



PATHWAYS		TECHNOLOGY		<b>FACILITIES</b>	
Goal #1 Inspire Learning	Goal #2 Inspire Learning	Goal #3 Unlock Potential	Goal #4 Unlock Potential	Goal #5 Empower Achievement	Goal #6 Empower Achievement
Articulate	Support	Challenge	Success	Involve	Build
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 <sup>st</sup> 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 <u>Strategic Plan</u> for Year 2 Strategic Initiatives and Measures of Success.



## **Goal #1: Inspire Learning (Articulate)**

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

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 being 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)**

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

**Iowa High School Graduation Rates:** The Iowa Department of Education announced the high school graduation rate of 91%. The Linn-Mar Community School District graduation rate was reported slightly above the average at 92.05%. For more information visit the Iowa Department of Education website.

#### **Policy Committee Meeting (April 11th):**

- Superintendent Shepherd gave a quick update on the development of a gender neutrality policy. High School Principal Jeff Gustason is currently working with student leaders and will also conduct a survey to gather additional input. Administration is also sharing input to ensure compliance with state guidelines.
- Reviewed policies 504.1 and 504.1-E Student Health and Immunization Certificates: Recommendation for minor update to language in accordance with current immunization requirements.
- Reviewed policy 504.2-E-1 Communicable Disease Chart: Recommendation to update to current Iowa Department of Public Health requirements.
- Reviewed policy 504.31 Administration of Medication to Students: Recommendation to add language to require natural supplements be administered at home and not at school.
- Continued review of 600 policy series. Policies 603.2-605.7 were reviewed with the following recommendations:
  - 603.7 Homework: Recommendation for temporary wording change while the homework committees complete their studies to ensure policy is being followed and also so as not to cause undue confusion, especially in regard to pre-k students.
  - 604.1 Guidance and Counseling: Recommendation to change wording from guidance counselor to school counselor.



## **Goal #2: Inspire Learning (Support)**

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

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



#### **Updates on Goal #2: Inspire Learning (Support)**

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

**Town Hall for Our Lives Event:** Kevin Drahos, a junior at Linn-Mar High School, spearheaded a Town Hall for Our Lives event on Saturday, April 7th. The event was one of many held across the United States as part of *March for Our Lives* which focuses on increasing safety in our schools. Approximately 11 politicians from both parties participated.

**Safety and Security Advisory Committee:** The first Safety and Security Advisory Committee meeting was held on April 5th. The purpose of the committee is to review the safety audits in order to supply the board with information to make an educated decision on improvements to complete within the buildings in the areas of safety and security, as well as to inform future board policy and/or procedures as appropriate. During the meeting, members worked in groups to analyze the data received from the safety and security audits conducted on each school building as well as the Aquatic Center, Stadium, Learning Resource Center, and Operations and Transportation building. Each group identified positives within the audit results and areas of improvements. The next meeting is scheduled for April 26th.

**ALO Youth Conference:** The Linn-Mar ALO (Accountability, Leadership and Opportunity) will hold the 2018 ALO Youth Conference in the high school main gym on Saturday, April 28th. The theme will be Leading and Thriving.

The conference is designed to enhance the leadership skills and tools of young people so they can thrive personally, socially, and academically. The conference will focus on the following areas: leadership, peer pressure, becoming actively involved in school and community, choosing friends wisely, the minority student experience, texting and driving, social media etiquette, time management, and college preparation.

The event is open to students in grades 6-12 and parents are also encouraged to attend. There will be several workshops specific to parents and guardians. Students are not required to bring anything to the event other than their ticket and parent permission form. If a student has not pre-registered, they will need to bring \$10 for entry to the conference in addition to a parent permission form. To sign up for the event, visit the ALO Youth Conference website. For additional information, contact Janessa Walters at 319-892-4884 or via email.

#### Schedule of Events:

- 8:00-8:45 AM: Conference Check-In/Registration
- 8:45-9:20 AM: Conference Welcome and Pep Rally
- 9:25-9:55 AM: Breakout Session 1
- 10:00-10:30 AM: Breakout Session 2
- 10:30-10:40 AM: Break
- 10:45-11:10 AM: Breakout Session 3
- 11:15 AM-12:00 PM: Resource Fair
- 12:00-12:30 PM: Lunch (The meal is free)
- 12:35-1:35 PM: Student Panel Discussion
- 1:40-2:00 PM: Wrap Up, Conference Surveys, and Distribution of Conference T-Shirts





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

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

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	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.
for teaching staff that supports core instruction, interventions and curriculum implementation.	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.
	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.
Curriculum, instruction and assessment demonstrate high expectations for all students.	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.

Strategic Initiatives	Measures of Success	
	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.	
Becoming Deliberately Developmental about our staff as we shift from "Human Resources" to "Talent Management".	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.

Strategic Initiatives	Measures of Success
	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.
Strengthen leadership capability throughout Linn-Mar to promote high levels of performance and productivity and sustain excellence.	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 <u>Strategic Plan</u> .

# **Board Book: April 23, 2018**



#### **Updates on Goal #3: Unlock Potential (Challenge)**

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

**Homework Guiding Coalition Update:** The Elementary Homework Guiding Coalition had a meeting on April 16th. Principals gave an overview of what homework looks like in their buildings and how it aligns to board policy. The Coalition reviewed and discussed the four decisions made during their last meeting and how each aligned with board policy. The four decisions were:

- 1. Homework will be purposeful, with a clear purpose tied to student learning. (Board Policy: Necessary, useful, and appropriate)
- 2. Students will have demonstrated competency in the skill being practiced before being asked to complete the skill independently through homework. (Board Policy: Appropriate to the ability and maturity level of the students; clearly understood by the student)
- 3. Homework will have a parent education component, along with a parent awareness component. (Board Policy: Parents, guardians, or legal custodians should be informed of this homework policy and regulations)
- 4. Feedback will be provided for homework. (Board Policy: Promptly monitored by licensed personnel including acknowledgement and/or feedback)

In small groups, Coalition members shared thoughts about: What each of these decisions would look like in buildings? How we would know if this decision is achieved? What further actions need to take place on each of these decisions?

The group generated some tentative outcomes for these four topic areas. We plan to review and rewrite these outcomes with the goal of being able to present to the board and staff prior to the end of the school year. The next committee meeting is scheduled for May 14th.

**Employee Benefits:** This year's annual benefits enrollment is underway! We are able to offer the medical plans with no changes to the plans or costs. The vision plan and costs are also the same, but the dental plan pricing did increase slightly. This year's message focuses on the ways employees can save money when purchasing and using their benefits using a variety of means as described below:

- 1. In-Person Meetings: Cathy Gauger, HR Generalist, has presented information at 11 staff meetings in various buildings. The remaining meetings will be completed by April 25th. During these meetings, information was shared on ways to save money including introducing a new Wellmark "savings" tool.
- 2. We have worked with Wellmark to develop and pilot an online health plan comparison tool that will show employees what their expected expenses would be on all four of the medical plan offerings. Linn-Mar was selected to test the tool for Wellmark, so we are the only Wellmark client in Iowa who has access to the tool. Staff are being introduced to and shown how to use the tool during the in-person meetings.
- 3. Life-size Bennie Fits: Working with Linn-Mar Art Teacher Mike Brandt, we created life-size Bennie Fits freestanding information displays based on our mascot that we developed a few years ago. There are six Bennies and each one is at a building in a public area for visibility. Next week, the six Bennies will be rotated to other schools who do not have one at this time.
- 4. Information has been sent to staff mailboxes, emails, and posted in iVisions.



## **Goal #4: Unlock Potential (Success)**

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

Strategic Initiatives	Measures of Success
	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.
Digital Content	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.
	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.
Digital Equity	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.
	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.
Digital Pedagogy	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.
	Use annual staff/student/parent/community survey data to determine effective use of school website for consistent district and building level communication.
Digital 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.

## Board Book: April 23, 2018



#### **Updates on Goal #4: Unlock Potential (Success)**

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

**Digital Learning Committee:** The Digital Learning Committee held its first meeting on April 17th. The committee is comprised of 32 members, which provide a PK-12 perspective. The purpose of the committee is to set the vision for the Teaching & Learning Department, as well as for Linn-Mar in regard to digital learning. This will encompass:

- Curriculum design: textbooks, open-ed resources, and future adoption options
- Instructional design and expectations for teachers
- Learner Management System (LMS) expectations
- Digital citizenship and digital literacy
- Professional development needs for staff
- Determine types of devices at each level
- Device allocation including possible 1:1 planning

Implementation of technology is not about devices or apps; it is based on the need to enhance learning for all students in our district. Implementation can expand choice for students, provide personalized learning opportunities, and support expansion of Blended Learning. Implementation will be methodically planned to ensure success. The work of this committee aligns with strategic planning, Future Ready Schools, and the Iowa Digital Learning Plan. The first meeting provided foundational knowledge and started the work of specifically defining student-learning outcomes. The next committee meeting will be May 3rd.



## **Goal #5: Empower Achievement (Involve)**

Enhance engagement opportunities through focused strategic partnerships.

#### Year 1:

Strategic Initiatives	Measures of Success
	Investigate and research district administration practices and processes to enable principals to focus more on instructional leadership.
Internal Partnerships	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.
	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.
External Partnerships	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.

# No updates at this time.



## **Goal #6: Empower Achievement (Build)**

Construct physical learning environments using fiscally responsible and sustainable practices.

Strategic Initiatives	Measures of Success
	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.
Facilities Restructure	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.
	Address priority needs to improve district facilities by actively maintaining 10-year facilities and preventative maintenance plan, including identifying energy-saving opportunities.
Facilities Preservation	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.
	Work to optimize resources (buildings, personnel, programs, etc.) to ensure they are utilized efficiently and effectively.
Operational Resource Allocation	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)**

Construct physical learning environments using fiscally responsible and sustainable practices.

**Excelsior Flooring Replacement Project:** Scope of the project includes replacing the carpet in the corridors with VCT and replacing the old carpet in pod areas with new carpet. The district worked with OPN Architects on the project scope and solicited competitive quotes for the project. The results of this process are as follows:

Randy's Flooring \$84,632Appleby & Horn \$87,192Poindexter Flooring \$110,994

OPN and the district recommend awarding the work to Randy's Flooring as the lowest, responsive bidder. Note the original cost estimate for this project was \$100,000 to \$125,000. Project costs will be paid using PPEL funds.

**Finance/Audit Committee:** The Finance/Audit Committee discussed the following items when they met on April 19th:

- Reviewed March 2018 financial and cash reports
- Discussed the eligibility requirements for early separation and noted that the FY2019 budget assumes approximately 15 packages will be taken by the Class of 2019. The cost of each package includes 50% of an employee's base salary, plus any unused personal days paid out at the current substitute rate.
   Costs are paid from the management fund and are generally paid over a two-year time period.
- Reviewed guotes for the Excelsior flooring replacement project. See above for more details.
- The committee reviewed the proposed school facilities 10-year Capital Plan. It was noted that this plan is a living document and should be reviewed by the board periodically to ensure priorities, funding, etc., are aligned with district goals.
- Members of the committee briefly discussed the following legislative issues: SAVE extension, tax reform, commercial and industrial valuation backfill dollars, and the lunch shaming bill that was signed by the governor.
- At the end of the meeting, the committee participated in a learning session on the topic of spending authority.



#### **Achievements and Honors**



**Excellence in Teaching Award:** Congratulations to Jeanne Turner, High School AP Psychology Teacher, for being a recipient of the 2018 American Psychological Association Teachers of Psychology in Secondary Schools Charles T. Blair-Broeker Excellence in Teaching Award! This is a national recognition of outstanding teachers in the area of psychology!

**Letters of Intent:** Congratulations to the following students for signing their athletic letters of intent:

- Cameron Bonner (Football): Ellsworth Community College, Iowa Falls
- Trey Baker (Football): Ellsworth Community College, Iowa Falls
- Koby Wesselink (Soccer): University of Northwestern St Paul
- Bailey Jonker (Softball): Dordt College, Sioux City

**Science Olympiad:** Congratulations to the high school Science Olympiad team and their sponsor, Laura Azelborn, for placing 4th at the State Science Olympiad.

- Morgan Lu and Susanth Rao: 1st place in Thermodynamics
- Seth White and Noah Gilkes: 2nd place in Chem Lab
- Srikar Vanavasam and Brody Livermore: 2nd place in Remote Sensing
- Julian DeBrower and Harrison Wynkoop: 2nd place in Rocks and Minerals
- Hoffman Chan and Brody Livermore: 3rd place in Dynamic Planet

**Linn-Mar LIONS & Volunteer Award Recipients:** The 2017-18 LIONS Awards and Volunteer Recognition recipients will be honored on Wednesday, May 2nd at 5:00 PM in the boardroom of the LRC (2999 N 10th Street). All are invited to attend!

#### LIONS Awards:

- Living Legend Award for Excellence in Leadership: Marilee McConnell, Principal
- Innovator for Excellence in Positive Change: *No recipient this year*
- Optimizer for Excellence in Teamwork: Sean Smith, Special Education Teacher
- Newcomer for Excellence in New Ideas: Bobby Kelley, Aquatic Center Manager
- Service for Excellence in Superior Performance: Sandy Schneekloth, Fifth Grade Teacher
- Lions Pride Award-Going the Extra Mile: Tom Daubs, School Resource Officer

#### Volunteer Recognitions:

- Above & Beyond: Beth Morrissey and Karen Daubs
- Making a Difference: Angela and Shawn Burke
- Unsung Hero: Judy Frantz

**Linn-Mar Alum News:** Congratulations to Brady Anderson, Linn-Mar tennis alum and former state champion, for being named Individual Male Athlete of the Year at Coe College!

