



ANNUAL REPORT

ASOCIACION ESCUELAS LINCOLN

2018

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Board of Governors Message

Sonia Ruseler – Board President

On behalf of the Board of Governors of Lincoln, I would like to thank everyone in the Lincoln community—kids, parents, teachers and staff—for everything you do to make Lincoln a welcoming school, where each child grows in confidence, integrity, curiosity and academic excellence.

Lincoln's teachers have our respect and our thanks. At Lincoln, academic excellence is not just *what* you learn. It is *how* you learn. An integrated curriculum across K – 12 is being drawn up this academic year to ensure a coherent transition across grades, and give clarity to arriving students. Our teachers are also learners, challenging themselves with professional development as well as the thoughtful integration of the Argentine, US and IB curricula. High school Juniors and Seniors have taken the International Baccalaureate challenge with excellent results. All Seniors take IB courses, and most, the full bilingual Diploma. The 2018 Senior class is proudly studying in world class universities in the United States, Canada, Argentina, Europe, Asia and Latin America. Lincoln's mission is to offer an education to the highest US accreditation standards, focused on academic excellence and developing confident, ethical world citizens. For this, we thank Lincoln's teachers and staff. This year we are working on a smooth transition to the next Superintendent, guided by best practices for a thoughtful and inclusive selection process.

As Board members, our responsibility is to ensure Asociación Escuelas Lincoln has the leadership, direction and resources it needs to be one of the finest schools in Latin America. Lincoln is a non-profit, with sound finances, audited annually by KPMG. This has been a challenging year with a sharp devaluation of the peso and more than double the expected inflation. We took measures to protect and encourage enrolment among long-term families, as well as increasing our scholarship support. We took these measures to ensure continuity among long-term families, and with the strategic aim to raise enrolment. We believe the quality of education should not be compromised. We are focused on proactive marketing of the school, so Lincoln is the first choice for families settling in Argentina, as well as for long-term families seeking a premier global education in Buenos Aires.

We remain committed to the Master Facilities Plan and a brand new Elementary School, as well as new theater and arts center. These capital projects will be funded by Lincoln's Capital Fund, and not by school fees. Given the economic scenario, the Board decided not to start any new building in 2018, but to advance with detailed design plans and permits, so as to be ready when the time is right.

From every Board member, a special thank you to Parents At Lincoln and all the moms and dads who make the school feel like a real community. Values are integral to Lincoln's culture. A school of 46 nationalities and multiple languages is by definition open to different

cultures, accents, religions, and experiences. Lincoln kids –and their parents—know firsthand how it feels to be the ‘new kid’ and what a difference a friendly face makes.

On behalf of the Lincoln Board, we are confident 2019 will be an excellent year, with a strong community, academic excellence, and happy students.

It is a pleasure to serve Asociación Escuelas Lincoln.

Superintendent Message

Michael Martell - Superintendent

Asociación Escuelas Lincoln Annual Report provides our school community with a wide range of information regarding student and school performance this past year. Under the guidance of an exceptional teaching staff, our students continue to grow as self-directed learners, demonstrate strong gains in academic achievement and social development. We hope that while reviewing this document, you will learn about our Lincoln’s strengths, the dynamic nature of our program, student performance outcomes, and our initiatives for the future. Our joint school accomplishments would not be possible without the commitment of all stakeholders at Lincoln, a school that strives for excellence in education for our most important partners -- our students.

We welcome your candid comments about our Annual Report and invite you to contact the Superintendent’s Office if you have any suggestions or questions regarding the contents.

Where are we going and what would it look like if we ever got there? Our school mission is used to help guide our community in making critical decisions that affect the direction of our school. As you peruse this document, think of the mission and vision as a compass used to align the values and goals of our school community.

Lincoln Mission: An education to the highest US accreditation standards, focused on academic excellence and developing confident, ethical world citizens.

Our Vision: At Lincoln, we inspire the next generation of creative and critical thinkers, dedicated to a life of integrity, nurtured in an environment where young people enter to learn and leave to serve.

One of the key elements of Lincoln’s continuous improvement process is a periodic self-assessment of our program and how well we are aligned with our mission and vision. This self-assessment is part of our re-accreditation process with the New England Association of Schools and Colleges. In December of 2017 we received an extremely positive report from a visiting team from NEASC. The report contained numerous commendations, along with a series of recommendations to be considered in our all-school improvement plan.

At the end of this academic year, we will be filing our responses along with action plans designed to carry Lincoln forward for the short, medium, and longer term.

We celebrate the achievements of this year, and have developed a detailed plan for the work that lies ahead!

Elementary School

Jeremy Cramer - Principal

Lincoln's Elementary School has continued to grow and improve from the start of the 2018-2019 school year. Jeremy Cramer is in his third year as the Elementary Principal. New staff at the ES level in 2018 include Leilani Greene (Gr. 1) and Brooke Brosenne (Learning Center). We also had a few internal shifts of position.

Our student population saw 86 new students enroll in August, 2018. The overall ES student enrollment dropped from 310 students in June, 2018 and we started the school year with an enrollment of 288 and as of this report are back up to 300 students. Currently the Elementary School includes two sections of K4, K5, and 2nd grade and three sections in each of the other grade levels. The elementary school at Lincoln continues to enjoy a large diversity of national and cultural backgrounds within our walls and the two main native language groups continue to be English and Spanish. There are nine Spanish teachers working with all students at all levels. The ES continues to utilize a structure of one Spanish immersion teacher per grade level who is able to work with all 3 classrooms and collaborate with their grade level counterparts to plan teaching, discuss students, and integrate content between their rooms. In addition, each grade level is supported by an SLL teacher, where targeted instruction occurs in both the beginning and intermediate levels. The Elementary School also includes a Learning Center team of three teachers and one LSA, an English Language Learning team of six teachers, and specialist team (PE, Art, Music) of six teachers.

The elementary school is in year two of implementing a multi-year plan to bring consistency to the use of curriculum and materials in support of the articulated K-12 curriculum. We are in the second year of implementation of Writers' Workshop and this is the first year where it will be fully implemented. In the second semester we will pilot one or two units of Reader's Workshop with 2019-2020 planned for full implementation. We also adopted the updated Everyday Math curriculum for this school year. The newer version (our previous version was 5 years old) is more tightly aligned and focused on the standards at each grade level. The end goal is to have a cohesive K4-5th program, including consistent use of the same curricular materials, in support of the vertically articulated K-12 scope & sequence by the end of the 2020-2021 school year.

Lincoln, as a campus, continues to move forward and invest in the professional growth and learning of its teaching staff with ongoing PD provided by the three learning coaches, as

well as self-directed Professional Learning Community groups throughout and across all three divisions. The curricular work at the school continues to involve working with the adopted learning standards on a horizontally and vertically articulated curriculum K4-12th grade. This is the foundational work which leads into creating integrated units of inquiry. These units of inquiry are the vehicle by which we will have greater integration of our international and Argentine national learning standards. This will also support our students in learning and embracing both of our languages of instruction, English and Spanish.

All of this work is exciting, challenging, and is being accomplished by a very professional and dedicated staff. Lincoln Elementary School is proud to be a school where we inspire the next generation of creative and critical thinkers, dedicated to a life of integrity, nurtured in an environment where young people enter to learn and leave to serve.



Middle School

Jeff Voracek – Principal

MIDDLE SCHOOL FACULTY

The continuity of the Middle School faculty has benefitted student learning. Once again with limited faculty turnover, our faculty can continue to build on last year's leaning achievements. Only two teachers (Ms. Hutchison - Counselor and Mr. Brookes - Band) moved on at the end of the 2017-18 school year. The middle school welcomes Ms. Carla Abrams as the new Middle School Counselor. Ms. Abrams brings a wealth of counseling experience to Lincoln and has already made a significant impact. Mr. Tomasini has taken over the band director's responsibility and Ms. Ogallar has moved into the choir director's role.

MIDDLE / HIGH SCHOOL SCHEDULE

The Middle School has adopted the High School schedule. Mr. Hollenbeck and I have successfully aligned these two schedules. Middle School students and teachers have transitioned well to this significant change after 5 weeks of school. The new schedule is a rotating eight block schedule; periods rotate each day. ([Middle School Schedule](#)) Classes are 70 minutes in length.

MIDDLE SCHOOL FOR THE 2018-19 SCHOOL YEAR

Lincoln Advisory Program continues to be a focal point of the Middle School experience. This year Lincoln Character Standards are being used to build our middle school community. The middle school advisory program is under the direction of Middle School Team Leaders and the MS Counselor. Ms. Becky George is the grade 6 Team Leader, Ms. Stacy Wallace is the grade 7 Team Leader, Ms. Amanda Bruckbauer is the grade 8 Team Leader and Ms. Carla Abrams is the Middle School Counselor. Below is the MS Advisory Purpose Statement developed by the MS faculty.

The Middle School Advisory Program aims at fostering

- Social, personal and academic self-awareness and growth
- A sense of community
- A culture of self-advocacy
- Socially responsible action
- Character development

The Lincoln's school-wide goal, Guided Inquiry and designing, teaching and reflecting on a Guided Inquiry Unit is the second MS focus for this school year. Late Start Wednesdays will be devoted to accomplishing this goal.

MAP TESTING 2017-18

The Measures of Academic Progress™ (MAP) test is taken by Middle School students in August/September and again in April/May. MAP tests determines the student's instructional level and measures academic growth throughout the school year, and allows for year to year comparisons. These computer based tests address the areas of Reading, Language and Math.

Listed below are the middle school (grades 6, 7, 8) results from the Measures of Academic Progress (MAP) testing for 2017-18 in two categories: Percentile and Percent Met Projection. Included below are the descriptions for Percentile and Percent Met Projection provided by Northwest Educational Association (NWEA).

- **Percentile** (a percentage based ranking) of the achievement reached for the given term (Beginning of Year to End of Year), as compared to the school-level NWEA norms from the same grade and with the same weeks of instruction between testing.
- **Percent Met Projection:** Intended for evaluating the growth within each grade, but not for comparing grades

Middle School 2017-18

	Percentile - Average of three tested areas - Math, Reading and Language	Percent Met Projection - Average of three tested areas - Math, Reading and Language
Gr. 6	90%	53%
Gr. 7	96%	56%
Gr. 8	94%	61%

High School

Joe Hollenbeck – Principal

The HS Leadership Team identified two major goals for 2017-18, accompanied by Milestones and related Action Plans. The goals, milestones and action plans were developed through task force meetings and teacher and student surveys:

GOAL: To develop and implement strategies that will build community among high school students and staff.

Milestone 1: Increased opportunities for student voice in terms of participating in the decision-making process in the school.

- A. Class meetings were held in the 2nd Trimester with agenda items generated by Student Government.
- B. Student planned and led assemblies took place during the 2nd and 3rd trimesters. Groups participating were Global Issues Network, Model United Nations, Varsity Athletic Council, Gay Straight Alliance, TEDx, and SPEAK.

GOAL: Develop and implement systems that communicate learning more clearly to students, teachers and parents.

Milestone 1: A new high school Assessment Philosophy was implemented and communicated to all community stakeholders.

Milestone 2: A new high school Homework Policy was implemented and communicated to all community stakeholders in order to establish greater consistency throughout the high school.

Milestone 3: A culture of academic responsibility was encouraged through creation of the Catch Up Club, an activity that provided students a quiet, study-focused environment after school to support in completing assignments.

Milestone 4: The high school successfully transitioned to Trimester reporting cycles, although we continue to work out challenges associated with it as it relates to calculating credits and grade point averages.

In the high school at Lincoln we successfully hosted or participated in the following major events in 2017-18:

- Service Learning Week Trips in September 2017 to Azul, Buenos Aires, Chaco, Cordoba, Salta, Tandil.
- SAAC Volleyball in Lima, Peru in October 2017.
- IB Group IV Science Trip at Vicente Lopez Nature Preserve in October 2017.
- SAAC Soccer in Curitiba, Brazil in November 2017.
- SAAC Swimming in Santiago, Chile in December 2017.
- Model United Nations in Brazil in March 2018.
- Global Issues Network Conference in Costa Rica in March 2018.
- SAAC JV Soccer in Lima, Peru in March 2018.
- SAAC Basketball in Quito, Ecuador in April 2018.
- SAAC Fine Arts at Lincoln in April 2018.
- Buenos Aires HS Band Festival at Lincoln in May 2018.

CLASS OF 2018 UNIVERSITY INFORMATION

- Over 300 applications were processed for Graduating Class of 2018
- 27% of the Class of 2018 applied Early Action or Early Decision.
- 50% of the Class of 2018 chose to attend university in North America.

- 24% of the Class of 2018 chose to attend university in Argentina or South America.
- 23% of the Class of 2018 chose to attend university in the U.K or Europe.
- 3% of the Class of 2018 chose to attend university in Asia.
- Over one million US dollars was offered to the class in scholarship money

IB RESULTS FOR CLASS OF 2018

- 38 students, representing 60 % of the class, successfully earned the full IB Diploma.
- 6 students were not successful in earning the full IB Diploma.
- 14 students successfully earned Certificates in IB courses.
- The average score for Lincoln students earning the IB Diploma was 33 out of 45 points. The international average was 31.
- Three Lincoln students scored 40 points or above, two of which scored 43 and 44, respectively.
- The average score of Lincoln students was above the international average in the following courses:

English Language and Literature HL	English Literature HL
English Literature SL	Spanish Literature HL
Spanish AB Initio SL	Spanish B HL
Spanish B SL	Economics SL
Env. and Soc. SL	Global Politics HL
Global Politics SL	History SL
History Americas HL	Biology HL
Biology SL	Chemistry HL
Chemistry SL	Physics SL
Math HL	Math SL
Visual Arts HL	Visual Arts SL

Athletic & Activities Department

Rosemary Fatta Mari – Athletic Director



The mission of Asociación Escuelas Lincoln Athletic and Activities Department is to provide an athletic and activities program which complements and supports a challenging academic program by teaching student-athlete perseverance, teamwork and the importance of balance between work and play. Lincoln strives to build a solid athletic and activities program with an emphasis on sportsmanship, competition and commitment.

The vision of Asociación Escuelas Lincoln's Athletic and Activities program is dedicated to being an inclusive program that offers students opportunities develop teamwork, character and grit.

Lincoln's after school athletics and activities program continue to flourish. Over 80% of our student population participate in at least one after school activity or sport during the week. The breakdown is as follows:

Division	Student Population	Students participating in at least 1 activity	%
Elementary School	291	248	85%
Middle School	142	121	85%
High School	209	154	82%

During this first semester of the 2018 - 2019 school year, we have seen a massive increase in interest in activities of the more academic nature such as Maker Club which is offered for 3rd - 8th graders. Maker Club provides a space for students to think about technology in a critical and creative way, infusing it's participants with a tinkering mindset and problem solving skills through lateral thinking. While Ted-ED gets students in grades 3 - 12 thinking and talking about topics of which they are passionate. They are then given a platform in which to share their ideas with the world. The Global Issues Network (GIN) club at Lincoln works to raise awareness about the issues that are present today that if left unchanged will have a huge impact on how we experience tomorrow. The members of GIN have projects which range from education development to raising awareness of climate change and its impact. Students of GIN create their own projects based on the passions they develop as they travel the world. These projects are come fruition as the result of the hard work the members of GIN put in and they are made sustainable by their efforts to embed their projects within the Lincoln culture. Each year members of GIN have the opportunity to showcase and spread word about their projects at a Conference that is held at one of the AASSA schools.

During September fifty-three of our 4th and 5th graders will travel to Mar del Plata to participate in a multi-sports tournament. Sports include Tennis, Soccer, Basketball, Jazz and Hip Hop. Our middle school teams had the opportunities to compete in two annual Friendship Meets last year the first being hosted by Uruguayan American School and the second, the International School of Curitiba. Thirty-five students were selected to represent Lincoln while developing their skills in soccer, volleyball and basketball.

I am very pleased at the level of student participation and competitive spirit; our program has achieved. During this past semester, our high school rugby team competed in their very first International Invitational hosted by NIDO, in Santiago, Chile. It was a fantastic learning experience for all and I was proud that of the 6 teams who participated, Lincoln earned the Sportsmanship Award.

We look forward to building our Junior Varsity Teams this year and will start by hosting a SAAC JV Volleyball tournament in October. Lincoln will also be hosting the Middle School Friendship Meet this first semester and SAAC Basketball next semester. We are excited about the inclusion and challenge of a seventh SAAC School! Graded School, from Sao Paolo will become office members of SAAC this year, participating in all SAAC events.

PAL

Parents At Lincoln

What we are doing?

GRANTS PROGRAM

The highlight of the Parents at Lincoln is the PAL Grants Program, which established in the 2015/2016 school year, has been well received and is thriving. PAL is thrilled to report that the 2017-2018 PAL Grants program had a very successful year - Total disbursed this year was US\$1,767.99; \$132,719 pesos (approx.) in 3 cycles.

These initiatives included the *ScreenAgers A* viewing for all Middle School students and all parents. *Music Shirts* for all MS Band and Choir students. *All School Sun Safety Campaign*, *Sporting equipment* for MS Recess, *Literacy Corner* for Kinder 5, *Special storyteller* for ES Book Fair, *Spanish books* for grade 3, *Vertical Green Garden Wall*, just to name a few!!

Parents at Lincoln will continue to support our PAL Grants Program through our main fundraising event, International Day. We continue to see over 1,500 parents and guests attend this event!

Because International Day continues to exceed our expectations, this year we were able to continue to provide funding to Elementary School, Middle School, High School, SAAC events, Athletics Department & Music and Arts Department. This past year we were able to add Library Services, Tech Department and TEDx.

We also continue to support our Service Learning partners at International Day and the PAL Garage Sale. This year we were able to allocate 70,000 pesos in funds to Service Learning.

PAL IS FOCUSING ON THE FOLLOWING

- Continued monthly "Info Talks" to focus on topic most interesting to parents.
- Continued development of the PAL social media accounts on Facebook, Instagram and Twitter to make sure we are assisting the school in disseminate school news and events.

- Welcoming new parents and helping them adjust quickly and comfortably to Lincoln. We have started monthly outings around the city and suburbs to help parents meet one another and focus on the positive of living in Buenos Aires!
- Welcome new faculty with a 'welcome package' from PAL.
- Fine tuning both the Elementary School, Middle School and High School "Parent Representative" role.
- Celebrating International Day as a day of diversity and a day to celebrate the similarities and differences of our heritage.
- Continuing the support of 'fun events' for students such as Middle School Movie Night, Elementary School Arts Day, Spirit Week in each division.
- Continued support for our Athletic Department by hosting the PAL Hospitality for the SAAC Tournament
- Celebrating our teachers and staff on Teachers' Day on September 11th and Teacher's' Wellness Week held in May.
- Continued support for the Babies & Toddlers group
- Monthly off campus book club
- Providing spirit wear in the PAL Spirit Wear Store



Financial Report

KPMG – Natalia P. Zabala, Director, Public Accountant (USAL) CPCECABA T° 281 F° 136

In our opinion, the financial statements present reasonable information, in all significant aspects, of Asociación Escuelas Lincoln's assets to July 31st, 2018, the resources and expenses, the net assets evolution and cash flow of the annual fiscal year up to the given date were in accordance to the City of Buenos Aires, Argentine Republic, accounting norms.

ANALYSIS OF ACTUAL RESULTS

	July 2016	July 2017	July 2018
Avg. Enrollment	740	707	693
Avg. US\$ @	14.83	17.30	28.10
REVENUE			
Tuition	18,878	19,857	18,105
Other revenues	1,978	1,574	2,458
TOTAL	20,856	21,431	20,563
EXPENSES			
Instructional Staff	12,672	12,931	12,257
Support Staff	3,470	3,612	3,553
School Materials	1,066	840	541
Gral. Admin	1,145	1,375	1,281
Facilities	2,048	1,461	1,380
Institutional	2,156	1,969	1,988
TOTAL	22,557	22,188	21,000
Financial Results	(1,389)	1,673	474
Capital Assessment	2,244	1,881	2,279
Total Cash Reserve	15,744	17,980	18,572

Looking Ahead

Goals 2019-20

While the feedback from our accreditation visiting team was extremely positive, the purpose of their visit was to help us develop a pathway forward in our search for continuous improvement. Their findings reaffirmed our internal review highlighting the need for continued development of our Lincoln K4-12 curriculum. This is a continuation of last year's goal, on in which we've made significant progress. We continue work on our far-reaching goal, to clearly articulate a standards-based curriculum for grades K4 -12 to guide program and instruction. We are in year 3 of this multi-year project and have the finish line in sight.

As we look towards next semester as well as next year, we will have written a complete scope and sequence by June. Teachers will have all written and taught at least one unit of guided inquiry (GI), with many having written several. These units are being documented in Stanbench, our curriculum curation software, to ensure seamless future access. Teachers will have all participated in numerous professional development activities designed to increase their mastery of GI methodology.

The outcome of this goal will be the development of unit plans that are being used for daily lesson planning, web access to our curriculum, and the inclusion of Language Learners, and 21st century strategies in all instruction. Not only will this better communicate our courses, but it will also ensure a smooth transition between teachers and courses within our transient teacher population.

