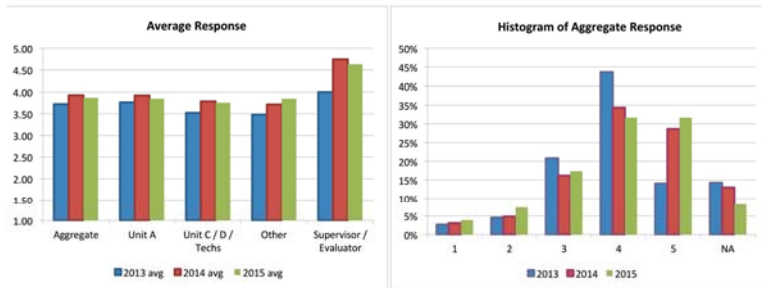
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.85	4.01	3.85	0.16	-0.16	Yes, Increase	Yes, Decrease	No
Unit A	3.84	4.03	3.88	0.19	-0.15	Yes, Increase	Yes, Decrease	No
Unit C / D / Techs	3.74	3.96	3.63	0.22	-0.33	Yes, Increase	Yes, Decrease	No
Other	3.80	3.64	3.89	-0.16	0.25	No	No	No
Supervisor / Evaluator	4.32	4.59	4.67	0.27	0.08	No	No	No



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

The performance evaluation process is fair in my school.

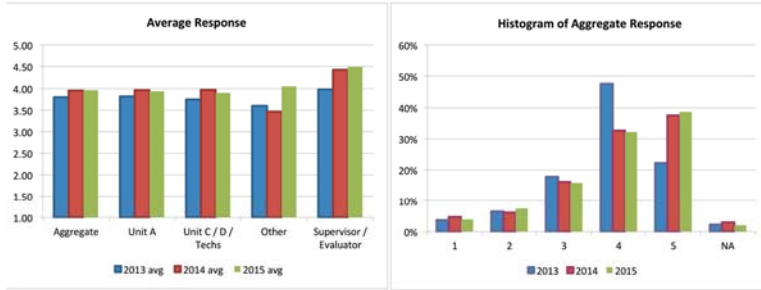
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.72	3.93	3.87	0.20	-0.06	Yes, Increase	No	Yes, Increase
Unit A	3.76	3.92	3.85	0.16	-0.07	Yes, Increase	No	No
Unit C / D / Techs	3.52	3.79	3.76	0.26	-0.03	Yes, Increase	No	No
Other	3.48	3.71	3.85	0.23	0.13	No	No	No
Supervisor / Evaluator	4.00	4.74	4.63	0.74	-0.11	Yes, Increase	No	Yes, Increase



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My supervisor gives me specific feedback on how to improve my work.

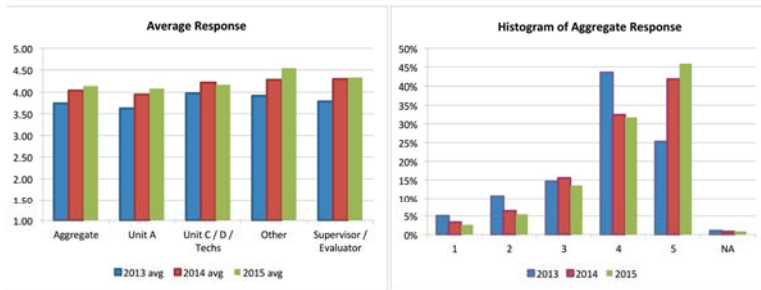
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.80	3.95	3.96	0.15	0.01	Yes, Increase	No	Yes, Increase
Unit A	3.82	3.96	3.94	0.14	-0.02	Yes, Increase	No	No
Unit C / D / Techs	3.75	3.97	3.90	0.22	-0.07	Yes, Increase	No	No
Other	3.60	3.46	4.05	-0.14	0.59	No	Yes, Increase	No
Supervisor / Evaluator	3.98	4.42	4.49	0.44	0.07	Yes, Increase	No	Yes, Increase



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Teachers and staff work in a school environment that is clean and well maintained.

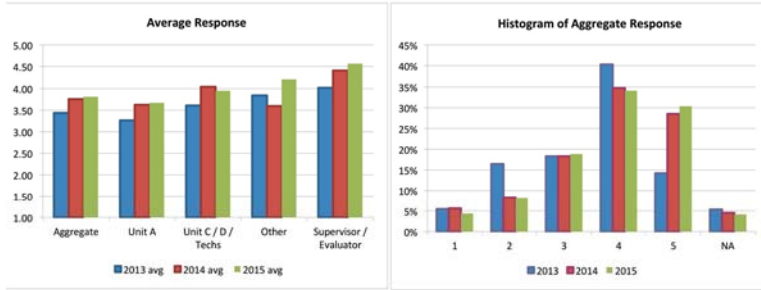
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.74	4.04	4.14	0.30	0.10	Yes, Increase	Yes, Increase	Yes, Increase
Unit A	3.63	3.95	4.08	0.32	0.14	Yes, Increase	Yes, Increase	Yes, Increase
Unit C / D / Techs	3.97	4.21	4.16	0.23	-0.05	Yes, Increase	No	No
Other	3.92	4.27	4.54	0.35	0.27	No	No	Yes, Increase
Supervisor / Evaluator	3.79	4.29	4.33	0.50	0.04	Yes, Increase	No	Yes, Increase



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Rules for student conduct are consistently enforced by administration.

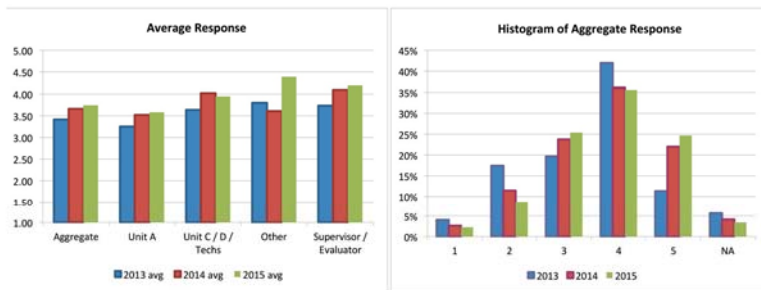
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.44	3.76	3.81	0.32	0.06	Yes, Increase	No	Yes, Increase
Unit A	3.26	3.63	3.67	0.36	0.05	Yes, Increase	No	Yes, Increase
Unit C / D / Techs	3.61	4.04	3.95	0.43	-0.09	Yes, Increase	No	Yes, Increase
Other	3.84	3.60	4.20	-0.25	0.60	No	Yes, Increase	No
Supervisor / Evaluator	4.02	4.40	4.56	0.38	0.16	Yes, Increase	No	Yes, Increase



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Rules for student conduct are consistently enforced by teaching staff.

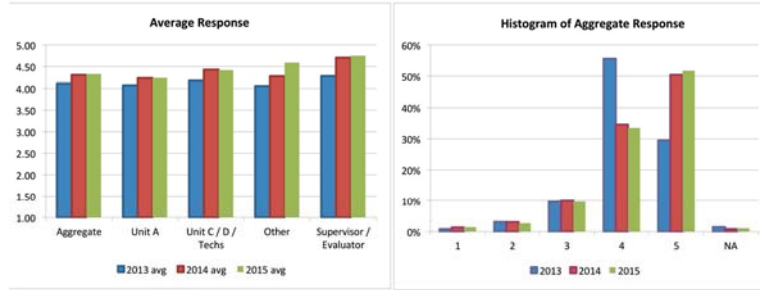
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.42	3.66	3.74	0.25	0.08	Yes, Increase	No	Yes, Increase
Unit A	3.25	3.52	3.58	0.27	0.06	Yes, Increase	No	Yes, Increase
Unit C / D / Techs	3.64	4.02	3.95	0.38	-0.07	Yes, Increase	No	Yes, Increase
Other	3.80	3.61	4.39	-0.19	0.78	No	Yes, Increase	Yes, Increase
Supervisor / Evaluator	3.73	4.10	4.19	0.36	0.09	No	No	Yes, Increase



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Staff work in a school environment that is safe.

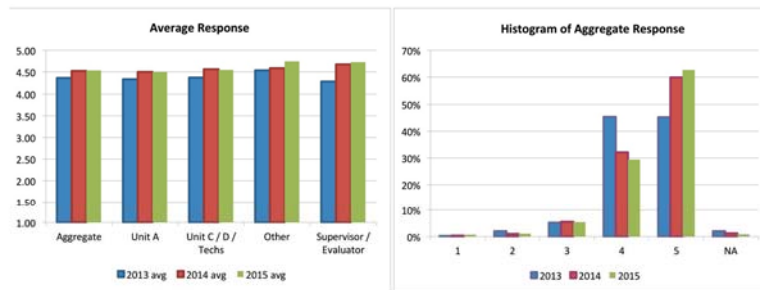
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	4.11	4.31	4.33	0.19	0.02	Yes, Increase	No	Yes, Increase
Unit A	4.07	4.23	4.24	0.16	0.01	Yes, Increase	No	Yes, Increase
Unit C / D / Techs	4.18	4.43	4.42	0.25	-0.01	Yes, Increase	No	Yes, Increase
Other	4.06	4.28	4.59	0.22	0.31	No	No	Yes, Increase
Supervisor / Evaluator	4.28	4.70	4.75	0.42	0.05	Yes, Increase	No	Yes, Increase



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Staff at my school respect people from different backgrounds and cultures.

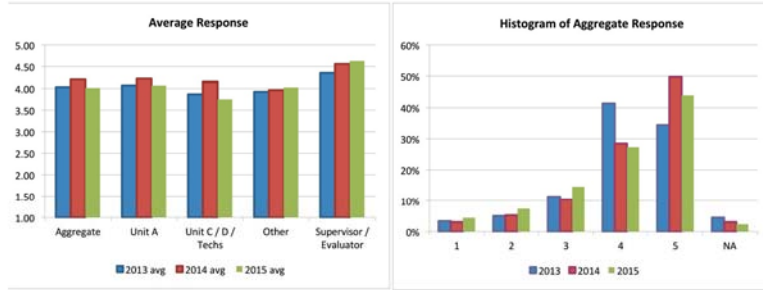
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	4.36	4.52	4.53	0.16	0.01	Yes, Increase	No	Yes, Increase
Unit A	4.33	4.50	4.50	0.17	0.00	Yes, Increase	No	Yes, Increase
Unit C / D / Techs	4.37	4.56	4.55	0.19	-0.01	Yes, Increase	No	Yes, Increase
Other	4.54	4.58	4.74	0.05	0.16	No	No	Yes, Increase
Supervisor / Evaluator	4.28	4.67	4.73	0.40	0.05	Yes, Increase	No	Yes, Increase



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

I feel appreciated by my principal for the work I do.

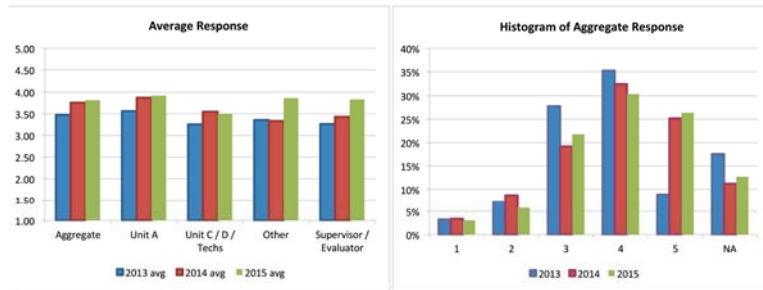
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	4.03	4.20	4.01	0.17	-0.19	Yes, Increase	Yes, Decrease	No
Unit A	4.07	4.22	4.07	0.15	-0.15	Yes, Increase	Yes, Decrease	No
Unit C / D / Techs	3.87	4.15	3.75	0.28	-0.40	Yes, Increase	Yes, Decrease	No
Other	3.92	3.96	4.03	0.04	0.06	No	No	No
Supervisor / Evaluator	4.35	4.56	4.63	0.21	0.07	No	No	No



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

I feel appreciated by the Lexington Education Association for the work I do.

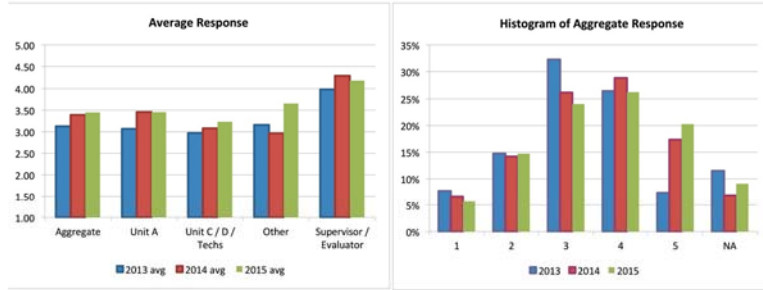
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.48	3.76	3.82	0.28	0.06	Yes, Increase	No	Yes, Increase
Unit A	3.56	3.87	3.92	0.31	0.05	Yes, Increase	No	Yes, Increase
Unit C / D / Techs	3.26	3.55	3.50	0.29	-0.05	Yes, Increase	No	Yes, Increase
Other	3.36	3.33	3.86	-0.02	0.53	No	No	No
Supervisor / Evaluator	3.26	3.43	3.83	0.17	0.40	No	No	Yes, Increase



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

I feel appreciated by central administrators for the work I do.

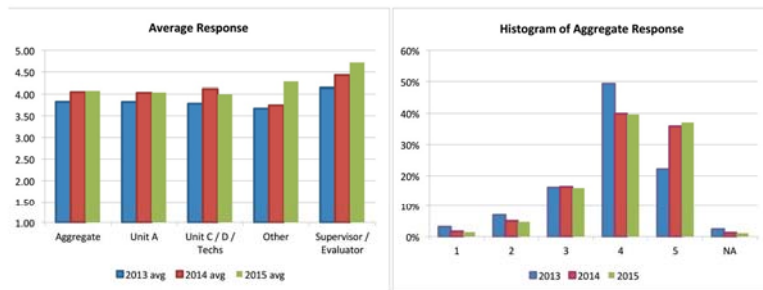
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.12	3.39	3.45	0.26	0.06	Yes, Increase	No	Yes, Increase
Unit A	3.07	3.46	3.46	0.39	0.00	Yes, Increase	No	Yes, Increase
Unit C / D / Techs	2.97	3.08	3.23	0.11	0.15	No	No	Yes, Increase
Other	3.16	2.96	3.66	-0.20	0.69	No	Yes, Increase	No
Supervisor / Evaluator	3.98	4.28	4.17	0.30	-0.11	No	No	No



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

I experience a spirit of teamwork and cooperation at my school.

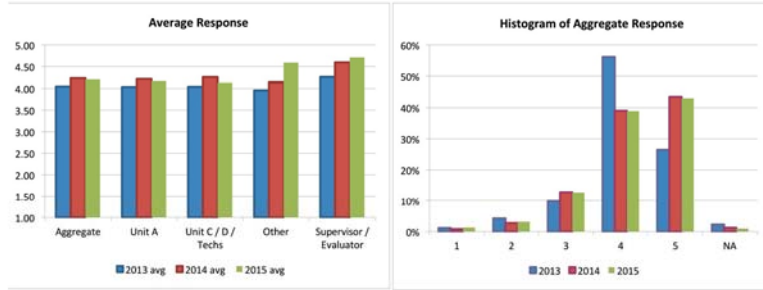
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.82	4.05	4.07	0.22	0.03	Yes, Increase	No	Yes, Increase
Unit A	3.82	4.03	4.04	0.21	0.01	Yes, Increase	No	Yes, Increase
Unit C / D / Techs	3.78	4.12	4.00	0.33	-0.12	Yes, Increase	No	Yes, Increase
Other	3.67	3.74	4.28	0.07	0.54	No	Yes, Increase	Yes, Increase
Supervisor / Evaluator	4.14	4.43	4.72	0.29	0.29	No	Yes, Increase	Yes, Increase



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

I experience a professional atmosphere at my school.

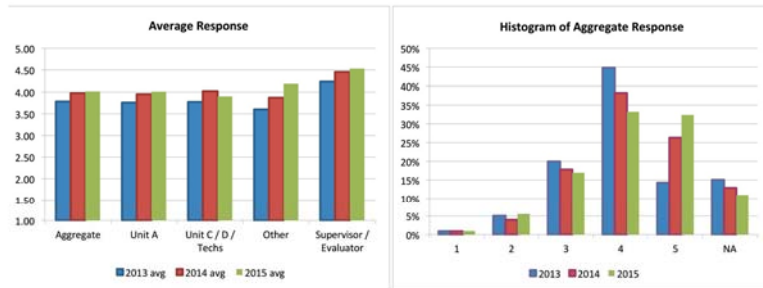
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	4.05	4.23	4.20	0.19	-0.03	Yes, Increase	No	Yes, Increase
Unit A	4.03	4.21	4.16	0.18	-0.05	Yes, Increase	No	Yes, Increase
Unit C / D / Techs	4.04	4.26	4.13	0.21	-0.12	Yes, Increase	No	No
Other	3.96	4.14	4.59	0.18	0.45	No	Yes, Increase	Yes, Increase
Supervisor / Evaluator	4.26	4.60	4.71	0.34	0.12	No	No	Yes, Increase



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

I have the support I need to deliver culturally responsive instruction and teaching.

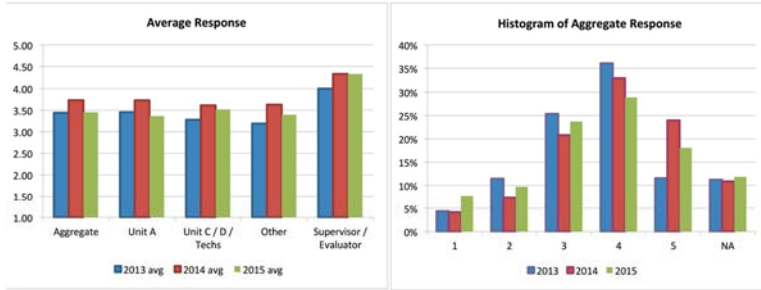
	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.78	3.98	4.02	0.19	0.04	Yes, Increase	No	Yes, Increase
Unit A	3.76	3.95	4.01	0.19	0.06	Yes, Increase	No	Yes, Increase
Unit C / D / Techs	3.77	4.02	3.90	0.25	-0.12	Yes, Increase	No	No
Other	3.60	3.87	4.18	0.27	0.31	No	No	Yes, Increase
Supervisor / Evaluator	4.23	4.45	4.53	0.22	0.08	No	No	Yes, Increase



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

The professional climate has improved over the past year.

	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.44	3.73	3.45	0.29	-0.28	Yes, Increase	Yes, Decrease	No
Unit A	3.45	3.73	3.36	0.28	-0.37	Yes, Increase	Yes, Decrease	No
Unit C / D / Techs	3.28	3.61	3.52	0.33	-0.09	Yes, Increase	No	Yes, Increase
Other	3.19	3.63	3.39	0.44	-0.23	No	No	No
Supervisor / Evaluator	4.00	4.33	4.32	0.33	0.00	No	No	No

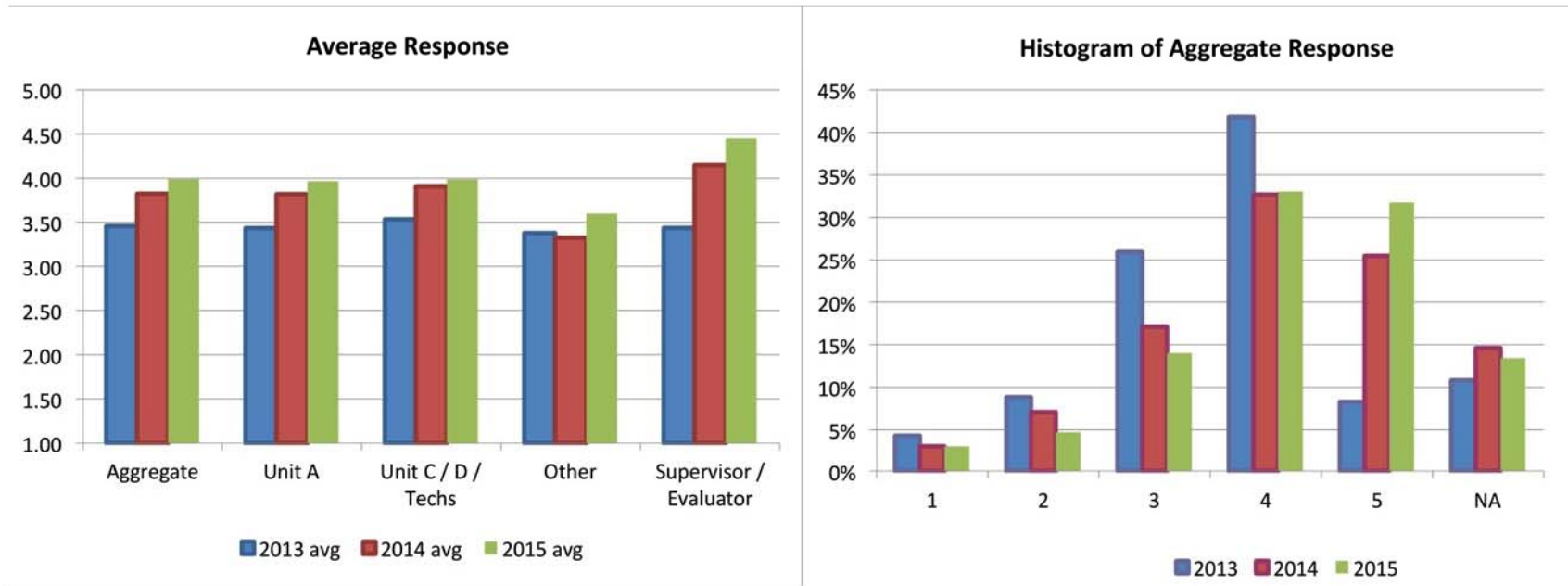


1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

2013 wording: The Human Resources Office responds to my needs.

2014/2015 wording: The Human Resources Office responds to my requests in a professional manner.

	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.46	3.83	3.99	0.37	0.17	N/A	Yes, Increase	N/A
Unit A	3.44	3.82	3.97	0.38	0.15	N/A	Yes, Increase	N/A
Unit C / D / Techs	3.53	3.91	3.99	0.38	0.08	N/A	No	N/A
Other	3.38	3.33	3.60	-0.05	0.27	N/A	No	N/A
Supervisor / Evaluator	3.44	4.15	4.45	0.71	0.30	N/A	No	N/A

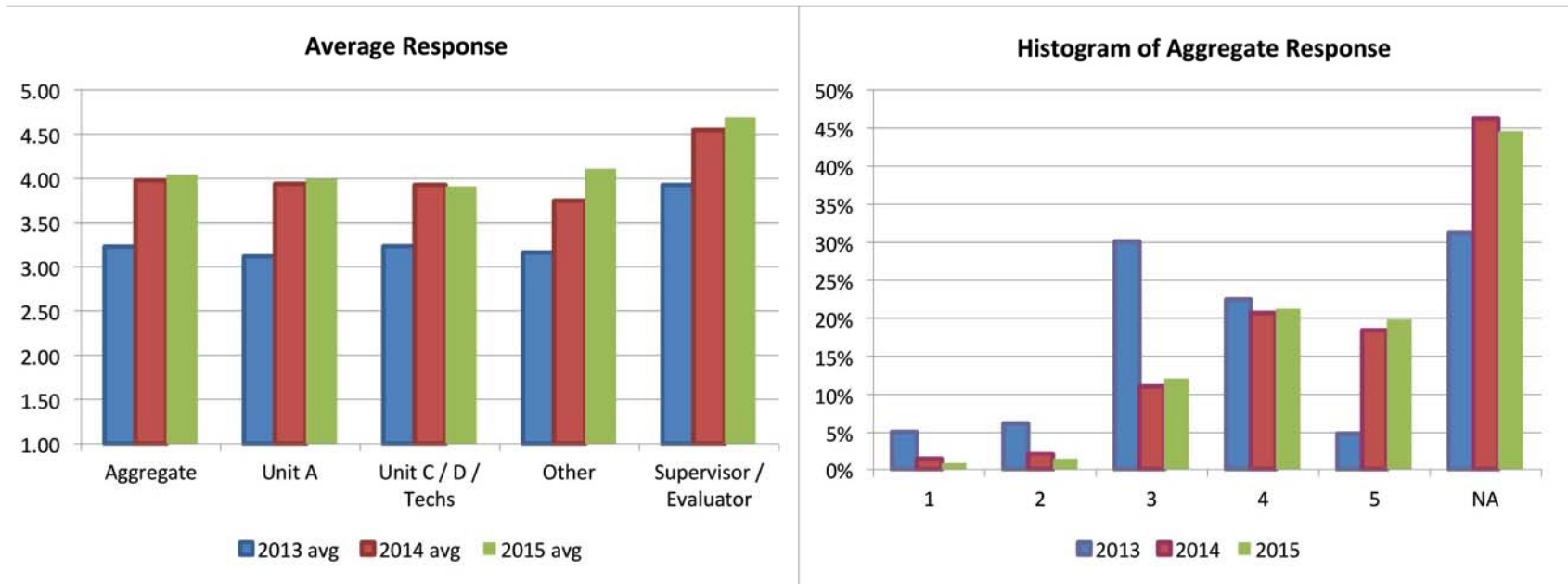


1 = Strong Disagree ... 2 = Disagree ... 3 = Neutral ... 4 = Agree ... 5 = Strongly Agree

2013 wording: The Superintendent's Office responds to my needs.

2014/2015 wording: The Superintendent's Office responds to my requests in a professional manner.

	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.23	3.98	4.04	0.75	0.07	N/A	No	N/A
Unit A	3.12	3.94	4.00	0.82	0.06	N/A	No	N/A
Unit C / D / Techs	3.23	3.93	3.91	0.69	-0.02	N/A	No	N/A
Other	3.16	3.75	4.11	0.59	0.36	N/A	No	N/A
Supervisor / Evaluator	3.93	4.55	4.69	0.62	0.14	N/A	No	N/A

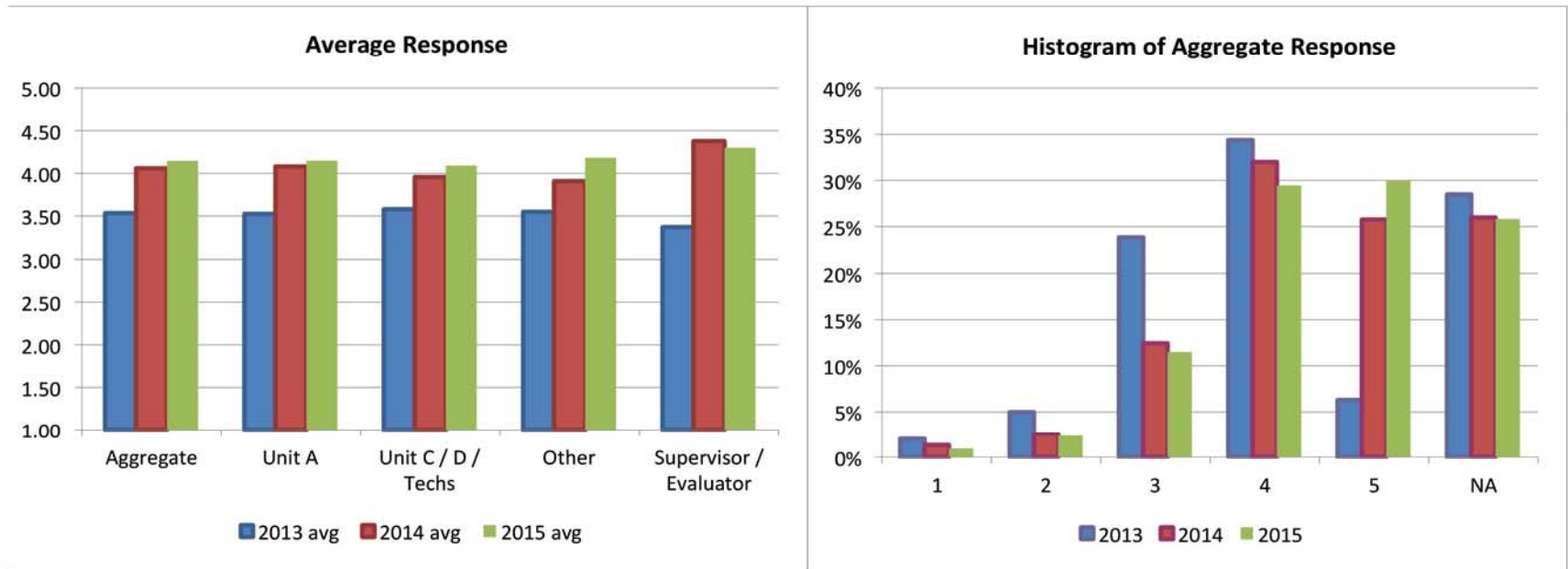


1 = Strong Disagree ... 2 = Disagree ... 3 = Neutral ... 4 = Agree ... 5 = Strongly Agree

2013 wording: The Finance Office responds to my needs.

2014/2015 wording: The Finance Office (payroll, accounting, special revenue) responds to my requests in a professional manner.

	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.53	4.06	4.15	0.53	0.09	N/A	No	N/A
Unit A	3.53	4.08	4.15	0.56	0.07	N/A	No	N/A
Unit C / D / Techs	3.58	3.96	4.09	0.38	0.13	N/A	No	N/A
Other	3.55	3.91	4.18	0.36	0.27	N/A	No	N/A
Supervisor / Evaluator	3.37	4.38	4.30	1.01	-0.08	N/A	No	N/A

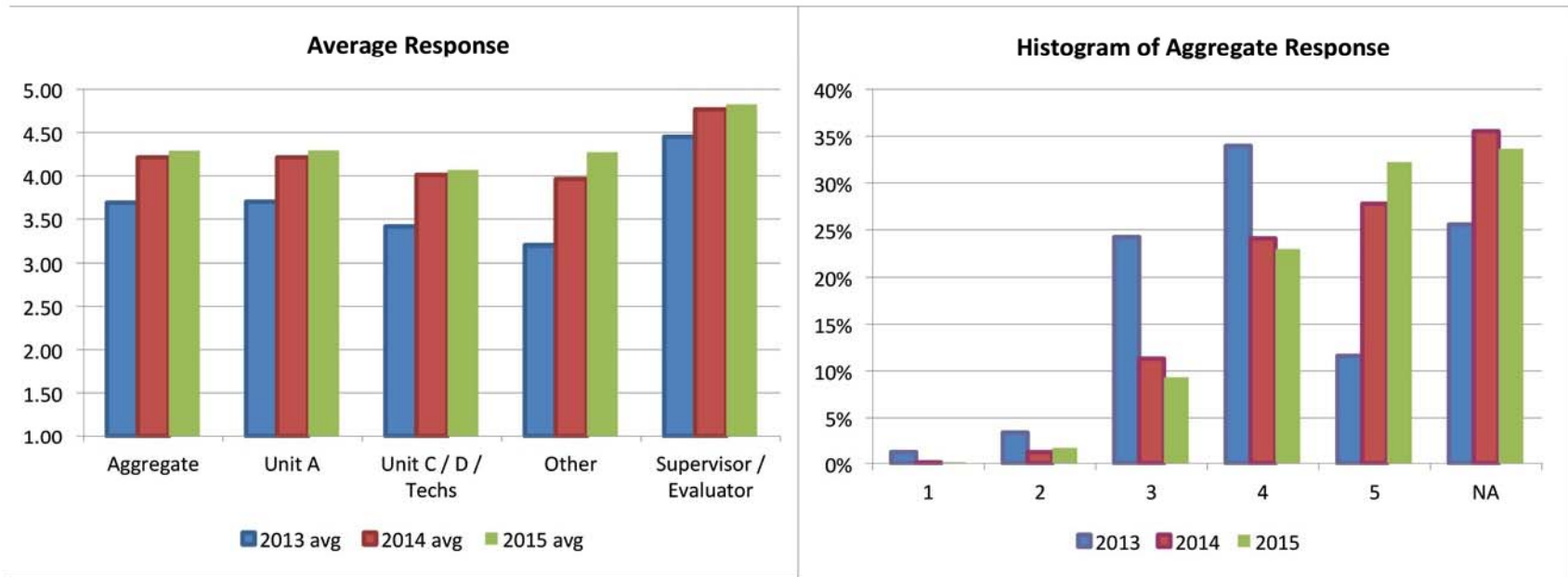


1 = Strong Disagree ... 2 = Disagree ... 3 = Neutral ... 4 = Agree ... 5 = Strongly Agree

2013 wording: The Curriculum, Instruction, and Professional Learning Office responds to my needs.

2014/2015 wording: The Curriculum, Instruction, and Professional Learning Office responds to my requests in a professional manner.

	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.69	4.21	4.29	0.52	0.08	N/A	No	N/A
Unit A	3.70	4.21	4.29	0.51	0.08	N/A	No	N/A
Unit C / D / Techs	3.42	4.01	4.07	0.59	0.06	N/A	No	N/A
Other	3.20	3.96	4.27	0.76	0.31	N/A	No	N/A
Supervisor / Evaluator	4.45	4.77	4.83	0.32	0.06	N/A	No	N/A



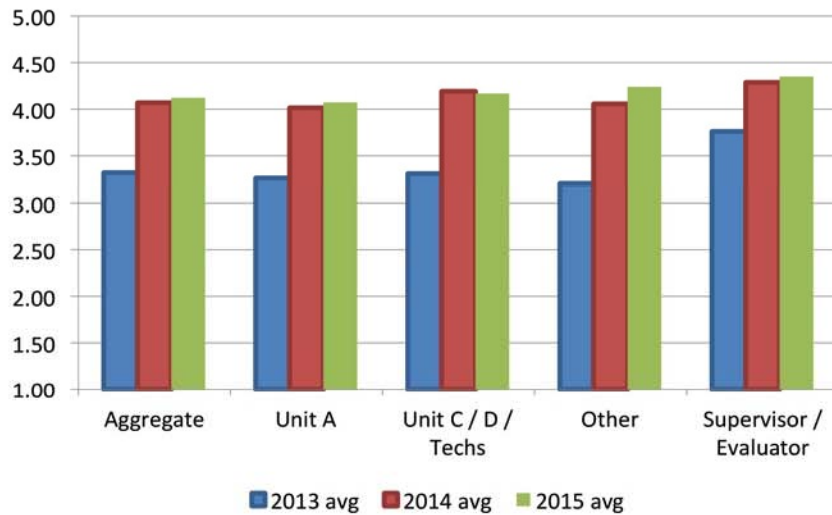
1 = Strong Disagree ... 2 = Disagree ... 3 = Neutral ... 4 = Agree ... 5 = Strongly Agree

2013 wording: The Student Services Office responds to my needs.

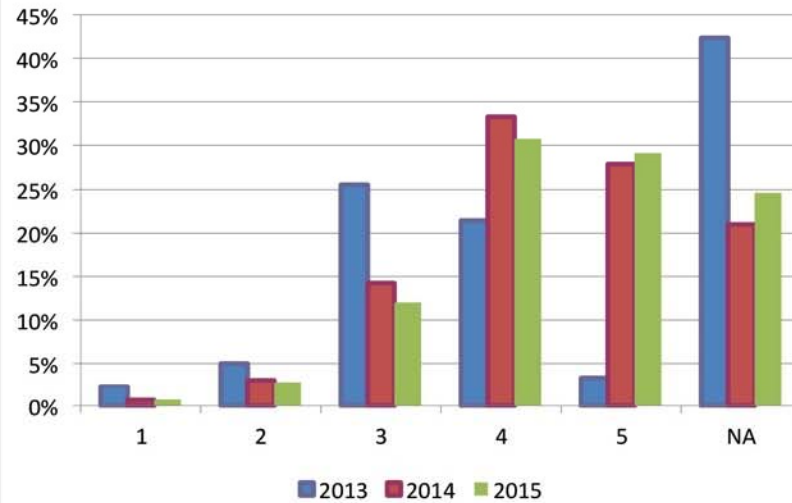
2014/2015 wording: The Student Services Office (Special Education, Guidance, Nursing) responds to my requests in a professional manner.

	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.32	4.07	4.12	0.75	0.05	N/A	No	N/A
Unit A	3.26	4.01	4.07	0.75	0.06	N/A	No	N/A
Unit C / D / Techs	3.31	4.19	4.17	0.88	-0.02	N/A	No	N/A
Other	3.20	4.06	4.24	0.85	0.18	N/A	No	N/A
Supervisor / Evaluator	3.76	4.29	4.35	0.53	0.06	N/A	No	N/A

Average Response



Histogram of Aggregate Response

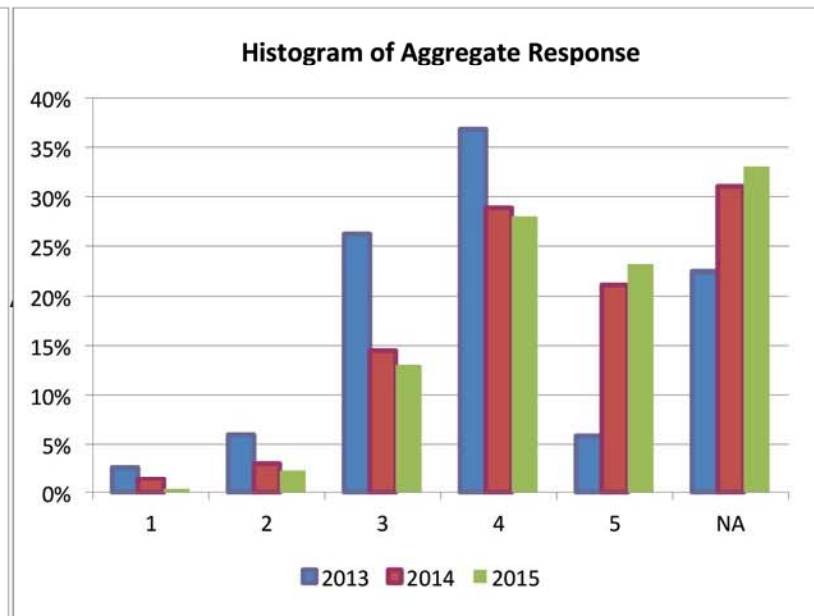
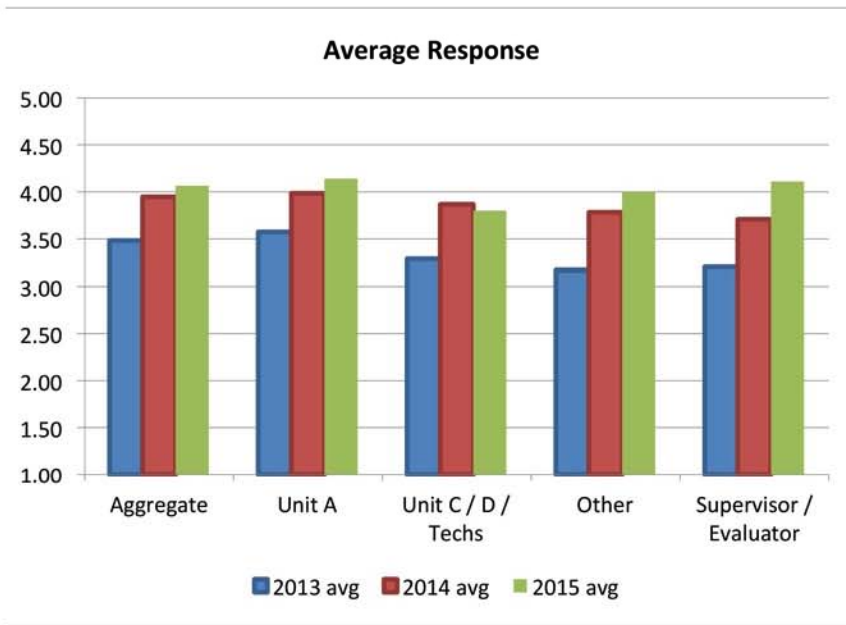


1 = Strong Disagree ... 2 = Disagree ... 3 = Neutral ... 4 = Agree ... 5 = Strongly Agree

2013 wording: The Lexington Education Association responds to my needs.

2014/2015 wording: The Lexington Education Association responds to my requests in a professional manner.

	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	3.48	3.95	4.07	0.46	0.12	N/A	Yes, Increase	N/A
Unit A	3.57	3.98	4.14	0.41	0.16	N/A	Yes, Increase	N/A
Unit C / D / Techs	3.29	3.87	3.80	0.58	-0.07	N/A	No	N/A
Other	3.17	3.78	4.00	0.61	0.22	N/A	No	N/A
Supervisor / Evaluator	3.21	3.71	4.11	0.50	0.40	N/A	No	N/A

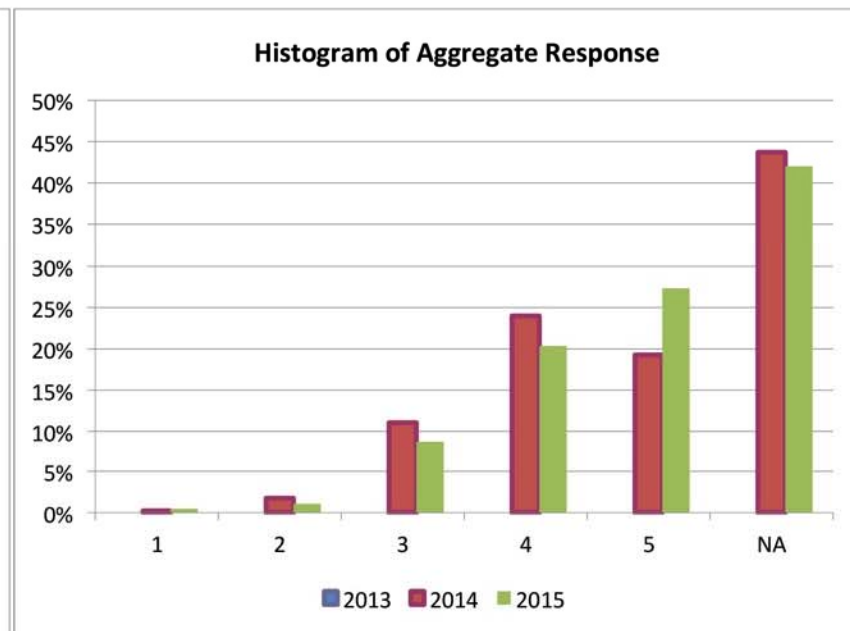
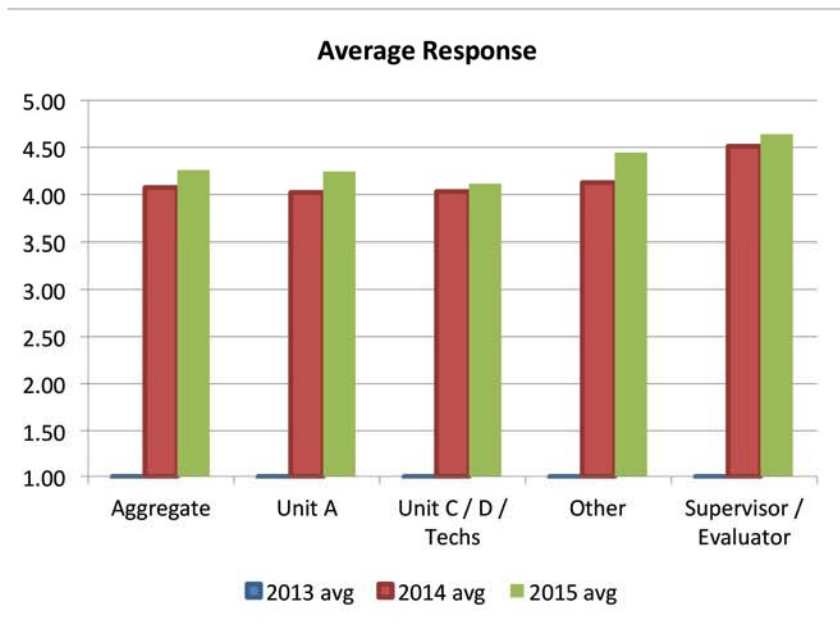


1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

2013 wording: Question not used

2014/2015 wording: The Business Operations Office (transportation, print shop, procurement, financial assistance) responds to my requests in a professional manner.

	2013 avg	2014 avg	2015 avg	Difference '13-'14	Difference '14-'15	Significant change? '13-'14	Significant change? '14-'15	Significant three year change?
Aggregate	N/A	4.07	4.26	N/A	0.19	N/A	Yes, Increase	N/A
Unit A	N/A	4.02	4.24	N/A	0.22	N/A	Yes, Increase	N/A
Unit C / D / Tech	N/A	4.03	4.12	N/A	0.09	N/A	No	N/A
Other	N/A	4.13	4.44	N/A	0.32	N/A	No	N/A
Supervisor / Eva	N/A	4.51	4.64	N/A	0.13	N/A	No	N/A



1 = Strong Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

2015-2016 District Improvement Plan

In order to ensure and sustain high academic achievement and pro-social skills for all students, accomplished in the spirit of collaboration, continuous improvement, and respectful and caring relationships, the district is committed to the following goals in 2015-2016:

Goal 1 – Improve Academic Performance for All Students

1. Supervision and Evaluation

- Implement the third year of the new supervision and evaluation system for professional staff members, including the new provisions that will be included in the new teachers' contract.
- Provide on-going professional support for all administrators and teachers in the implementation of the state's new educator evaluation system.
- Monitor the collaborative implementation process and recommend refinements to the State, Lexington Education Association, and School Committee.

2. Curriculum, Instruction, and Assessment

- Examine ways educators can more effectively use homework as an instructional strategy (e.g., value, purpose, relevancy, feedback, appropriate level of engagement, and time).
- Continue with Year 3 of Guidance program review.
- Continue with Year 2 of the World Language program review.
- Assure that the Lexington Public Schools is compliant with the newly edited Massachusetts Framework that meets the Common Core.
- Further design and refine targeted student interventions at all levels to ensure more consistent and coherent district-wide protocols for all tiers of RtI, both academic and pro-social.
- Begin to develop intervention supports for students who enter the Lexington Public Schools from other school districts.
- Deepen the systemic use of data-driven decision-making and research-based accountability measures in the selection and evaluation of programs and services in order to bring about the continuous improvement of student, school, and district outcomes.
- Begin the process to develop an elementary world language program and other curriculum options to be implemented in 2017-2018.

3. Professional Learning

- Continue to provide high quality, research-based, job-embedded professional learning that expands the repertoire of assessment strategies, responsive instructional skills, and content knowledge to increase student academic and pro-social learning.
- Provide training to all employees who are impacted by new or changed School Committee policies.

4. Technology

- Develop and implement additional strategies to address current educational and operational needs for mobile learning, collaboration, socially interactive instructional opportunities, and digitally-rich learning environments.
- Address the policy and infrastructure issues required to expand our capacity to more effectively use mobile devices.
- Build the capacity of the school district to use technology for student assessments and the means for educators to utilize and analyze this information.

Goal 2 – Improve Social and Emotional Program Supports for All Students

- Continue to provide increased supports for students' emotional and behavioral needs and, for all students, to decrease unhealthy student stress and promote greater resilience.
- Work with the School Committee, Board of Selectmen, and residents to improve Lexington programs that support students with significant emotional needs.

Goal 3 – Improve Safety for All Students and Staff

- Continue to improve the security of buildings through physical infrastructure changes and by updating procedures.
- Implement further steps in all school buildings to increase safety if there is a potentially dangerous intruder or major hazardous event.
- Adopt and implement the School Traffic and Mitigation Policy and continue district-wide traffic design and infrastructure improvements.

Goal 4 – Refine and Implement the First Phase of the District’s Facilities Master Plan

- Work with DiNisco Design, educators, School Committee, Town Boards, and residents to identify cost-effective options that will address preK through grade 12 space and educational needs.
- Work with the DiNisco Design, the Permanent Building Committee and the Department of Public Facilities to implement the first phase of the construction plan.
- Present a school construction plan at the fall Special Town Meeting.
- Continue the work to update enrollment forecasts.
- Continue to study redistricting options and administrative alternatives that may be needed to address short-term space needs.



Lexington Public Schools

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Update on the Superintendent Goals for 2014-2015 (as amended on April 23, 2015) (May 19, 2015)

Student Learning Goal

In order to improve student pro-social behaviors and resiliency, and reduce unhealthy stress, I will work with community stakeholders, such as the Director of Guidance, Principals, other administrators, and residents to support goal 2 in all school improvement plans (“If we increase student pro-social behavior and resiliency and reduce sources of unhealthy student stress, then student academic performance and well-being will improve.”). This year, I will

Key Actions

1. Explore ways to include FY 16 funds to expand student social services.
2. Work with residents and Lexington and Town employees to discuss ways the schools, municipal government, and local organizations can reduce the risk of student suicide.

Evidence:

1. Key Action #1 - I worked with the principals and Director of Guidance to identify how we could use the FY 16 budget to increase the level of student social services. The FY 16 budget includes three additional K-5 social workers. The extra half-time social worker per school will help elementary schools provide more therapeutic support. The budget also includes adding one high school guidance counselor, a 0.5 guidance counselor at Bridge, a 0.4 high school special education social worker, and a 0.4 high school general education social worker.
2. Key Action #2 - I met with the citizen Ad Hoc Committee on Reducing Stress, Building Resiliency and Improving Services for Our Youth to discuss their draft report and how I could support their ideas. Soon after the report was presented to the School Committee, the school administration provided the Ad Hoc committee leaders with a written response to each of their suggestions. On May 15, I met with a consultant and others to discuss how the school department could work more effectively together to improve student pro-social behavior. A joint meeting of the School Committee, Selectmen and residents will be held on June 2 to continue this how the town could work more effectively together.
3. Key Action #2 -The Guidance Department is looking into offering more programs next year.
4. Key Action #2 - The Guidance Department is in its second year of a three-year curriculum review.

Professional Practice Goal

The recent establishment of data teams in US schools is based on the most current research about improving teaching, learning, and leadership to increase student achievement for all students. This year, I will engage in practices to study the research on data teams and learn about practices other school systems have effectively used to improve student learning. This year, I will

Key Actions

1. Participate in data teams and dialogue with staff about effective instructional practices regarding their process.
2. Collaborate with the Director of Planning and Assessment and Principals to share effective practices that strengthen the LPS data team processes.

Evidence:

1. Key Action #1 – I visited three school data team meetings and watched how these teams use local data to monitor student progress and develop revised interventions, if needed. Two data team meetings were cancelled due to snow storms. Due to other priorities, I was not able to get to all schools.
2. Key Action #2 – I held numerous meetings with the Director of Planning and Assessment and principals to share effective practices to strengthen the LPS data team process. These conversations led to a presentation by Maureen Kavanaugh and Len Swanton at a fall Joint Council meeting (all LPS administrators) to discuss what data we currently collect, where the data is stored, and how the new Director could help them identify what data they need collected and analyzed to improve student performance and decision-making. The focus of this work seeks to ensure: the availability of the right information to answer the right questions at the right time, efficiency, and using data to improve the quality of decisions.
3. Key Action #2 – I asked Maureen to attend multiple meetings of the Administrative Council to discuss school and district MCAS data and to follow up on the prior Joint Council meeting and plan next steps. I also supported Maureen’s visits to all school RtI meetings.
4. Other – LEA President Phyllis Neufeld, Director Planning and Assessment Maureen Kavanaugh and I held six school meetings to find out from teachers what initiatives are not worthwhile and should be reduced or eliminated (this is a district goal). In June, Phyllis Neufeld will present the findings to all LPS staff.

Standard 1 (Instructional Leadership), Section E - Data-informed Decision Making Indicator - *Uses multiple sources of evidence related to student learning, including state, district, and school assessment results and growth data, to inform school and district goals and improve organizational performance, educator effectiveness, and student learning.*

Key Actions:

1. Work with the Director of Planning and Assessment to examine:
 - What data do we regularly collect?
 - How administrators analyze and report data to stakeholders?
 - How administrators use data in decision-making and planning?
 - What is our current capacity to collect/store/analyze data?
 - What are some of our short- and long-range data and planning needs?
2. Work with the Enrollment Working Group to develop a more effective methodology to forecast student enrollments.

Evidence:

1. Key Action #1 – Please see my response in the Professional Practice Goal section (#2). In addition, I have attended data team meetings in three schools. Two were cancelled by snow

storms. Ms. Kavanaugh has produced an internal document that begins to answer the questions listed in #1 above.

2. Key Action #2 – Completed

Standard 2 (Management and Operations), Section A - Environment Indicator: *Develops and executes effective plans, procedures, routines and operational systems to address a full range of safety, health, emotional, and social needs of students.*

Key Actions:

1. Please see the Student Learning Goal for key actions and evidence.

Standard 3 (Family and Community Engagement), Section D - Family Concerns Indicator: *Addresses family concerns in an equitable, effective, and efficient manner.*

Key Actions:

In order to address the preK-12 overcrowding concerns and promote community support, I will

1. Serve as an active member of the Ad Hoc School Master Planning Committee and share the committee's reports with all interested constituencies.
2. Work closely with the architectural firm SMMA to ensure phases 1, 2 and 3 of their studies are complete and on time.
3. Serve as an active member of the Enrollment Working Group and share their reports with all interested constituencies.
4. Make recommendations to the School Committee that will address short- and long-range space needs based on projected enrollments and educational needs.
5. Meet with parents to discuss their school-specific needs and concerns.
6. Work with elected and appointed municipal officials to effectively communicate school facility needs and plan for potential Town Meetings.

Evidence:

1. Key Action #1 – Completed
2. Key Action #2 – Completed
3. Key Action #3 – Completed
4. Key Action #4 – Completed
5. Key Action #5 – As always, I meet with any parent who requests a meeting. In addition, I occasionally attend PTA meetings and speak with parents about their concerns. This year, all of the meetings focused on school overcrowding and possible space options.
6. Key Action #6 – Completed

Standard 4 (Professional Culture), Section D - Shared Vision Development Indicator: *Successfully and continuously engages all stakeholders in the creation of a shared educational vision in which every student is prepared to succeed in postsecondary education and careers, and can become responsible citizens and community contributors.*

Key actions:

In order to assist the School Committee to develop a district Mission, Vision, and Beliefs statement, I will

1. Participate in the School Committee's subcommittee on Mission, Vision, and Beliefs to develop a draft document.
2. Communicate the draft Mission, Vision, and Beliefs document to all schools, PTAs/PTOs, and School Site Councils.
3. Work with school and parent leaders to ensure that the draft document is discussed and feedback welcomed.
4. After discussions are held by all of the constituencies listed above, create a summary document for the School Committee and include my recommendation.

Evidence:

1. Key Action #1 – Completed
2. Key Action #2 – Completed
3. Key Action #3 – After the School Committee voted the draft Mission/Vision statement, I asked the principals to share the document with their faculties and Site Councils. This process is now ongoing.
4. Key Action #4 – On June 9 or 16, I will present the final consensus document on Mission/Vision to the School Committee for a vote.

New Goals That Were Added on April 23, 2015

1. Work closely with the incoming superintendent in order to provide a smooth transition on July 1.

Since your appointment of Dr. Czajkowski in December, I regularly speak with her on all important matters (filling major vacancies, matters before the School Committee, and questions she has about the school system). See Goal #2 below for two specific examples.

2. Hire major positions (Assistant Superintendent of Finance and Business Operations, and Director of Educational Technology).

Filling these two positions has been very time consuming. After an extensive searches to find permanent replacements, in consultation with Dr. Czajkowski, I was not able to find suitable permanent replacements. Therefore, I hired an interim Director of Finance and Business Operations, and will be rehiring the current Director of Educational Technology under a critical shortage waiver.

3. Work with multiple constituencies to develop the school facilities plan that was presented at the March 23, 2015 Special Town Meeting.

During this past year, I held meetings with numerous committees to help Town leaders forge a consensus plan that was presented to the Special Town Meeting in March. Committees I met with included: Enrollment Working Group meetings, Ad Hoc School Facilities Master Planning Committee meetings, Summit meetings, School Committee meetings, Permanent Building Committee meetings, Appropriations Committee meetings, and Capital Expenditure Committee meetings, staff meetings, and PTA/PTO meetings.

4. Take a lead role in Unit A collective bargaining.

Normally, I do not sit at the Unit A bargaining table until the end of the bargaining process. However, due to the complexity of these negotiations and the retirement of the LEA and Superintendent of Schools on June 30, I have taken a direct role in all collective bargaining sessions in order to complete negotiations by the end of the school year.