

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 21st 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.

Special Education Advisory: The Special Education Advisory held their final meeting of this school year on April 26th. The committee was updated on the district restructure plan, LEAP pilot project, the addition of a behavior consultant in our district, and where our small group committee is on resources for families. The family resources are being collected so parents/guardians can be well prepared when they attend IEP meetings. Once the family resources are fully compiled, they will be added to our website for easy access. The Special Education Advisory also discussed meetings for next year. The group determined they would meet twice as an advisory and then hold two Parent Universities on topics they choose that will be informative for families. The group also discussed ways to grow parent/guardian involvement. Ideas shared were recruiting more families, utilizing the district website, and possibly starting a Twitter account.

Elementary Homework Committee: At the beginning of the 2016-17 school year a committee was formed to study educational research and clarify expectations for elementary homework and has met throughout the school year. The committee is made up of elementary principals, teachers, and teacher leaders. The committee has worked very hard to clarify the purpose of homework for elementary teachers, students, and parents/guardians. The findings from the committee include:

- Research does not support the academic value of traditional homework at the elementary level.
- Homework should focus on daily literacy activities such as reading, spelling lists, practicing sight words, etc. Students should also be encouraged to read every night as "homework".
- Additional resources may also be sent home for students to work on with their families, but there will be no expectation that the items will be returned to school.
- The teacher's time is better spent on instruction and relationship building with students than on preparing, assigning, and checking homework during the school day.
- Elementary-aged students are, in essence, already "working" a full day when they are at school. Young students will benefit more from being active and spending time with family and friends after a school than they would from spending additional time completing homework.

Further communication will be shared with families at the beginning of the 2017-18 school year.

Updates to the High School Program of Studies:

- For 2017-18 one additional course will be added. *Graphics 1* will be a new course offering.
- As part of the implementation process of the Iowa Science Standards, known nationally as the Next Generation Science Standards (NGSS), we will be adjusting our number of required Science courses. We currently have one specific Science course that is required and two elective courses. This transition will cause us to move to a sequence of three required Science courses. This requirement will be in effect for the 2018-19 school year.

New Middle School Courses for 2017-18:

Project Lead the Way/Gateway MS Update: The first of two new courses will be added at the middle school level next year with *App Creators* being offered to all 6th and 7th grade students. It will take the place of *Computers 6 and 7* as a quarter, exploratory course. *Computer Science for Innovators and Makers* will be added during the 2018-19 school year.

- *App Creators:*
 - This unit will expose students to Computer Science by computationally analyzing and developing solutions to authentic problems through mobile app development and will convey the positive impact of the application of Computer Science to other disciplines and to society.
 - Students will customize their experience by choosing a problem that interests them from the areas of health, environment, emergency preparedness, education, community service, and school culture. Because problems in the real world involve more than one discipline, the unit will introduce students to Biomedical Science concepts as they work on solutions for the specific problems they choose to tackle.
- *Computer Science for Innovators and Makers:*
 - This unit will allow students to discover Computer Science concepts and skills by creating personally relevant, tangible, and shareable projects. Throughout the unit, students will learn about programming for the physical world by blending hardware design and software development. They will design and develop a physical computing device, interactive art installation, or wearable and plan and develop code for micro-controllers that bring their physical designs to life.
 - Physical computing projects will promote student awareness of interactive systems, including *Internet of Things (IoT)* devices, and broaden their understanding of abstract Computer Science concepts through meaningful and authentic applications.

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.

No updates at this time.

Goal #3: Unlock Potential (Challenge)

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

Year 1:

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

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

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

Year 1:

Strategic Initiatives	Measures of Success
<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 5 year historical averages, and enhance productivity.</p>
	<p>Reduce employee workers compensation claims from 5-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.

High School Administration and COMPASS Staffing Plan: The allocation of administration for the High School and COMPASS Alternative High School Program will be altered beginning with the 2017-18 school year. COMPASS will no longer have an administrator exclusively assigned to the program. The administrative responsibilities at COMPASS will be included as part of the High School administrative team. Joe Nietert, current High School Assistant Principal, will become a High School Associate Principal with COMPASS being a portion of his assigned responsibilities.

Workers Compensation: True North presented the district with a dividend check for \$196,624.90 this week. This money is a direct result of our excellent loss (Workers Compensation) experience. Our mod rate has decreased over the past five years from a high of 1.26 to a rate of .71 for the 2017-18 year. *Thanks to the entire Linn-Mar staff, Phil Miller, the HR team, True North, United Heartland, and the Safety Steering Committee for keeping safety a priority in the district!*

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.

PowerSchool: We have come to an agreement with PowerSchool to implement their Unified Classroom Solution. The High School will begin using the Learning Management System and the Assessments Module this fall. The Analytics Module will be ready for implementation in mid-to-late fall. Training will be provided by PowerSchool and Grant Wood AEA. Training details are currently being worked out.

Fiber: IMON is extending the district's network fiber to the Transportation building this spring. We are working with the City of Marion to complete the project.

Indian Creek Wiring: Bids are being accepted to extend the network fiber to the modular unit that will soon be installed at Indian Creek Elementary (this is E-Rate eligible). Upgrades to the network wiring in the building from Cat 3 to Cat 6a will also be completed.

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.

Consortium for School Networking: Linn-Mar has been an organizational member of CoSN for several years. CoSN is the premier, professional association for school system technology leaders. For 25 years CoSN has provided leaders with the management, community building, and advocacy tools they need to succeed. CoSN represents over 13 million students in school districts nationwide and continues to grow as a powerful and influential voice in K-12 education. Their strategic plan positions CoSN as the only national, professional association dedicated exclusively to the education technology leaders who are working to transform learning. Technology professionals in Iowa launched the Iowa State Chapter of CoSN (IACOC). At the annual conference last month in Chicago, the IACOC received two certificates for highest member retention rate and highest percentage of member growth in the past year.

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.

Construction Updates:

- High School Renovation: Current work is punch list and warranty work.
- Westfield Addition: Current work is punch list and warranty work. In June work will continue on roof drains and storm water detention with completion prior to the start of the 2017-18 school year.
- Westfield Parking Lot: Design work on the Westfield parking lot is complete. The design has been approved by the City of Cedar Rapids and work is scheduled to start the first week of June. Targeted completion date is the first week of August 2017.

District-Owned Farmhouse Controlled Burn: The district owns 86 acres of land and a farmhouse located at 2969 C Avenue Extension. Up until January 2017, the district rented this property to a consistent occupant. The occupant has now vacated and the farmhouse is either in need of major repair or needs to be torn down. Therefore, the district made contact with the Marion Fire Department to see if they were in need of an old house for training purposes and eventual burn. Marion Fire officials were extremely receptive of this opportunity. Administration is recommending to allow Marion Fire to use the farmhouse for training purposes beginning in mid-to-late May and then as a controlled burn in the fall of 2017.

Restructuring/Facilities Committee Updates: The Facilities Committee met at the High School lecture hall on Wednesday, April 26th. The focus of the meeting was to discuss the results of an online survey. In the survey each committee member was asked to prioritize the needs of each individual, historic building (Bowman Woods, Wilkins, and Indian Creek). Additionally, the survey also enabled the committee to prioritize overall historic school needs, collectively. During the discussion the committee reviewed a timeline of events to-date as well as upcoming key steps and events for the district and committee.

Achievements and Honors:



New Principal: Congratulations to Amanda Potter for being named Wilkins Elementary Principal beginning in the 2017-18 school year. Mrs. Potter most recently served as Principal at Springville Elementary after leaving the Linn-Mar District in 2014. Potter began her career as a music teacher at Oak Ridge Middle School in 2005 before transferring to Echo Hill Elementary in 2008. Potter also served as an interim principal at Westfield Elementary in 2013.

National Survey Names LMHS as 3rd Best in Iowa: Linn-Mar High School is ranked number three among the best high schools in Iowa as reported by *US News and World Report*. Nationally, Linn-Mar is ranked 953rd among the top 6,041 public high schools. The survey examined four key areas and found that: 1) our students perform better academically compared with other students in the state, 2) our disadvantaged students perform better than the state average, 3) student graduation rates meet or exceed the national standard, and 4) our students are better prepared for college-level coursework.



Orchestra Achievements: Congratulations to the middle school and high school orchestras for taking the top spots at the Jefferson Orchestra Invitational on April 22nd. The High School Symphony Orchestra placed 1st in their division with superior ratings. This is the 10th year in a row that this ensemble has placed 1st in the 4A division. Concert Orchestra placed 3rd within the same division and the Philharmonic Orchestra earned a division one superior rating from the judges. Congratulations to High School Orchestra Directors Josh Reznicow and Thad Sentman. Congratulations also go out to the Middle School Chamber Orchestra for placing first overall and receiving superior ratings in their division. This is the 14th year in a row they have placed 1st within their division. Congratulations to Middle School Orchestra Directors Kristine Schamberger and Katie Vail.



Visual Arts: Congratulations to the High School Arts Department and students for hosting a great art show. There are a lot of talented student artists, so be sure to stop by the Pride Rock Commons to view their works of art until May 12th!

National Show Choir Awards:

- **Lifetime Achievement Award:** Congratulations to High School Vocal Director Bob Anderson for receiving the Aspire Award for Lifetime Achievement.
- **Lifetime Achievement Award:** Congratulations to High School Show Choir Director Trent Buglewicz for being nominated for an Aspire Award for the Best New Show Choir Director.
- **Regional Show Choir:** Congratulations to the LMHS Supernova Show Choir for being nominated as the Top Regional Show Choir Competition.
- **Best Costumers:** Congratulations to Sarah Gustason and Gail McGinnis for being nominated as Best Costumers!



Shirley Pantini Equity Award: Congratulations to High School Student Assistance Counselor Janessa Walters for being this year's recipient of the Shirley Pantini Equity Award!



Member of the Year Award: Erin Watts, President of the Linn-Mar Education Association (LMEA), was recently presented with the 2017 East Central Uniserv Unit Member of the Year Award. The award is intended to honor a member from a local association who is not only an outstanding educator but also active as an association leader. Congratulations Erin!



Elementary Community Outreach: Congratulations to the students of Bowman Woods Elementary for collecting over 150 jars of peanut butter for the Olivet Neighborhood Mission!

Athlete of the Week: Congratulations to Ben Hediger, LMHS Tennis Player, for being named KCRG-TV9 Athlete of the Week during the month of April!

