

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

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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.*

***No updates at this time.***

**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.*

**CrisisGo-Safety Through Communication:** Linn-Mar administration reviewed multiple mobile emergency planning and communications platforms and invited two companies to provide demonstrations. After viewing the demonstrations, it has been decided that CrisisGo would be the best fit for the district. The CrisisGo platform allows emergency response plans to be accessed via mobile devices and desktops for immediate use when they are most needed. With CrisisGo, administrators and staff will have quick access to emergency response procedures to quickly report emergencies, call for help and stay connected during a crisis.

**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   |
|---|---|
| <p>Becoming Deliberately Developmental about our staff as we shift from "Human Resources" to "Talent Management".</p> | <p>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.</p>  |
|   | <p>Reduce employee workers compensation claims from five-year average info.</p>   |
|   | <p>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.</p> |
|   | <p>Explore opportunities to expand mentor programs for all employee groups and leverage their talent/knowledge to improve our overall performance.</p>  |
|   | <p>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.</p>  |
|   | <p>Research comprehensive and engaging performance management plans for classified and professional staff.</p>  |
|   | <p>Foster a positive, engaging, diverse and inclusive work environment while identifying and responding to the changing needs of the Linn-Mar community.</p>  |
| <p>Cultivate a high achieving performance culture.</p>  | <p>Revise recruitment strategy and branding program by late winter (2016-17).</p>   |
|   | <p>Always promote a school culture with the belief system of all students can learn.</p>  |

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

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

**Year 1:**

| Strategic Initiatives  | Measures of Success  |
|--|--|
| <p>Strengthen leadership capability throughout Linn-Mar to promote high levels of performance and productivity and sustain excellence.</p> | <p>Make school building-level communication the major focus of the communication efforts.</p>  |
|  | <p>Provide training to district leaders to address all aspects of the employee life cycle.</p>   |
|  | <p>Begin to develop a leadership ladder (succession planning) throughout Linn-Mar in all employee groups with a focus on recruitment and retention.</p>  |
|  | <p>Identify employee skill gaps, provide opportunity for improvement/workout plan or coaching out (coach up or counsel out).</p>   |
|  | <p>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.</p> |
|  | <p>Board Policy Committee to develop and deploy board learning plan and work to strategically align all board committee work under the <a href="#">Strategic Plan</a>.</p>   |

***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.*

**PLC is coming to Linn-Mar:** Linn-Mar will be hosting its own version of a Professional Learning Community (PLC) conference. We are very excited to be hosting five of the top presenters in the PLC process to lead our professional development on these two days. All Linn-Mar teaching staff will have the opportunity to learn from the best, while also working with their colleagues during the process. The PLC event will be held at the High School from 8:00 AM to 3:45 PM on Thursday, October 26th and Friday, October 27th.

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

*Maximize achievement by increasing digital literacy utilizing 21<sup>st</sup> 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 21<sup>st</sup> century digital tools.*

**Huntley Innovation In Education Days:** On October 17<sup>th</sup> and 18<sup>th</sup> we will have 11 high school teachers travel to and participate in a professional development field experience at Huntley High School in Algonquin, Illinois. The purpose of the trip is to experience a comprehensive Blended Learning program and one-to-one application of technology in a high school similar in size and programming to Linn-Mar High School.

[Here is a link to find out more information on the Huntley Innovation in Education event.](#)

**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.*

***No updates at this time.***

**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.***

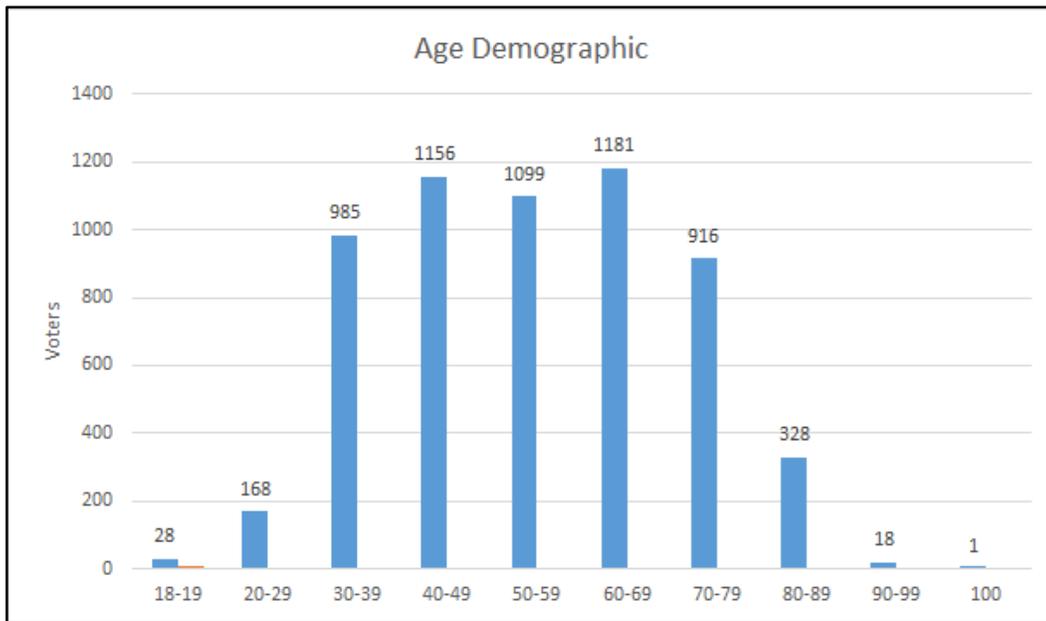
**Updates on Goal #6: Empower Achievement (Build)**

*Construct physical learning environments using fiscally responsible and sustainable practices.*

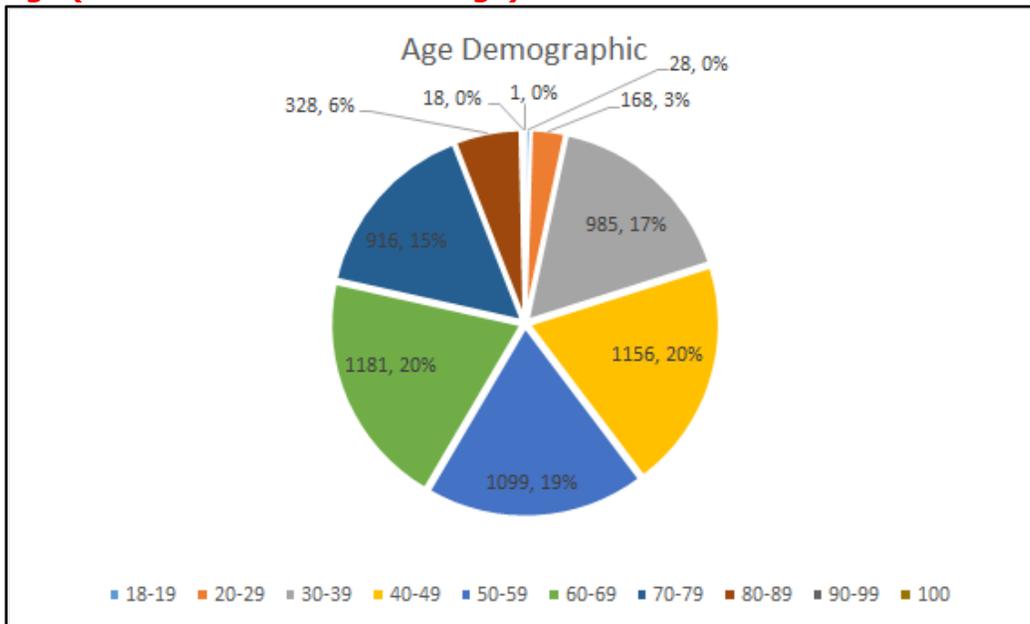
**Election Summary:** Voting information from Linn County has been reviewed and revealed the following details regarding the demographics of those who cast a ballot in the September 12th election.

- The average age of voters was 55 years old
- 58% of voters were between the ages of 40-69
- 29% of voters were under the age of 29

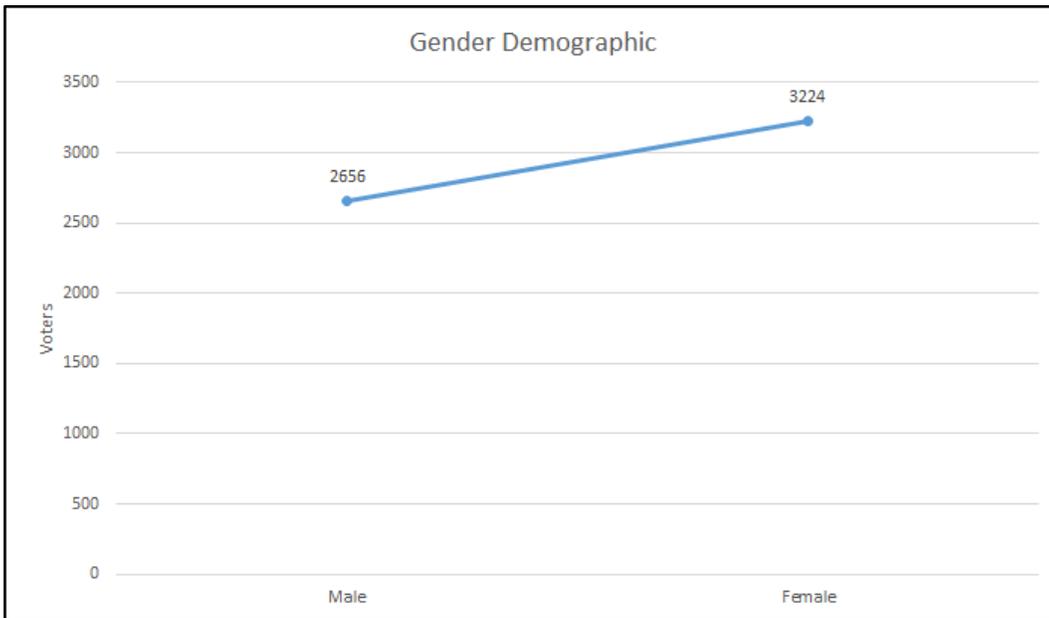
**Age (Total):**



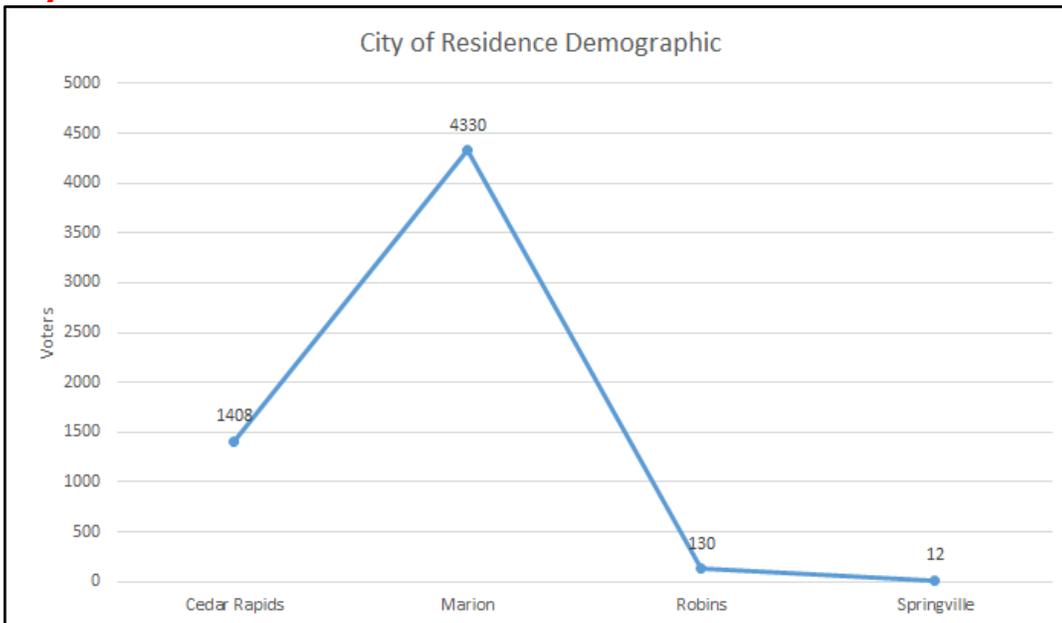
**Age (Total and Overall Percentage):**



**Gender:**



**City of Residence:**



**Achievements and Honors:**

**Teamwork Everywhere at the OCM Olympics:** Friday, September 29th was the perfect day for the OCM Olympics. It took place at both middle schools, Excelsior and Oak Ridge. The Olweus Class Meeting (OCM) groups competed in a number of activities from tug-of-war to cup stacking. It was an afternoon of what Oak Ridge Teacher-Librarian Sue Kraus called, "good-natured fun."



The event is designed to develop teamwork and collaboration skills among middle school students. High school students from the support group, Teens Reaching Youth (TRY), had the chance to return to their respective middle schools to assist their former teachers and staff members. They also helped coordinate the event activities, along with a group of faithful Linn-Mar Volunteers! Thanks to everyone who made the OCM Olympics a huge success!

**Student of the Week:** Rachel Bohnenkamp is a senior at Linn-Mar High School. Rachel's academic interests include biology and health sciences. She has been involved in cross country, track, student council, Fellowship of Christian Athletes, Suicide Prevention Week Committee, St. Joseph's Youth Group and National Honor Society. During her time at Linn-Mar, Rachel has received the Martin Luther King Jr. student award, academic honors and distinction, NCYL award recipient, and AP Scholar with Honors. After graduation, Rachel plans to attend a four-year university and major in health sciences with a pre-medicine emphasis. In her future, Rachel said she wants "to become a physician, travel, and have a family."



**Model United Nations Hosts Successful Blood Drive:** Thank you, Linn-Mar, for giving the gift of life! Forty-three Linn-Mar High School students donated during the blood drive sponsored by the Linn-Mar High School Model United Nations. Of the 43 who donated, 24 were first-time donors. Through their efforts, the students will have a part in saving 140 lives. We ARE Linn-Mar!



**Boys' Golf Honored:** The Linn-Mar Boys' Golf Team is the Corridor Team of the Week as selected by KGYM Radio. The award is presented by Carpenters Local Union 308 in Cedar Rapids and Local 1260 in Iowa City. The award recognizes the team's first place finish out of 14 teams at the Tiger Invitational in Cedar Falls. It also acknowledges Cole Yearling's performance as co-medalist at the event; he shot a 74. Congratulations!

**Marching Lions Top 4A Team at Marion Band Festival:** Congratulations to the Linn-Mar Marching Lions! The Marching Lions have participated in three marching band festivals this season winning first place at each! The Marion Marching Band Invitational (competing against three other 4A bands), Band Across the Prairie (competing against 11 other 4A bands), and the Five Seasons Marching Band Invitational (competing against six other 4A bands). Additionally, the group has earned three "Best Color Guard" caption awards and two "Best Winds" caption awards. The band finished the competitive part of their season undefeated – one of the most successful seasons in the history of the Linn-Mar Marching Band. Impressive job, Marching Lions!

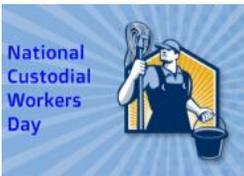


**Congratulations to the 2017 Homecoming Court!**

Front Row: Grace Bauermeister, Sydney Von Lehmden, Isabel Schminke

Back Row: Aaron Nibaur, Cole Wright, Sara Becker, Riley Higgins, Kaleb Cook, Izabelle Nanke, Rachel Bohnenkamp, Trot Carey and Tyler Green

**Garden Lunch Day:** Congratulations to the students and staff at Novak Elementary for building a successful outdoor garden. Tomatoes grown in their garden were offered as part of their meal during the Garden Lunch Day. This is a great project that gives the students a chance engage in hands-on learning about growing their own food and healthier eating choices.



**National Custodial Workers' Day:** October 2nd was national Custodial Workers' Recognition Day. A special shout out and thank you to the 47 women and men who serve the district every day to keep our buildings and facilities clean and safe for the students and staff. We appreciate them and thank them for a job well done!