

Dear Staci and Sofia,

After more time for reflection, I came up with questions, recommendations and a five-year plan that would attract me to a principalship at Lincoln High School.

These are some of the supports I believe must be in place in order for me to effectively lead Lincoln High School:

- The Complex Director must be publicly named and he or she must be given the opportunity to weigh in on who will be the principal of the school. I recommend the Principal Posting be extended to accommodate for this. I also recommend the Vice Principal positions be reposted after the Principal has been hired so the Complex Director and Principal have the opportunity to build their leadership team.
- In my first year I would like to collaborate with the Complex Director, but would like for he or she to be the “face of the school” and handle all operational items including safety, supervision, public relations, athletics, budget and master schedule.
- Require all Campus Security Assistants (CSAs) to re-interview for their positions to ensure they are a good fit and can meet the supervision needs of the site. In the event they are no longer a “good fit” for Lincoln, allow the Principal and Complex Director the opportunity to bring in new CSAs.
- Allocate a Complex Community Assistant (Para Position) – I would like to recruit Gerardo Constantino for this role.
- No requirement for athletic supervision in year 1 for the Principal.
- Budget for retired administrators to substitute for administrators when they need to be off site for professional development.

Questions:

How long will the district fund the Complex Director position? (temporary or long term). Where will this director be housed? Will he or

she have any other responsibilities outside of being fully present and committed to Lincoln High School?

What is the rationale for funding a Complex Director as opposed to hiring co-principals?

What is the likelihood of a charter school cohabitation?

What was the promise made to the community when this new administrative structure was created?

What will be the expectation of me in the first year of this principalship?

What will be the metrics you use to evaluate my effectiveness in leadership?

How much time will you give me to meet those expectations?

Will there be a dedicated Campus School Police Officer assigned to Lincoln High School? One that will not be shared with other SDUSD Schools.

How many Campus Security Assistants will be allocated to Lincoln?

What do you believe are the greatest needs of Lincoln High School?

Will the district be willing to pay me the top of the pay scale listed on the job posting for my service?

Given the complex situation at Lincoln High School, I would like my role as principal to develop and expand in stages.

Year 1

- Conduct root cause analysis, understand current systems and culture, develop relationships with students, staff and community.
- Plan and facilitate professional development focused on improving morale, community building, unifying vision and culture.
- In this planning year, I will develop a sound and robust academic program for a Freshman Academy to begin in 2020-2021. I will assemble a planning team and will develop a timeline of targeted deliverables for the Freshman Academy Program to successfully launch in the Fall of 2020.

Year 2

Launch Ninth Grade Academy (NGA). All Freshman will be self-contained and housed in the same center. Teachers will collaborate in interdisciplinary teams and share the responsibility for the success of our students. Teachers will learn about the principles of Design Thinking and develop projects which allow students to engage in real, personally challenging work that is meaningful to the world, beyond the walls of the school and allows for new forms of expression and creativity. Themes of leadership, justice and identity will be emphasized and students will learn in the context of a caring, inclusive, compassionate and loving school community. Innovative approaches will be used to maximize parent involvement and participation.

I will take the lead of the NGA and be the primary administrator in charge including all aspects of operations and management. I would like to have complete and total focus on the NGA this year. I would also like autonomy to work creatively with the team of teachers and staff who will be a part of the NGA. During this year I will also work on marketing, recruitment and vertical alignment.

I would like for the Complex Director to be the lead for 10th – 12th grade and the head of operations and management.

Year 3

Launch second cohort of freshman in the Ninth Grade Academy. I will continue to be the primary administrator in charge of the NGA and increase my responsibility to include shared oversight of the instructional program. The complex director will continue to oversee and take the lead on all operational and management items.

Year 4

Launch third cohort of freshman in the NGA. Take primary lead of the instructional program, including curriculum, assessment, pedagogy, pathways, partnerships, internships, intervention system and professional development. The complex director will continue to oversee and take the lead on all operational and management items.

Year 5

Launch fourth cohort of freshman in the NGA. Work collaboratively with Complex Director to assess the needs of the site and determine an organizational structure based on the strengths of the administration team.

Vision for a 9th Grade Academy:

- Expeditionary Learning Experiences
- Collaboration structures for interdisciplinary PBL
- Summer Bridging program
- Creative elective program that addresses the unique needs of freshman
- Strong assessment and data monitoring system
- Student Digital Portfolios for Student Led Conferences and Defense of Learning
- Advisory program
- Focus on relationship building with students and their parents. Development of a parent leadership pipeline

- Tier 1 Academic Counseling and Social Emotional Curriculum
- Saturday Academy to respond and address off-track indicators

Support Team for 9th Grade Academy:

- **Dean of Students** – monitor daily attendance, conduct home visits, daily check in systems for students in need of tier 2 and 3 support, lead and implement PBIS.
- **Counselor**
- **Teachers** – Opportunity to select teachers who are currently at Lincoln High School and priority selection with new hires.
- **Administrative Assistant** – I would like to bring over my current Admin Aide.
- **Attendance Clerk**

I appreciate the opportunity to share my questions, recommendations and five-year plan. I look forward to hearing your response.

Sincerely,

Stephanie Brown