

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>
<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>

## Table of Contents

<b>Goal #1: Inspire Learning (Articulate):</b>	<b>Page 2</b>
<i>Updates on Progress:</i>	<i>Page 3</i>
<b>Goal #2: Inspire Learning (Support):</b>	<b>Page 4</b>
<i>Updates on Progress:</i>	<i>Page 5</i>
<b>Goal #3: Unlock Potential (Challenge):</b>	<b>Pages 6-8</b>
<i>Updates on Progress:</i>	<i>Page 9</i>
<b>Goal #4: Unlock Potential (Success):</b>	<b>Page 10</b>
<i>Updates on Progress:</i>	<i>Page 11</i>
<b>Goal #5: Empower Achievement (Involve):</b>	<b>Page 12</b>
<i>Updates on Progress:</i>	<i>Page 13</i>
<b>Goal #6: Empower Achievement (Build):</b>	<b>Page 14</b>
<i>Updates on Progress:</i>	<i>Page 15</i>
<b>Achievements and Honors:</b>	<b>Pages 16-17</b>

**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.*

**Director Wise Visits Linn-Mar:** Iowa Department of Education Director Ryan Wise visited the district on May 19th. He was able to visit and hear from:

- High School: Director Wise spent some time in Molly Crock's Environmental Sustainability class as well as in Chris Patterson's Aeronautics classroom.
- Wilkins Elementary: During his visit to Wilkins, Director Wise was observed a fourth grade PLC team meeting with fourth grade teachers, reading support teachers, and Instructional Coach Lori Manley.
- Teacher Leadership: To wrap up his visit to Linn-Mar, Director Wise participated in a discussion about our Teacher Leadership program with Teacher Leadership Co-Coordinators Debra Barry and Erin Watts, as well as Rachel Morris (Model Teacher), Terri Streicher (Instructional Coach), and Dana Lampe (Technology Instructional Coach/TIC).

**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 Administrative Report to the 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.*

**Mental Health Needs:** Due to de-prioritization of mental health care services in our state, our partnership with Family Systems Therapy and Counseling Services will no longer include school-based therapy services. The changes that managed care have brought to Iowa have caused increased challenges to providing services in this field. These changes have necessitated Family Systems to step back and provide fewer school-based services. Our contracted services with Family Systems Therapy and Counseling Services with our ASSIST program will remain in place. Due to this decrease in services, a needs assessment will be conducted to determine what our current reality is in relation to our strategic plan goals and what our needs will be in order to reach these goals. The district will also look into other partnerships to replace these resources.

**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 Strategic Plan.</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.*

**Teladoc Quarterly Review:** There have been 153 consultations this year through April, which is an increase of 3% over last year's usage. Only seven people provided feedback regarding their Teladoc experience and 86% of that group had a good to excellent experience. Linn-Mar's utilization rate continues to be well above the 20% average rate; at 63.8%.

**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.*

**Blended Learning:** After spending this year researching and learning about Blended Learning, we are excited to begin offering this unique model of instruction at the High School beginning with the 2017-18 school year. The new Blended Learning model will be implemented in eight classes within the English, Foreign Language, Science, and Social Studies departments.

All Blended courses will use the same curriculum, standards, and summative assessments as traditional course offerings. With the Blended format, students will participate in the traditional class format 3-5 days per week. Then, on the non-traditional days, students will have designated work that is completed online and in a collaborative manner with other students on their electronic devices in the common spaces throughout the High School. Students that need additional support will meet with teachers in a more personalized or small group approach on the non-traditional days.

**GuideK12:** GuideK12 is a geo analytics tool for education that allows district leadership the ability to view individual details, as well as “the big picture”, by connecting data from a myriad of sources into one interactive map. (<http://guidek12.com>). Several members of the LRC were trained in GuideK12 this week. We are excited to deploy this new tool and believe it will help improve transparency, communications, and planning.

**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.*

**High School and Westfield Construction Updates:**

- Punch list work continues.
- Westfield parking lot replacement is scheduled to begin on June 5th with completion on August 11th.
- LRC pre-bid for sprinkler system installation is scheduled for May 23rd; bid date is June 1st.
- High School auxiliary gym floor replacement project is scheduled to start on June 5th.
- High School media center remodeling project is scheduled to start on June 5th.

**2017-18 Student Fee Schedule:** In preparation for the 2017-18 school year, the Board of Education is required to approve any fees charged to students/patrons. Things to note in regard to the 2017-18 fees:

- No changes to the textbook/supply fee for all grade levels
- \$1.00 towel fee added for High School Physical Education
- Significant decrease in Show Choir charges (*charges relate to costumes which participant keeps*)
- \$4.00 increase to middle school yearbook
- \$0.10 increase to lunch prices as mandated by the Federal Nutrition Program

**Demographer Continuing Contract:** As the district continues its facilities planning for future growth, an integral component of this planning is predictive data surrounding student enrollment. The district has intermittently contracted with RSP & Associates to provide these demographer services and has experienced positive results. Moving forward, the district is considering a continuing contract with RSP & Associates to provide annual updates regarding enrollment data. The demographer information would also be valuable as the district may have to consider school boundary changes in the future. We anticipate bringing a continuing contract before the Board for approval in the near future.

**Restructuring/Facilities Committee Updates:** The Facilities Committee will hold their last meeting at the High School lecture hall on Wednesday, May 24th. The focus of the meeting will be to provide the committee with a status update on facilities planning efforts in addition to providing them with direction moving forward. Additionally, the committee will be recognized for their hard work and dedication the past four months.

**Achievements and Honors:**

**Jennifer Jenks Honored:** LMHS Senior Jennifer Jenks was recently honored in Washington, D.C. during the 22nd annual presentation of The Prudential Spirit of Community Awards as one of Iowa's top youth volunteers. Jennifer received a \$1,000 award and personal congratulations from Olympic gold medalist Michael Phelps at an award ceremony and gala dinner reception held at the Smithsonian's National Museum of Natural History.



Congratulations Jennifer!



**Bob Read Named as Director of Innovations:** The district recently named Bob Read as Director of Innovations as of July 1st. Read stated, "This position is an opportunity to improve student learning through the use of innovation and technology. Innovation is a catalyst for continuous improvement; it builds capacity within a system. It is the challenge of providing our students with personalized pathways to maximize learning." Congratulations, Bob!

**Erica Rausch Appointed Director of MS Teaching & Learning:** Erica Rausch has been named Director of Middle School Teaching & Learning as of July 1st. "I'm very excited to take on this role," Rausch stated. "I'll have an even greater opportunity to make a positive impact at the middle school grade level." Congratulations, Erica!



**Excelsior Students Perform at Bandmasters Conference:** The Excelsior Middle School Percussion Ensemble was asked to perform at the Iowa Bandmasters Conference in Des Moines. They performed in the lobby of the Des Moines Marriott Hotel. The program included music by Tito Puente, Buddy Holly, Pharrell Williams, O. Osbourne, and others.

**Poem Contest Winner:** Congratulations to Elizabeth Low, 8th Grader at Oak Ridge Middle School, for being awarded first place in the Cedar Rapids Civil Rights Commission's Fair Housing Poem and Poster Contest. Elizabeth's poem was entitled, [\*Won't You be My Neighbor.\*](#)



**National History Competition:** Congratulations to the Oak Ridge Middle School 8th grade TAG students, Julie Cagnard, Elizabeth Low, and Kate Hinz, for qualifying for the National History Day State Competition. Kate and Elizabeth qualified for Nationals to be held in Washington, DC in June.



**Student Community Outreach:** Kudos to the Boys' Tennis Team for their recognition of Wahlert Catholic High School Coach Julie Westercamp. Coach Westercamp is battling stage 3 pancreatic cancer. Prior to their match, Coach Chris Wundram and the LM Boy's Tennis Team asked to "join" the opposing team and donned t-shirts that said, "Team Westy," to show unity and strength while encouraging Coach Westercamp's battle with cancer. The LM boys collected donations to purchase shirts for both teams and donated the extra funds to Westercamp's GoFundMe page in the amount of \$200.

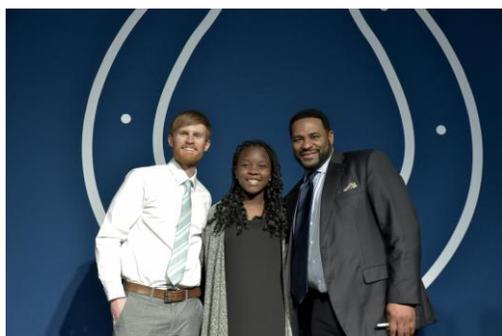


**Drake Relays & KCRG Athlete of the Week:** Congratulations to *all* of our student athletes who recently participated in the Drake Relays. They did an outstanding job! Payton Wensel placed first in the girls' 400m hurdles and Sam Schillinger placed first in the boys' 1600m. Payton was also named KCRG Athlete of the Week at the beginning of May!

**Melissa Bray Receives Award from Grant Wood AEA:** Congratulations to Linn Grove Little Lions teacher Melissa Bray. Melissa was awarded the GWAEA Educational Partner Award at their annual banquet. Her nomination stated, "Melissa actively seeks out the expertise of other professionals and regularly incorporates their input into her teaching. Melissa focuses intently on the individual needs of each student continually reassessing skills and adjusting her approach as needed. The centers and activities in Melissa's classroom are so creative and engaging that even adults have a hard time leaving!" Congratulations, Melissa!



**Grace Kiboko Named Sports World Honorary Student:** Congratulations to Grace Kiboko for being recognized as Honorary Student by Sports World. Sports World hosted their annual banquet on February 26th in Indianapolis, Indiana. Sports World sends former professional athletes throughout the country to talk with students about making positive choices in life and school.



Grace was honored as a model student at the banquet and asked to give a speech explaining how a visit from former NBA Player Michael Morrison inspired her and her fellow classmates. Grace gave an impressive and passionate speech to the large group of attendees. It was a great experience for Grace, a Linn-Mar student with a bright future. Grace was accompanied to Indianapolis by her parents, Kiboko and Betty, and her school counselor, Pete Martin. Before the night was over, Grace and Pete were able to get a picture with the keynote speaker, Hall of Fame Running Back Jerome Bettis.

**KHAK Teacher of the Week:** Congratulations to Peggy Wakefield, Little Lions Preschool teacher at Novak Elementary, on being named one of KHAK's Teacher of the Week. Peggy was nominated by Amy Vanderhorn and Shanon Lappe.

