

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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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.

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

Updates on Goal #1: Inspire Learning (Articulate)

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

Elementary Homework Committee: On December 4th the Elementary Homework Committee met. The notes from the meeting are listed below as well as some historical background information about the committee. *Please note that the committee will now be called the Elementary Homework Guiding Coalition.*

Meeting Outcomes:

Revisit consensus and answer...what does it look like for our group?

- It was determined the consensus is: This is where we, as a group, are heading on the topic of homework and what we are willing to agree upon, support, and share with others throughout the district. This is something we can all live with.

Review and Discussion of Literature Submitted by Committee Members:

- The group discussed the assigned three articles. The discussion focused on the 3 Q's: **q**uotes that stood out from the article, **q**uestions that still remain from the reading, and **q**uality of the reading.
- Discussion and documentation of themes from the literature read and discussed which included:
 - Professional development opportunities to understand what meaningful homework is.
 - Differentiating homework for students/individualized homework based on student goals. This could look different from building to building or classroom to classroom based on student needs.
- What impact does homework have on our students?
- What does K-5 homework look like for each grade level?

Historical Background of the Group:

- It was observed that teachers were putting a lot of work into tracking and grading homework. Knowing how much time teachers were spending on this, it lead to questions about:
 - What is the purpose of the homework?
 - What is the impact of homework on student learning?
- With approval, a committee was formed to meet and research the topic of homework at the elementary level and the main purpose/focus of answering: Are we doing what is best for students?
- Information about this newly formed committee was shared with the elementary principals. The principals were asked to share this information with building staff members and invite staff members to participate in the committee whose purpose would be to explore homework at the elementary level.
- This committee had its first meeting in November of 2016 and its members had varying opinions on homework at the elementary level. By the end of the year, the committee had come to consensus, based on research and discussion, as to how they would like to see homework implemented at the elementary level.
- This was not a change in policy, as the intent was never to get rid of homework but to define what it would look like districtwide at the elementary level. Recommendations from last year's committee:
 - Encourage daily literacy activities (reading, spelling lists, sight words, etc.)
 - Occasional additional work such as study guides
 - Math links would not be printed at the district level
 - Math links could be used at school and if they were sent home there would not be any expectation that they would be returned.
 - Removal of consequences for homework not being completed and/or returned.
 - Expectations for homework completion removed from the report card.
 - The Homework Committee would provide a list of ideas and resources for parents.

Updates on Goal #1: Inspire Learning (Articulate) ... CONTINUED

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

Progress Update on the English Language Arts Standards at the Elementary Level: The elementary staff have worked to unwrap and write "I Can" statements and prioritize the English Language Arts (ELA) standards in the areas of foundational skills, literacy, informational text, and writing. Staff have also unwrapped and written "I Can" statements for the ELA speaking and listening standards.

The speaking and listening standards will be prioritized in December during the curriculum facilitators meeting. Staff will go through the same process with the last set of ELA standards for language. This work ties directly to the Multi-Tiered Systems of Support core instruction building block entitled, Standards and Enacted Curriculum.

Curriculum facilitators and coaches have been developing proficiency scales as well. The goal is to complete the writing of proficiency scales for foundational skills, literacy, information text and writing standards and then, in January, this group will develop a grade level pacing calendar, begin updating curriculum maps to align with the priority standards that have been identified, and develop a plan for piloting the implementation of the new proficiency scales.

2018-19 High School Program of Studies - Final Additions, Deletions, and Changes:

- **Change in Science graduation requirements for Class of 2022 and later:**
 - **Why:** State Department of Education requirement to implement new Iowa Core science standards in 2018-2019.
 - **What:** Change *from* 30 credits with a minimum of one ten-credit life science course requirement (General Biology), one ten-credit physical science course requirement (several choices), and ten credits of elective science coursework (several choices).
 - Change *to* 30 credits to include at least one selection from each of four categories (earth science, life science, physics, and chemistry). Two courses have been built expressly to meet requirements in two categories simultaneously. Engineering, Technology, and Applications of Science will be infused in each of the four categories.
- **Change in Social Studies and Financial Literacy graduation requirements for Class of 2022 and later:**
 - **Why:** State Department of Education requirement to implement new Iowa Core Social Studies standards in 2020-2021.
 - **What:** Change *from* 30 credits to include credits in US History, World History, and American Government. Addition of Personal Finance requirement.
 - Change *to* a minimum of 30 credits to include US History, World History, American Government, and a behavioral science course (Introductory Psychology or Sociology).
 - Personal Finance (or certification) is required to meet Social Studies Financial Literacy requirement.

HS Program of Studies continued on next page

Updates on Goal #1: Inspire Learning (Articulate) ... CONTINUED

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

Course Additions	Course Drops
ART420 Graphics Two	SCI115 Physical Science
IND 680 PLTW Engineering Design and Development	SCI135 Physical and Earth Science
SCI340 Earth and Space Science	SCI205 Biology Fundamentals I
SCI360 Applied Chemistry and Physics	SCI215 Biology Fundamentals II
ENG390 Communications	SCI310 General Chemistry
SSS331 Executive Functioning II	SSS131 Mathematics III
MUS150A Symphony Band	
MUS150B Symphonic Winds	Course Changes (pre-reqs, length, etc.)
IND645 Computer Science Essentials	ART145 3-D Mixed Media
STU004 Achievement Studies	ART235 2-D Mixed Media
	ENG205 Academic Literacy II
Blended Sections Available	FOR530 Spanish V
English III, Advanced English III, Spanish IV, Algebra IIA,	HPE260 Health II
General Biology, World History, and Intro to Psychology	SCI125 Earth Science

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 well-being 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.

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

Updates on Goal #2: Inspire Learning (Support)

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

Parent University: The first Parent University was hosted by Student Services on November 16th. The Special Education Advisory created a parent resource binder for special education families. At the Parent University, the families were able to attend a workshop on how to put the binders together as well as reaching out to each other on additional topics of their choosing. Topics the families wanted more information on included: free and/or cheap apps to use with their student at home, community providers recommended for students with disabilities, how to keep their homes safe, good parenting resources, play groups for students with behavior concerns, and community activities for students with special needs. The next Parent University will be held on January 11th at 6:30 PM in the boardroom of the Learning Resource Center.

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 .

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

Updates on Goal #3: Unlock Potential (Challenge)

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

Board Visit to Wilkins: The Linn-Mar Board of Education had the opportunity to visit Wilkins Elementary on December 1st. Board members were provided the opportunity to interact with staff during lunch and tour several classrooms.

Elementary Reporting Periods: Beginning with the 2018-19 school year, Linn-Mar elementary schools will move from a trimester reporting period to a quarters reporting timeframe. Parent-teacher conferences will be held at the end of the first and third quarters. Report cards will be completed at the end of the second and fourth quarters. This will align the elementary reporting periods with the middle school and high school levels.

2018-19 School Calendar: The proposed school calendar for the 2018-19 school year is being brought to the board for approval on December 11th. A couple of calendar highlights include:

- First Day of School...August 23rd: This is the first day that school can begin according to Iowa Code.
- Winter Break: December 22nd through January 1st
- End of the Third Quarter before Spring Break: We were able to tweak a few things on the calendar, including the placement of professional development days and teacher comp days, to allow the third quarter to be completed before spring break.
- Graduation: Sunday, May 26th
- Final Day of School: Friday, May 31st

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 tool(s) 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.

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

Updates on Goal #4: Unlock Potential (Success)

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

Career & Technical Education Committee: The CTE Committee met on December 6th.

Highlights of the meeting included:

- Touring the four service areas that comprise the high school CTE department: Ag Science; Business; Family Consumer Science; and Design, Engineering, and Manufacturing (DEM)
- Review of the Perkins Desk Audit
- Began the process of creating an action plan for each service area

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.

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

Updates on Goal #5: Empower Achievement (Involve)

Enhance engagement opportunities through focused strategic partnerships.

MEDCO-Sponsored Community Social: MEDCO and the City of Marion hosted a community social at the Indian Creek Country Club on November 30th to introduce themselves, share information on planned development activity, and offer an opportunity for the community to meet new city and school-elected officials.

Linn-Mar School Foundation: On *#GivingTuesday* the Linn-Mar Foundation presented the district with a check in the amount of \$71,800, which represents classroom and program grants submitted by teachers this fall which include:

- Music In The Schools programming including Opera Iowa, Orchestra Iowa, and Pan American Steel Drum Ensembles which will visit each elementary building
- Makerstation or "Make to Learn" STEM learning centers, now in each Linn-Mar building
- Google Expeditions virtual reality units
- Student iPad technology
- First grade Reading Fluency listening stations
- MimioTeach bars for staff instruction
- 3D printer for the high school
- Iowa BIG Makerstation: Virtual reality equipment, 3D printer, 360 camera, drone, GoPro
- College campus tour experiences for juniors and seniors
- Visual Arts pottery wheels for the high school
- Music Connects instruments and lessons for students facing financial barriers
- Advanced Placement exams for students facing financial barriers



The Foundation was established over 30 years ago by engaged community leaders who wanted to set up a support system for the district. The Foundation's mission remains the same today: *To help bridge funding gaps which exist in school budgets and support educational excellence throughout the district.*

Thank you to the staff, students, families, and community members that continually support the Foundation with monetary donations. [Click here to find out more about the Linn-Mar School Foundation.](#)

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 schedule.
	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.

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

Updates on Goal #6: Empower Achievement (Build)

Construct physical learning environments using fiscally responsible and sustainable practices.

Facilities Advisory Committee: The FAC met on November 21st and discussed the following:

- 2018 Summer Construction Projects (*Refer below*).
- Future Bond Campaign: Discussion continues about targeting either September or December 2018 for the next bond campaign. We have not set a date at this time as we are not ready to make a recommendation to the Board of Education. Further discussion is needed before we will be ready to make a recommendation.
- The committee discussed ways to engage the community in the great work happening at the Stadium, Aquatics Center, and High School. We believe some misperceptions exist within the community about the functional use of these spaces so we want to make certain our community is fully informed of the great educational opportunities happening through their programs on a regular basis.
- The committee discussed how an extension of SAVE could impact a future bond request of our community. An extension of SAVE would be a benefit to our district and we will advocate strongly for the extension when the bill is proposed.
- Lastly, the committee discussed the need for a 10-year facilities plan with more detail than has been previously provided. We talked about various strategies for soliciting input and various strategies for presenting the information once collected.

2018 Summer Projects: Based on feedback from the Facilities Advisory Committee and OPN Architects, the administration is recommending the following capital projects for summer 2018:

Location	Description	Est. Cost	Fund
Excelsior	Flooring- Corridors	\$125,000	PPEL
Bowman Woods	Phase I- Partial Roof, Restrooms, IT Network, Intercom, Corridor Flooring, Ceiling, Doors, Paint	\$600,000	PPEL
Bowman Woods	Blacktop Resurfacing	\$50,000	PERL
Indian Creek	Phase I- Restrooms, Electrical Switchgear, Doors, Clocks, Ceiling, Paint	\$600,000	PPEL
Wilkins	Phase I- Restrooms, IT Upgrade, Access Controls, Doors, Ceiling, Paint	\$450,000	PPEL
Wilkins	Blacktop Resurfacing	\$50,000	PERL
LRC	Phase II- Fire Suppression	\$75,000	PPEL

The major project for each of the historical buildings in Phase I is the remodeling of bathrooms. Currently, OPN is performing walkthroughs of all the bathrooms at Bowman Woods, Indian Creek, and Wilkins to determine the exact scope of this project. The goal would be to address ADA compliance along with any needed updates to these existing bathrooms. Anticipated bid date for this project is February/March 2018.

Updates on Goal #6: Empower Achievement (Build) ... CONTINUED

Construct physical learning environments using fiscally responsible and sustainable practices.

Finance/Audit Committee: The Finance/Audit Committee met on December 7th and their discussion focused on:

- Farm Leases: The district rents out three different parcels and the cash rent rate is based on the Linn County overall average as stated in the 2017 Iowa State Survey. This year the rate is \$239 per acre.
- Reviewed change order for the Westfield classroom addition in the amount \$4,869.74. The change order is for the replacement of actuators on the existing dampers in order to stabilize and better control the building pressure.
- Reviewed the list of 2018 summer capital projects and other expenditures in PPEL and SAVE for the 2018-19 fiscal year.
- Discussed various school finance topics from the IASB Convention and talked about next steps regarding board member orientation to school finance.
- Briefly reviewed the FY2017 CAFR noting that a representative from the audit firm will be at the meeting on December 11th to report out.
- Discussed an indexed money market account offered by Kerndt Brothers Bank whereby deposits would earn 80% of the 26-week US Treasury Bill rate (currently at 1.4%). The account would also provide complete liquidity and have no monthly maintenance fees. Minimum deposit would be \$250,000 and maximum deposit would be \$2.5 million.
- Discussed the At Risk/Dropout Prevention Application and noted that the maximum modified supplemental amount requested cannot exceed 2.5% *times* our certified enrollment *times* our district cost per pupil. In this case that amount is \$1,239,057, which is the amount recommended for board approval.

FY2017 Certified Annual Financial Report (CAFR): The FY2017 financial audit report has been completed by Nolte, Cornman, & Johnson, PC. A representative of their firm will be at the December 11th board meeting to summarize the report and inform the board of any audit findings. Once the audit is approved by the board, it will be submitted to ASBO International for consideration for the *Certificate in Excellence for Financial Reporting* award.

Achievements and Honors:

Volleyball News: Congratulations to Junior Megan Renner on being named to the Class 5A Volleyball All-State/First Team. Megan has committed to play volleyball for Purdue University in 2019!



Swimming News: Congratulations to Coach Tom Belin and the LM Boys Swim Team for being mentioned in *The Gazette* as swimmers and team to watch this winter season. Last season the team placed 14th at state as well as ended Cedar Rapids-Washington's 53-year district title winning streak. The following swimmers were listed in the article to watch based on their State finishes last year:



- Nick Cavanah: Finished 16th in 500 freestyle
- Matt Peng: Finished third in the 100 butterfly and sixth in the 50 freestyle
- Brycen Snell: Tied for 12th in the 100 freestyle

Basketball News: Trey Hutcheson has been named as one of *The Gazette's 16 Area Players to Watch*. During last season, Trey, then a sophomore, was one of the team's best players averaging 15.8 points and 7.2 rebounds per game as well as shooting 87.4% from the free-throw line. Congratulations, Trey!



Community Outreach: Several members of the boys' basketball team recently helped out The Salvation Army with their Red Kettle Campaign. Players that participated in "ringing the bell" were: Jacob Robertson, Nolan Ruff, Nate Annis, Hayden Passmore, Tyler Oberbroeckling, Garrett Friday, Cole Martin, Jack Gertsen, Jaren Nelson, Greg Hall, and Eli Havlik.

Kudos to the Aquatic Center: A special kudos to Bobby Kelley, Manager of the Aquatic Center, and his staff for meeting the last-minute needs of a college-level swim meet when the facility they were supposed to use had an issue with their pool. Greg Fleming, Head Swimming Coach for Nebraska Wesleyan University, sent an email to Superintendent Shepherd sharing a special thank you and said, "The community should be very proud of the facility they built, the great job Kelley and the staff did in hosting the event, and how impressed he was with how every student in the district uses the pool throughout the year."



Future Business Leaders of America: Congratulations to Kartik Sivakumar and Kung Patel for placing third in the FBLA Junior Achievement Titan Challenge. The Titan Challenge is a day-long competition which places students in the CEO seat to help increase their awareness and understanding of business operations. Participants were challenged to outperform the competition in profit, sales, and markets shares with the support of a volunteer mentor.





Student of the Week: Congratulations to Emily Wolfe for recently being chosen as *The Marion Times* Student of the Week. Emily's academic interests include English, math, Spanish, and art. Emily has been involved in Student Council, the Student Advisory Council, TRY/SODA, concert band, tennis, and the Linn-Mar Buddies program. Emily also tutored at the high school Writing Center. Emily received academic letters with distinction for three years, was part of the National Honor Society, and her future pursuits include earning a degree in business.



Student of the Week: Congratulations to Daniel Low for recently being chosen as *The Marion Times* Student of the Week. Daniel's academic focus includes math, science, writing, and tutoring at the high school Writing Center. Daniel received an academic letter with three-year distinction and participated in tennis, orchestra, Key Club, Math Team, and The Riff Room. Daniel's future pursuits include earning a degree in medicine.



theROARstore: Hours for [theROARstore](#) for second quarter have been set. Be sure to stop by to purchase Linn-Mar gear Tuesday, Thursday, or Friday between 8:00 AM to 4:00 PM. *theROARstore also began offering online shopping on Cyber Monday...[check it out by clicking here](#).*

Book Drive: Students and staff of Iowa BIG are hosting a book drive in conjunction with Barnes & Nobles through December 31st. The goal is collect 8,000 books that will be donated to organizations like Four Oaks, Waypoint, Grateful Grannies, Families Helping Families, Henry Davidson Youth Center, and the Boys & Girls Clubs of Cedar Rapids. Donations can be new or gently used. Donations can be dropped off at Barnes & Nobles on Collins Road or at Iowa BIG (upstairs of Kerndt Bank on Boyson Road). *A second part of the book drives is periodic monetary donations by Barnes & Nobles of 20% of each purchase. So, be sure to mention the Iowa BIG book drive when checking out! These additional funds will be used to purchase new books for the drive.*



Iowa All-State Music Festival: Congratulations to the 50 student musicians that represented Linn-Mar during the Iowa All-State Music Festival!



Green Bandana Project: Kudos to Alexa Gormley and the high school students involved in spearheading the Green Bandana Project to raise awareness of mental health issues and to grow the high school into a more conducive environment for talking about mental health. [The Green Bandana Project](#) is a nationwide suicide prevention and mental health awareness campaign.

Poms Take Top Honors at State: The Linn-Mar Varsity Poms placed first in all three of the biggest classes at the State Competition in Des Moines. Our team took the top spot in Class 3 Contemporary, Class 3 Lyrical, and Class 14 Pom along with a Judge's Choice Award for the Pom routine. Claiming the three first place finishes at state is considered a Triple Crown, an accomplishment that has eluded our team for more than a decade. The Poms plan to continue their hard work for their next two upcoming events. They will compete in Regionals in Minneapolis in January and Nationals in Orlando in February.



Linn-Mar Band Students and Directors Participate in NEIBA Festival: Thirty-seven Linn-Mar band students and their directors participated in the NEIBA District Honor Band Festival held recently at the 54th Annual Northeast Iowa Bandmasters Association (NEIBA) Honor Band Festival in Oelwein. Representing Linn-Mar were 18 middle school students selected to participate in one of two middle school bands and 19 high school students selected to participate in one of two high school bands. More than 500 students from 64 middle schools and 62 high schools participated in the event. As part of the festival, middle school students auditioned for acceptance into the All Iowa 8th Grade Honor Band to be held in Des Moines in May 2018 with Linn-Mar having eight students selected with three alternates.

Linn-Mar High School Band Director Aaron Nuss was one of the two NEIBA middle school guest directors this year. In addition, Excelsior Middle School Band Director Steve King and the NEIBA Middle School Honor Band Chairman oversaw all activities of the two, 132 piece middle school groups.

Oak Ridge Middle School Band Director Brett Dupree received the 2017 Phillip Sehmman Excellence in Teaching Award for middle school directors.

High School students selected were: Mikayla Langhurst, flute; Haley Kleymann, flute; Kalliopi Katsiris, flute; Megan Wolfe, clarinet; Elizabeth Pauly, clarinet; Madison Kuhlman, clarinet; Patricia Redington, clarinet; Erica Ly, clarinet; Sophie Wilbanks, clarinet; Jaslyn Riherd, clarinet; Katie Greiner, alto sax; Garrett Powell, baritone sax; Matt Helberg, trumpet; Ben Lepsch, trumpet; Nathan Wylie, trumpet; Sushanth Rao, French horn; Caleb Almasi, tuba; Sierra Christensen, percussion; and Cadin Evans, percussion.

Oak Ridge Middle School students selected were: Hanna Langley, flute; Hannah Gralund, clarinet; Madison Marcus, clarinet; Nikhil Reuben, trumpet; Moosa Hamad, French horn; Vivian Shanley, French horn, Brendan Brook, trombone; Braeden Dupree, trombone; and Eliana Francis, percussion.

Excelsior Middle School students selected were: Aadarsh Kumar, flute; Maddie Nuss, clarinet; Julia Brough, clarinet; Sophia Gardner, alto sax; Caleb Brown, baritone sax, Peter Kamp, trumpet; Colin Gillund, trombone; Kimmy Moore, percussion; and Nastya Radionova, percussion.

The following middle students were selected for the All Iowa Honor Band: Hanna Langley, flute; Hannah Gralund, clarinet; Maddie Nuss, clarinet; Nikhil Reuben, trumpet; Moosa Hamad, French horn, Brendan Brooks, trombone; Braeden Dupree, trombone; and Kimmy Moore, percussion.

The following middle school students were selected as alternates for the All Iowa Honor Band: Caleb Brock, baritone sax; Peter Kamp, trumpet; and Vivian Shanley, French horn.

Congratulations to all our band students and staff!