



**School LEA:** 7205033

**School Name:** LINCOLN MIDDLE SCHOOL

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### Submitter Information

Submitter Name: Michele Price  
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Submitter Phone: 4798247400  
Date of application: 3/6/2017

### District Information

District LEA: 7205000  
District Name: LINCOLN SCHOOL DISTRICT  
Superintendent Name: Mary Spears  
Superintendent Email: [mspears@lincolncsd.com](mailto:mspears@lincolncsd.com)

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### General Questions

Special Conditions: Rewards School for Growth  
School Rating: C  
Is this a brand new LEA? False  
Is this an ALE School? False

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### Vision and Mission

The vision and mission of the Lincoln Consolidated School District has always been one of accommodation and encouragement. It clearly states that "The mission of our school district is to provide an environment of educational excellence where all belong, all learn, and all succeed." We believe in our mission, the very essence for which it stands, we also believe that we have reached a point in which changing as a school, as our students are changing, is a necessity. In order to transform current models and enhance student learning, we have a variety of classroom configurations that allow students to be successful in the classroom. The current model includes different pathways for personalized student learning. We believe that through providing numerous real world opportunities, valuable resources from throughout the community, and career education and readiness.

The Lincoln Middle School has worked to develop a belief, a vision that our building should be a haven, a place where students can explore, where they can grow as individuals without fear of failure. A place that not only encourages teamwork but seeks to develop the self-confidence and creativity of each individual that makes up the team. Our goals will remain grounded in the core educational values that we as a staff have instilled in all students. The measurement for these goals will change. We will begin focusing on competency-based goals, individualized pacing, life skills, character, socialization, and respect for all. Each moment within the classroom and hallways will be focused on the goals and beliefs we commonly share. All teaching and lessons will have a purpose for each individual student.



## Rational and Innovation Goals

### Rationale for Innovation

The Lincoln Consolidated School District (LCSD) is located in Washington County 18 miles west of Fayetteville in Lincoln, Arkansas. The school district's boundaries encompass 146 square miles and our student population is made up of approximately 1,265 prekindergarten through twelfth grade students with 72% qualifying as poverty students. Geographically Lincoln is located in NWA, an area that has consistently experienced economical growth, the most in the state to be exact. Although Lincoln is located in this part of the state our community often times feel as if we are on the outside looking in. Lincoln is a very rural community with limited employment opportunities and families have a difficult time overcoming financial situations because they must commute to find employment opportunities. Thus resulting in an influx of generational poverty. To break the generational poverty cycle LCSD needs to reach our students while they are still in school. This is our opportunity to educate them that although their lives may sometimes seem limited to the boundaries of the district their opportunities within our walls are limitless.

The data collected, analyzed, and used to guide our current instructional practices was the 2015-2016 ACT Aspire. From the data collected below we were classified as "Ready" or "Exceeding" in the following categories.

4th Grade- English: 67% Math: 66% Science: 49% Reading: 47% Writing: 23%  
5th Grade- English: 74% Math: 64% Science: 49% Reading: 49% Writing: 18%  
6th Grade- English: 62% Math: 52% Science: 51% Reading: 43% Writing: 28%  
7th Grade- English: 73% Math: 34% Science: 36% Reading: 36% Writing: 17%

Lincoln Middle School: English: 69% Math: 54% Science: 47% Reading: 44% Writing: 22%

As a staff we are tirelessly working to find ways to engage our students, to reach them on personal level, to develop a better understanding of what each student needs in order to empower them to take control of their own future success. We want to meet our students where they are at academically and provide them with the educational freedom and ownership that will inspire them to take control of not only their education but their lives as well. We know our students. We have interventions, small groups, classroom pull-outs, assistance in every area that it is needed. Unfortunately, with the current educational design that we have currently in place we simply cannot meet every student's needs. We do not have the time, the resources, or the vitally important relationship with those students to gain the understanding of everything they specifically need mentally, physically, and educationally. We believe that the School of Innovation provides us with the platform to ensure that all of our students are unconditionally met with every need they have.

We believe that our students deserve a personalized education. One that is based on their individual needs and interest. An educational path that allows them to advance at their own speed and have all of our teachers support them along that path. Time is the most valuable commodity as a staff we all wish we had more of. The time for more instruction, more enrichment, more intervention, and more opportunities. With our approval as a School of Innovation we will develop a schedule that provides us with the necessary time desperately needed to provide everything our students need. The time to develop the relationship needed to gain the trust of every student, the trust they must have to allow our teachers to understand what their personal interest are. These personal interest will then be explored, students will be encouraged to pursue those interest and make every educational choice towards fulfilling those interest, their interest. Through joining forces with School of Innovation and our personalized educational approach we believe that we can meet all of our student's needs. That by opening our minds to unconventional teaching methods and revolutionary classrooms we will inspire our students to live their lives the same way.

Along with the core educational content being student focused and delivered unconventionally we will also use the resources that the School of Innovation already has established to provide our students with more real life opportunities. Time, again, will be something that we will have more of. Students will be exposed to fine arts,



yoga, outdoor recreation activities, chess, cooking, and endless other opportunities that they show interest in. If they dream to experience it, to one day do it, it is our responsibility to provide it. Resources will be pulled from around our community, our staff, and the established network that the School of Innovation provides. Our students need this inspiration, our community needs this as well. Our school is the life blood of our small community. We want to create such a phenomenon that our students witness other schools touring our hallways, that they see student enrollment increase in their classrooms, and that other students aspire to have the same opportunities ours are given. It's time our students have a sense of pride that they so desperately need not only for their school but for themselves.

We understand that as a culture education promotes one curriculum for all, one age group and one grade at a time, and one set of tests to determine learning. However, the fact is, the more challenging, complex, and uncertain the world becomes, the greater the need for education to transform our ways of customizing learning. We must encourage our students to become problem solvers and creative thinkers. Our beliefs that will help us with this transformation are that school should be a safe place where kids can explore and develop their own talents, that life skills, citizenship, socialization, and respect for important for our kids' future success, and that all teaching and learning should have a purpose for each individual student.

Goal	Goal Description	
1	We will work to accelerate students who are currently exceeding and reduce the achievement gap among all students, with a focus on personalized learning where students meet or exceed personal growth goals. This is to see ALL students meet or exceed growth.	
2	Transform our school's culture and climate by increasing student engagement through personalized learning opportunities that result in student empowerment.	
3	A school-wide professional development plan will be implemented where all teachers are growing and developing professionally by enhancing their content knowledge, pedagogical skills and understanding of personalized learning by conducting action research in their classroom.	



## Innovation Plan

Plan Date	Action	Expected Outcome
04/05/2016	<p>Book Study: Tapping the Power of Personalized Learning</p> <p>Vision and Mission Development</p>	<p>To collectively gain interest and and greater understanding of personalized learning and the implementation process. Teachers gained perspective on exactly what the expectations would be, the scheduling process, and the intricacies of personalized learning.</p> <p>Small groups were developed in order to collaborate ideas and available resources. These ideas and resources were then used to develop innovative practices that could be implemented into the 2016-2017 school year. Previous student data and interest surveys were analyzed to begin scheduling.</p>
04/14/2016	Waiver Approval	<p>Approved Waivers            Duty Free Lunch            Daily Planning Period            Teacher Licensure            Library Media Services            School Day Hours            Instructional Time            Career and Technical Education            Class Size and Teaching Load</p> <p>The approval of these waivers allowed us the flexibility to begin implementation of proposed innovative practices. These practices include individual learning time for every student, block scheduling for 6th and 7th grade.</p> <p>Advisory Time: This was a scheduled time for all students to build relationships, check grades, set goals, and go through character development lessons.</p> <p>Choice Class: Students were provided opportunities to chose which elective class they would like to attend. The optional elective classes were chess, yoga, cooking, climbing, Spanish, biking, origami, extended science experiments, crocheting etc.</p> <p>Duty free lunch and daily planning periods were waived to allow for teachers to have</p>



		<p>more time with their students. This time can be spent on small group interventions, acting as advisors, or team planning.</p> <p>Library media specialist waiver was used to organize her schedule to allow for student interventions, data interpretations, and student centered personalized learning.</p> <p>School day hours and instructional times were waived to allow for better personalization of students' schedules based on their individual needs.</p> <p>Career and technical education was waived in order to imbed keyboarding into our classrooms.</p> <p>Class size and teaching load was waived in order to provide small groups and teacher interventions.</p>
08/17/2016	Model Classrooms	<p>An adaptive program (NoRed Ink, Front Row- Math, Literacy, Virtual Arkansas, Digital Read Works) was used to personalize student learning.</p> <p>Student mastery was measured by competency based standards.</p> <p>Goal setting was used for students to determine what standards would be met and how.</p> <p>Empowerment of student</p>



Plan Date	Action	Expected Outcome
08/16/2017	<p>Personalized Learning            I-school: Black Wolf Pack            Rooted in educational research and the science of learning but fueled by innovative technology</p> <p>5th-7th grade</p> <p>Teacher Made and Adaptive Curriculum</p> <p>Students set their own schedule for the day</p> <p>Application/Interview</p> <p>Computer work, check points, and independent</p> <p>Community projects, activities, experiments, and exercises for additional hands-on learning</p>	<p>Highly motivated students, with the guidance and assistance of one teacher will receive daily academic advise on standards and goals will have the freedom to advance at their own rate. Students will apply learned organizational strategies that will allow for more individualized content. They will develop a pace that will allow for them to have more time to explore personal interest, to become involved in other student activities, and community involvement.</p>
08/16/2017	<p>Personalized Learning:            Maroon Wolf Pack</p> <p>Students are valued participants</p> <p>Students work with teachers to develop their problem, or idea, to clarify what is being measured. Learning Goals</p> <p>They envision the product or performance. Assessment</p> <p>They development of an action plan that will result in an outcome that achieves the desired results. Parting Action</p> <p>Balance of small group, project based learning, and computer usage</p> <p>Empowering students to set goals and reach check points</p> <p>Path, pace, and place</p> <p>5th - 7th grade students</p>	<p>Students will receive customized academic pathways, and be apart of flexible learning environments.</p> <p>Students will be grouped according to personal interest, individualized learning goals, and included in a variety of classrooms and instructional techniques. This will all provide the level of personalization required for our staff to meet our students where they are academically.</p> <p>Student centered learning will occur.</p>



Plan Date	Action	Expected Outcome
08/16/2017	<p>Personalized Learning: Gray Wolf Pack</p> <p>Multiple teachers cover multiple subjects</p> <p>Students will have at least two teachers</p> <p>More structured environment</p> <p>Pieces of learning personalized</p> <p>Goal setting for student engagement</p>	<p>Classrooms will be oriented around teacher led instruction. Teachers will create task and provide students with choices that allow for personalized learning strategies, differentiated instruction, and numerous assessment measures.</p>
03/06/2017	<p>Professional Development on personalized learning for all teachers based on individual needs.</p>	<p>Teachers will develop their skill set to plan and incorporate personalized learning in their daily lessons to insure all students are meeting or exceeding their growth goals.</p>



## Requested Waivers

Code section, Rule, or Local Policy	Goal	Rationale
At this time we do not need waivers.	1	At this time we do not need waivers.



## Council of Innovation

Minority at School

9.00%

Council Member Name	Representative Group	Minority	Position	Date Elected
Courtney Cox	Parent	N	Vice Chair	12/19/2016
Lisa Reed	Parent	N	Chair	12/19/2016
Tyler McBride	Teacher	N	member	12/19/2016
Michele Price	Principal	N	member	12/19/2016
Lindsay Bounds	Master Teacher	N	member	12/19/2016
Rachel Campbell	Community Member	N	member	12/19/2016
Heather Lewis	Teacher	N	member	12/19/2016
Cherry Ortiz	Parent	Y	member	2/19/2017
Dakota Leming	community member	N	member	12/19/2016
Stan Karber	Asst. Principal	N	member	12/19/2016
Ryan Billingsley	Teacher	N	member	12/19/2016
Christina Moreton	Parent	N	member	12/19/2016
Val Diaz	Student	N	member	12/19/2016
Holly Keith	Student	N	member	12/19/2016
Rami Hutchens	Para Professional	N	member	12/19/2016



## Shared Leadership

Meeting Date	Meeting Purpose	No. of Teachers Present	No. of School Staff Present	No. of Parents Present	No. of Community Members Present	No. of Students Present	Meeting Outcome/Planned Next Steps
7/9/2015	Office of Education Innovation	0	0	0	0	0	Ask schools for ideas of needs/wants
9/29/2015	SOI summit	2	0	0	0	0	Bring back ideas on ways to personalize
1/20/2016	Learn about SOI	2	1	0	0	0	Visit schools
2/8/2016	Visit Pea Ridge School District	5	2	0	0	0	Begin to introduce ideas to teachers
2/23/2016	Visit Western Wayne School District	5	1	0	0	0	Share ideas with teachers, try some of the ideas
3/17/2016	Round Table with George Philhower	20	0	0	0	0	Research more and try ideas
4/5/2016	Cluster- Book Study	20	0	0	0	0	Vision for what we want our school to look like
4/12/2016	Cluster- Book Study	20	0	0	0	0	Vision for what we want our school to look like
4/14/2016	State Board-Waivers	0	1	0	0	0	Move forward with planning and implementing
4/19/2016	Cluster- Book Study	20	0	0	0	0	Vision for what we want our school to look like
6/28/2016	Cohort 1 meeting	2	2	0	0	0	Continue to problem solve challenges in personalized learning



Meeting Date	Meeting Purpose	No. of Teachers Present	No. of School Staff Present	No. of Parents Present	No. of Community Members Present	No. of Students Present	Meeting Outcome/Planned Next Steps
9/26/2016	Cohort 1 meeting	2	2	0	0	0	Ideas from other schools, problem solve our challenges
9/27/2016	SOI summit	2	2	0	0	0	Bring back ideas
10/19/2016	SOI required training for application	3	2	0	0	0	Start application process
11/1/2016	Staff meeting-brainstorm beliefs	20	2	0	0	0	Use beliefs as a guide in all decisions
12/20/2016	SOI Council Meeting	5	3	4	1	2	Discuss ideas with other community members and answer questions
1/9/2017	Cluster-discuss SOI rubric	23	2	0	0	0	Teachers generate ideas to change practices
1/17/2017	Cluster-discuss SOI rubric	23	2	0	0	0	Teachers generate ideas to change practices
1/18/2017	Staff Meeting	19	2	0	0	0	Think about where students fit
1/20/2017	SOI Council Meeting	4	2	2	1	2	Working towards a communication plan
1/31/2017	Cluster-brainstorm and develop	23	2	0	0	0	Come together as a staff on goals
2/1/2017	Staff Meeting-determine goals of school based on what teachers brainstormed in cluster	20	2	0	0	0	Finalize



Meeting Date	Meeting Purpose	No. of Teachers Present	No. of School Staff Present	No. of Parents Present	No. of Community Members Present	No. of Students Present	Meeting Outcome/Planned Next Steps
2/7/2017	Scheduling Committee Meeting	12	2	0	0	0	Ask grade level for input on classes, times, electives
2/14/2017	Community Alliance	0	2	0	8	0	Discuss plans for LMS next year
2/15/2017	Staff Meeting- vote on SOI	29	6	0	0	0	move forward
2/15/2017	Scheduling Committee Meeting	1	2	0	0	0	Have teachers place students in personalized learning classrooms
2/17/2017	SOI Council Meeting	4	2	4	1	0	Continue sharing with community
2/21/2017	Cluster- Define learning environments and expectations of students and teachers	23	2	0	0	0	Place students in personalized learning classrooms
2/23/2017	School Board Work Session	3	3	0	5	0	Continue to plan and move forward
2/27/2017	School Board Meeting	15	3	1	5	2	Move forward to submit SOI
3/2/2017	Washington County Enterprise Leader meeting	0	2	0	1	0	Article for the public about our SOI plan



## **Election Results**

Number of certified and classified on staff:	35
Number of staff who voted:	35
Number of staff who voted for proposed Plan:	32
Number of staff who voted against the proposed plan:	3
Percentage of staff voting in favor of the proposed Plan of Innovation:	91



## Professional Development Scope

### Professional Development Plan Part 1

Date	Audience	Purpose of the Session
9/29/2015	Administrators	School of Innovation Conference in Little Rock to learn more about innovation
2/8/2016	Administrators and teachers	Visit to Pea Ridge to view iSchool, learn about scheduling and personalized learning
2/23/2016	Administrators and teachers	Visit to Western Wayne School district in Indiana to observe personalized learning, ask questions of staff and students
4/5/2016	Administrators and teachers	Cluster Meeting- book study (Tapping the Power of Personalized Learning) and discussion to determine our vision and the plan for moving forward (study lasted the month of April)
8/10/2016	Administrators and teachers	How to use technology to personalize learning- introduced platforms for use in personalizing learning (Flipped classroom model, Nearpod, Front Row, No Red Ink)
9/27/2016	Administrators and teachers	SOI Conference to further our understanding of personalized learning
1/9/2016	Administrators and teachers	Cluster Meeting- discuss the SOI rubric and make plans for moving forward (met 3 times in January)
2/21/2017	Administrators and teachers	Cluster Meeting-Define learning environments and expectations of students and teachers
2/28/2017	Administrators	SOI Application Process and Procedures

### Professional Development Plan Part 2



Date	Audience	Purpose of the Session
3/1/2017	Administrators and teachers	Curriculum Design- expectations for curriculum design, collaborative work time to enhance curriculum resources, peer review to insure quality of design (continues through Summer 2017)
3/1/2017	Administrators and teachers	Book Study- Students at the Center
4/19/2017	Administrators and teachers	Tess Training
4/3/2017	Parents, Teachers, Community	Introduction to LMS personalized model
5/1/2017	Administrators and teachers	Cluster Meeting- Standards based grading
5/1/2017	Administrators and teachers	PGP goal setting for 2017-2018 school year
6/1/2017	Administrators and teachers	Wolf Flex- How to use
3/31/2017	Administrators and teachers	Personalized Learning starter guide with George
6/1/2017	Administrators and teachers	Summer Learning Institute- OEI
8/7/2017	Parents, Students	Tools needed for Personalized Learning
10/2/2017	Administrators, teachers, parents, students	Survey
1/2/2018	Administrators, teachers, parents, students	Survey
3/2/2018	Administrators, teachers, parents, students	Survey
5/2/2018	Administrators, teachers, parents, students	Survey
5/9/2017	Administrators, teachers	Cluster Meeting- Action Based Research (multiple meeting in May with this topic)
3/6/2017	Teachers	School Visits-SOI (ongoing)
7/3/2017	Literacy Teachers	Carolyn Farrell Writing Progression
7/10/2017	Teachers	Paula Kiser- Multi-age Classroom
7/17/2017	Teachers	NWEA Training
7/24/2017	Teachers	Toni Lockhart -Breakdown standards
8/1/2017	Teachers	Pathway Planning day
8/2/2017	Teachers	Pathway Planning day
8/3/2017	Teachers	Pathway Planning day

# **Lincoln Middle School: School of Innovation Plan**

As a school, a staff, and a community we have decided to change the way we are going to educate our students. The definition of the word “innovation” states that it is something that is changing, altering, breaking through, and metamorphosing. This is what we are currently doing with our students. We are changing the way that they learn, we are breaking through educational boundaries and preconceived notions of what education is supposed to look like. We have begun our revolution by deciding that our students deserve to own their education, to have a personalized plan that is unlike any of their peers, to know that this is their education for their future. A future that they are in control of, one that they have ownership of, a future that is completely within their power of achieving. This empowerment is something that you cannot measure, there is no rubric, there is only the undeniable confidence in our students are developing that is more valuable than any lesson in any book ever written. This is the metamorphosis that we are currently experiencing, a transformation that once officially being accepted as an official School of Innovation will only continue to grow and change so many of our students lives. We have our waivers in place, we have the support of our entire staff and community, and we have the passion to pursue this with the understanding that it will inherently make our days more challenging. This is a challenge that we are fully prepared to take because we believe our students deserve these opportunities, and that their futures depend on it. We are changing our school. We are changing our methods. We are changing our student’s lives. This is the very essence of innovation. This is what we are doing for our students, not what we are hoping to do, what has to be done for them.

The Lincoln Middle School has worked to develop a belief, a vision that our building should be a haven, a place where students can explore, where they can grow as individuals without fear of failure. A place that not only encourages teamwork but also seeks to develop the self-confidence and creativity of each individual that makes up the team. Our goals will remain grounded in the core educational values that we as a staff have instilled in all students. The measurement for these goals will change. We will begin focusing on competency-based goals, individualized pacing, life skills, character, socialization, and respect for all. Each moment within the classroom and hallways will be focused on the goals and beliefs we commonly share. All teaching and lessons will have a purpose for each individual student.

Our goals for the 2017-2018 school year were put together by our entire staff, they are student centered, and will continue to pursue our innovative practices. Each and every goal has a plan of action that will continue to personalize our students’ educational track, and open opportunities for more personal student interests. The following goals are...

- We will work to accelerate students who are currently exceeding and reduce the achievement gap among all students, with a focus on personalized learning where students meet or exceed personal growth goals.

- Transform our school's culture and climate by increasing student engagement through personalized learning opportunities that result in student empowerment.
- A school-wide professional development plan will be implemented where all teachers are growing and developing professionally by enhancing their content knowledge, pedagogical skills and understanding of personalized learning by conducting action research in their classroom.

Our staff worked collectively to continue to change the overall structure of our student's day-to-day instruction. Keeping the core educational values as the foundation we sought out to personalize instruction for all of our students. To use all formative and informative data collected to ensure that our students are in the instructional path that will be most educationally beneficial for them. The three different pathways we decided on as a staff our I-School, The Wolf Learning Academy, and Traditional Classrooms. Students, teachers, administrators, and parents all meet to help place students where we all believe they will be the most successful. This is a fluid process that must accommodate all students and be ever changing according to each particular students goals and collected data. A brief description of each pathway is listed below.

### **Black Wolf Pack**

Rooted in educational research and the science of learning but fueled by innovative technology. The curriculum will be both teacher made and adaptive. An application process will be available for our fifth through seventh graders. Of the applicants we will select up to a maximum of twenty-five students. Students will work with a teacher to set their weekly and daily goals. Work will be independently pursued with the instructional help of the I-School teacher. Students will work to surpass goals, reach checkpoints, and demonstrate an independent responsibility over their education. Students will be involved in classroom group projects, community involvement, and school choice activities of personal interest.

### **Maroon Wolf Pack**

The Maroon Wolf Pack will use blended learning, which will provide teachers with the needed data to decide on which instructional strategies will be best used for each student. Students will be valued participants throughout their personalized educational path. Students will work with teachers to develop their problem, their idea, to provide clarity as to what exactly is being measured. This will be the student's learning goals, these goals will be set and adjusted on a daily basis. Next, they will work to envision a final product or performance measurements; this will be that student's assessment. Finally, they will work to develop an action plan that will ultimately works to achieve the desired results, this is their parting action. The Maroon Wolf Pack will be made up of one hundred students from the fifth, sixth, and seventh grade. Teachers will work to empower students to continuously set goals, reach checkpoints, and continue the pursuit of their personalized education. The structure within the building will be an entire wing of our campus, four classrooms or pods, that will fluidly allow students to participate in a variety of small group, project based, and computer instruction. Students will be grouped

according to personal interest, individualized learning goals, and included in a variety of classrooms and instructional techniques. Again, there will be an application process that students, teachers, and parents will all actively participate in.

### **Gray Wolf Pack**

Classrooms will be oriented around teacher led instruction. Teachers will create task and provide students with choices that allow for personalized learning strategies, differentiated instructions, and numerous assessment measures. Students will still be involved in a personalized learning track; the classes will be more traditionally structured with two main teachers covering multiple subjects. Teachers will establish a safe learning environment where students feel comfortable with their questions, weaknesses, and possible failures. Students will be involved in community projects, cooperative-learning activities, and group projects within their classroom.

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