

Board Book: January 8, 2018

Inspire Learning. Unlock Potential. Empower Achievement.

PATHWAYS		TECHNOLOGY		FACILITIES	
Goal #1 Inspire Learning	Goal #2 Inspire Learning	Goal #3 Unlock Potential	Goal #4 Unlock Potential	Goal #5 Empower Achievement	Goal #6 Empower Achievement
<i>Articulate</i>	<i>Support</i>	<i>Challenge</i>	<i>Success</i>	<i>Involve</i>	<i>Build</i>
Implement pathway and framework for PK-14 programming to ensure all students graduate future-ready.	Create effective and agile organization that is individually responsible to the needs of the whole child.	Become an excellent learning organization through a culture of continuous improvement.	Maximize achievement by increasing digital literacy utilizing 21 st century digital tools.	Enhance engagement opportunities through focused strategic partnerships.	Construct physical learning environments using fiscally responsible and sustainable practices.

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Refer to the [Strategic Plan](#) for Year 2 Strategic Initiatives and Measures of Success.

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Goal #1: Inspire Learning (Articulate)

Implement pathway and framework for PK-14 programming to ensure all students graduate future-ready.

Year 1:

Strategic Initiatives	Measures of Success
Develop a framework for students to experience and successfully pursue post-secondary career offerings.	Begin baseline tracking and reporting of % college acceptance rates (2017-18) and graduation rates (2011-2017) in order to establish reliable benchmark targets and enhance program offerings. {Improve college acceptance and college graduation rates (post-secondary student success metrics)}
Review policies to ensure the district's theory of action for teaching and learning is articulated.	By summer 2017: Administration will work with Policy Committee to review, edit, and recommend policy changes, if necessary (Instructional Consistency).
Curricular alignment to essential knowledge and skills supported by a coherent and aligned assessment system.	K-4: In 2017-18, in the area of literacy (reading, foundational, literature, and informational text and writing) we will document unwrapped standards, student "I can" statements, and identification of priority standards (on report card). Once priority standards are determined, we will begin to work on developing assessments and rubrics that ensure priority standards are being learned by students.
	Grades 5-7: In 2017-18, common assessments will be created for each unit of study in all subject areas. The creation of a middle level report card based on standards will be developed. Common assessments and the middle level report card will be used for reporting purposes in the 2017-18 school year.
	Grades 10-12: By the fall of 2017, identification of priority standards will be documented (via PowerSchool) to ensure priority standards are being learned by students.
	High School: By 2017-18 the Linn-Mar High School Program of Studies will be updated to include Innovation Center/Iowa BIG. This allows for a more aligned curriculum for core courses, AP coursework and Kirkwood offerings.
	Special Education Programming: By the end of 2017-18, using Iowa's Specially Designed Instruction Framework, a core special education group will analyze the recommended key components and critical features to operationally define specially designed instruction in our district.

Updates on Goal #1: Inspire Learning (Articulate)

SODA/TRY Luncheon: The annual SODA/Try Luncheon was held on December 8th. SODA (Students Okay without Drugs) and TRY (Teens Reaching Youth) organized the event to celebrate the efforts of these important student organizations. This year is the 25th anniversary of the district's TRY program. Jon Harms, Linn Grove Physical Education Teacher, was recognized for his efforts as the original organizer of the Linn-Mar TRY program.



Goal #2: Inspire Learning (Support)

Create effective and agile organization that is individually responsible to the needs of the whole child.

Year 1:

Strategic Initiatives	Measures of Success
Individualized and data-driven instruction.	During the 2017-18 school year, all schools will plan for individualized academic interventions (priority standards/content) for all students regardless of need based on an understanding of child development and learning theories within PLCs 100% of the time as measured by team notes. PLCs will develop and implement differentiated classroom instructional opportunities (in specified areas per grade level) for all students. Measure: The use of common formative assessments to differentiate instruction.
	Explore opportunities to better communicate pathway opportunities for students through better articulation during instruction.
Each student enters school healthy and learns about/practices healthy lifestyle.	Develop a Health Curriculum Committee to review health education guidelines and determine district needs. Final recommendations will be made by June of 2017.
	Work with Community Relations on a communications plan to engage parents prior to students entering school regarding wellness and wellbeing of children to be completed in spring 2017.
Each student learns in a physically and emotionally safe environment.	Staff, students, and family members establish and maintain school and classroom behavioral expectations, rules, and routines that teach students how to manage their behavior and help students improve problem behavior.
	Schools teach, model, and provide opportunities to practice social-emotional skills, including effective listening, conflict resolution, problem solving, personal reflection and responsibility, and ethical decision making.
	Mental Health Needs: In 2017-18, continue partnerships and continue to explore additional family/staff education opportunities as they arise.
	Throughout the 2017-18 school year, Board of Education members will serve as PBIS "School Champions" and report school successes as part of regular board meetings in order to facilitate district-wide communication and support of the program.
	In 2017-18, schools will report goals, benchmarks and outcome data regularly through the Board Book to the school board and community.
	As a district, focus on making connections with kids. Progress will be tracked via Gallup Poll and Olweus.
	ALICE Trainings: begin classroom lessons, communication on training w/ staff, families, and community, active trainings to begin spring or early fall.

No updates at this time.

Goal #3: Unlock Potential (Challenge)

Become an excellent learning organization through a culture of continuous improvement.

Year 1:

Strategic Initiatives	Measures of Success
Promote understanding of total compensation at Linn-Mar and recognize compensation as a competitive tool to drive organizational results.	Conduct a thorough job analysis for each certified and classified position over the 2017-18 school year.
Provide ongoing professional development for teaching staff that supports core instruction, interventions and curriculum implementation.	Create and implement a three-year flexible, professional development plan; thoughtfully allocating state categorical funding to support PD plan. This plan will be shared with the Board of Education in the winter of 2016-17.
	Throughout the 2016-17 school year, provide professional learning at each PDD on measuring the success of specific teaching strategies in an effort to identify and know how to utilize the most 'high impact' learning strategies. (Many resources can be used to do this including Hattie's Visible Learning and Marzano's Art and Science of Teaching).
Effective and efficient use of data.	By March 2017 we will develop a foundational understanding of Smarter Balanced Assessments with staff, students, and community and be prepared to implement Smarter Balanced for the 2017-18 school year.
	Explore dashboard (performance metrics) possibilities for % of students in AP/honors/IB; % of students who show academic growth on NWEA, FAST, Iowa Assessment; % of students who achieve IEP Goals; and other relevant "predictive gateways" for academic success.
Curriculum, instruction and assessment demonstrate high expectations for all students.	Using relevant achievement gap information, identify opportunities to increase the number of students performing at or above grade level in math and reading.
	Expand early literacy within the early childhood programs by using creative curriculum assessment information to drive instruction.
	Provide substantive support to enhance math and reading skills PreK-5.
	During the 2016-17 school year, identify all level 3 and level 4 questions used on all common formative or summative assessments within each course at the high school level.
	During the 2016-17 school year we will closely monitor and update our stakeholders as appropriate, federal and state initiatives including Smarter Balanced, ESSA, ELI and CASA.
	By the end of 2016-17, develop a K-8 standards based report card.

Goal #3: Unlock Potential (Challenge) *Continued*

Become an excellent learning organization through a culture of continuous improvement.

Year 1:

Strategic Initiatives	Measures of Success
Becoming Deliberately Developmental about our staff as we shift from "Human Resources" to "Talent Management".	Research well-being and insurance models/best practices and explore community partnerships (Ex. Blue Zones) to improve Linn-Mar and community health and well-being, reduce health care claim costs from five-year historical averages, and enhance productivity.
	Reduce employee workers compensation claims from five-year average info.
	By spring 2017, develop integrated marketing and communications programs that position Linn-Mar as the district of choice for world class teaching, learning and student achievement. Develop and begin to execute and assess integrated strategic marketing and communications programs, both internal and external, to strengthen, promote and protect Linn-Mar's brand identity, relevance, accomplishments and excellence.
	Explore opportunities to expand mentor programs for all employee groups and leverage their talent/knowledge to improve our overall performance.
	Work to create and maintain a predictable, respectful, compliant, labor relations environment, alignment and consistency with the overall employee relations strategy based on proactive and open communications.
	Research comprehensive and engaging performance management plans for classified and professional staff.
	Foster a positive, engaging, diverse and inclusive work environment while identifying and responding to the changing needs of the Linn-Mar community.
Cultivate a high achieving performance culture.	Revise recruitment strategy and branding program by late winter (2016-17).
	Always promote a school culture with the belief system of all students can learn.

Goal #3: Unlock Potential (Challenge) *Continued*

Become an excellent learning organization through a culture of continuous improvement.

Year 1:

Strategic Initiatives	Measures of Success
Strengthen leadership capability throughout Linn-Mar to promote high levels of performance and productivity and sustain excellence.	Make school building-level communication the major focus of the communication efforts.
	Provide training to district leaders to address all aspects of the employee life cycle.
	Begin to develop a leadership ladder (succession planning) throughout Linn-Mar in all employee groups with a focus on recruitment and retention.
	Identify employee skill gaps, provide opportunity for improvement/workout plan or coaching out (coach up or counsel out).
	School Board, district leaders, and building administrators continually seek to improve knowledge of upcoming trends in education and research on school improvement by having memberships to professional organizations, attending relevant conferences, and networking with other administrative professionals.
	Board Policy Committee to develop and deploy board learning plan and work to strategically align all board committee work under the Strategic Plan .

Updates on Goal #3: Unlock Potential (Challenge)

Summer School Program: Beginning with the summer of 2018, the district will offer a summer school reading support program. Targeted kindergarten students that are identified through FAST testing will be invited to participate in this new program. The summer school reading support program will be held three times per week for four weeks at Novak Elementary. More details will be provided closer to the start of the program.

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Goal #4: Unlock Potential (Success)

Maximize achievement by increasing digital literacy utilizing 21st century digital tools.

Year 1:

Strategic Initiatives	Measures of Success
Digital Content	Explore and clarify LM working definitions related to digital learning (blended learning, digital content, etc.) to establish a shared vision.
	Identify specific areas to provide district, building, and instructional support for technology integration and implementation.
	Review, update and curate our PreK-12 digital curriculum to ensure it is rigorous and relevant.
	Identify and develop an online course option, aimed primarily at LMHS 11th and 12th grade students, in each department area that may or may not be a required course.
Digital Citizenship	During 2016-17 explore PreK-12 Digital Citizenship Curriculum (i.e. CommonSense Media).
	2016-17 TICs provide professional development on digital citizenship.
Digital Equity	Review technology equity procedures to inform future policy decisions.
	Establish a uniform, digital checkout process for students who do not have Wi-Fi or computer outside of school.
	Using assessment information, implement the appropriate assistive technology tools for students with special needs in the general education classroom.
	By increasing understanding of assistive technology, promote a culture of individualizing learning needs.
Digital Pedagogy	Begin a process to ensure all faculty have the qualifications and training necessary to deliver courses in a variety of modes; specifically regarding online instruction.
	Create a faculty mentor program or peer review system as a way to improve online/hybrid courses.
	Explore potential resources and processes for future curriculum.
	Utilize Technology Instructional Coaches (TICs) to provide coaching support for teachers integrating technology into their instruction.
Digital Communication	Use annual staff/student/parent/community survey data to determine effective use of school website for consistent district and building level communication.
	Explore possibilities for better alignment and integration of systems used by parents (i.e. PowerSchool, TouchBase and Total Access).
	Promote current electronic communication services for staff to access relevant information regarding resources.

No updates at this time.

Goal #5: Empower Achievement (Involve)

Enhance engagement opportunities through focused strategic partnerships.

Year 1:

Strategic Initiatives	Measures of Success
Internal Partnerships	Investigate and research district administration practices and processes to enable principals to focus more on instructional leadership.
	Promote opportunities for district employees to volunteer in classrooms.
	Explore and clarify the purpose and structure of district leadership meetings to align with Strategic Plan.
External Partnerships	Create conditions to provide transparent, accurate and accessible information through dashboards.
	Broaden opportunities for local businesses and historically underutilized businesses to work with the district.
	Explore opportunities for the city and local districts to share costs for shared services.
	Develop/nurture relationships and work with community partners and media to define, promote, expand and market signature programs.
	Begin to establish a network of information ambassadors.
	Enhance established partnerships with the business community, as well as nationwide, to broaden recruitment, wellness, volunteer and diversity initiatives.
	Promote external partners to join district committees and district staff participate in outside committee groups.

Updates on Goal #5: Empower Achievement (Involve)



Board Visit to the Success Center: On December 13th the Board of Education visited the Success Center to engage with students and staff during lunchtime. The students were gracious hosts to board members, giving wonderful tours of the facility and serving as table hosts for lunch. The board briefly discussed future programming and space needs and entertained some creative brainstorming as it relates to the district's *Strategic Plan* and future initiatives.

Idle Free Initiative: Congratulations to the district's Transportation Department for being featured in KCRG's December 21st news story on Idle Free Linn, an initiative sponsored by Linn County Public Health to raise awareness on vehicle idling. [Click here to view the full story!](#)



Goal #6: Empower Achievement (Build)

Construct physical learning environments using fiscally responsible and sustainable practices.

Year 1:

Strategic Initiatives	Measures of Success
Facilities Restructure	During the 2016-17 school year the Board of Education, with feedback from community patrons, will approve a long-term facility structure plan that benefits all Linn-Mar students.
	Determine what the most appropriate and cutting edge learning environments look like at each of the grade level configurations and prioritize goals for the physical components for each of the environments.
	Establish a communication campaign to foster support and approval of district restructure needs.
	Develop a funding plan to support 10-year restructure plan, including the outline of a possible bond campaign strategy.
	Engage architects, engineers, demographers and other applicable services to assist in the planning and implementation of the facility restructure plan.
	Identify an off-site facility for Linn-Mar extension of Iowa BIG.
	Occupy Westfield Elementary addition.
Facilities Preservation	Address priority needs to improve district facilities by actively maintaining 10-year facilities and preventative maintenance plan, including identifying energy-saving opportunities.
	Develop a funding plan to support 10-year preventative maintenance.
	Complete walkthroughs with principals, Crisis Committee members, and Operations & Maintenance to determine building needs in reference to safety and security.
Operational Resource Allocation	Work to optimize resources (buildings, personnel, programs, etc.) to ensure they are utilized efficiently and effectively.
	Explore procedures to effectively evaluate programs from a financial aspect to ensure resources are being utilized to full potential.
	Continually review categorical funding streams to ensure resources are being properly spent and that all expenditures are properly allocated.

Updates on Goal #6: Empower Achievement (Build)

LRC Sprinkler Project Phase II: Phase two of the LRC sprinkler project will consist of the installation of a fire suppression system on the bottom floor of the LRC (Compass area), with work to be completed during the summer of 2018. Similar to Phase I, the district issued a competitive quote package and received quotes from two vendors. Iowa Fire Protection (Hiawatha, IA) provided the lowest quote at \$49,890. Other associated work, such as ceilings and plumbing, will be subcontracted out by the district. The total cost of the Phase II is estimated to be below \$100,000.

Achievements and Honors



LMHS ALO Group Prepares Packages for Marion PD: As their Holiday Project, the Accountability Leadership Opportunity (ALO) students at Linn-Mar High School came in before school to assemble "On Duty" care packages for members of the Marion Police Department. This is the second year for the project that provides pens/pencils, hand warmers, gum, Kleenex, hand sanitizer, and other items for the officers. It's the group's way of saying thank you for the services they provide every day. ALO would also like to thank the Linn-Mar students and staff who contributed to the cause.

Find Your Spark! STEM II Institute: Seventh grade students from Excelsior and Oak Ridge middle schools attended the first STEM II Institute at the Linn County Regional Center. Nearly 2,400 seventh grade students from area school districts attended the Find Your Spark! STEM II Institute's event hosted by the Kirkwood Community College Workplace Learning Center in collaboration with University of Iowa Health Care. The two-day event provides students with opportunities to explore different career paths and was designed to guide them in their decision-making process. Students attended presentations led by more than 28 representatives from a wide variety of businesses related to science, technology, engineering, and mathematics.



Excelsior Students Make Blankets For a Good Cause: During the month of December, OCM students from nine different Excelsior Middle School classes worked on tie blankets to be donated to babies at local hospitals. In total, the students created 66 blankets! According to Candice Mullinex, Seventh Grade Language Arts Teacher, "This has been a wonderful service opportunity for our students." She went on to state that due to the tremendous outpouring of support for this act of giving, "We will be doing this service project again next year and encourage others to join us."

Excelsior Book Drive: Excelsior seventh graders celebrated success as they wrapped up their Knowledge Tree book drive. Students from throughout the building joined in the effort to collect 405 books. The students wrapped the books and arranged them into a large tree. The tree became the centerpiece of the media center. The tree has now been dismantled and the books have been distributed to local charities. The school's Holiday Assistance Program received 125 of the books donated.



Cheer Community Outreach: Kudos to the basketball Cheer squad for giving back to the community by providing free gift wrapping at the varsity doubleheader against Prairie on December 15th. Donations were accepted and given to Gems of Hope Charity that provides gifts to local cancer patients.

Lego League News: Congratulations to the Oak Ridge Lego Masters and Blasters who will advance to the state competition at ISU on January 13th!





MS Orchestra Community Outreach: Kudos also go out to the Middle School Orchestra for sharing their musical holiday tour with the residents of Cottage Grove Place in Cedar Rapids and The Villages in Marion. They also performed at Lindale Mall.



Student of the Week: Congratulations to Senior Vi Phan for being chosen as the *Marion Times* student of the week. Vi's time at Linn-Mar included participating in the Iowa BIG program and Student Director of the Writing Center. Vi was also involved in SODA/TRY, Key Club, and served as a Student Ambassador. Her academic honors included receiving an Academic Award with Distinction, AP Scholar, and Vi was awarded a National Council on Youth Leadership scholarship in preparation for her attendance at the University of Iowa where she hopes to major in biology. Vi would like to open her own dental practice in the metro area one day.

High School Auditorium News: Just in time for the holiday festival of music performed by our show choirs, the high school auditorium had new stage curtains installed! Shawn Poellet, Linn-Mar graduate and Assistant Technical Director for the Gallagher Bluedorn Performing Arts Center, led the installation project. The new curtains were funded through revenues generated by usage fees charged to outside groups for use of the auditorium.



SODA/TRY Host Holiday Luncheon: The S.O.D.A. (Students Okay without Drugs or Alcohol) and T.R.Y (Teens Reaching Youth) Holiday Luncheon was held in the High School auxiliary gym to celebrate the efforts of each student organization. The luncheon, which honored TRY's 25th year at Linn-Mar High School, was attended by high school and district administrators. This year's special guest was Linn Grove's Jon Harms, P.E. Teacher, who established TRY at Linn-Mar. Special education students also joined in on the fun which included music, a trivia contest and door prizes of bags of candy!



Linn-Mar Best Buddies Program: Congratulations to Kaleb Cook, student leader and organizer of the Linn-Mar Best Buddies program, for being named as one of 15 young humanitarians of the US Cellular, *The Future of Good* program. The Best Buddies program focuses on getting students more involved and matches special needs students with other high school students.