

| 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> |

## 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>Summertime Reminders</b>                    | <b>Page 16</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)

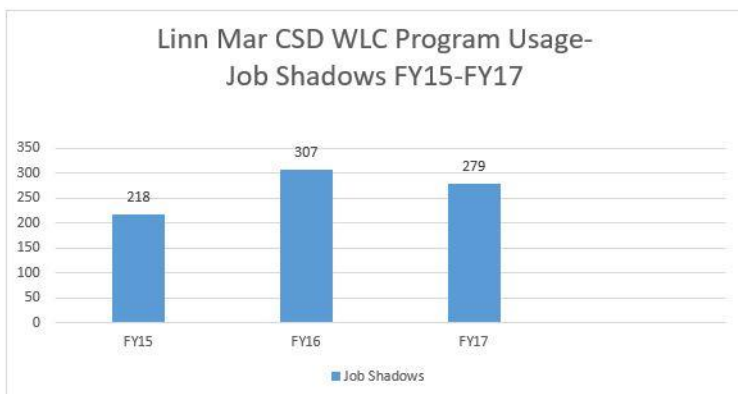
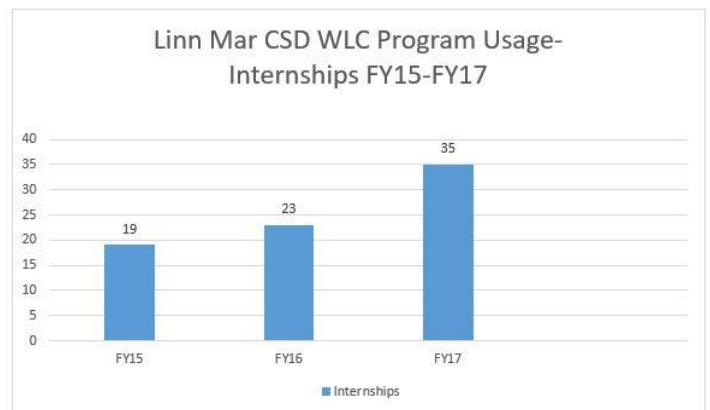
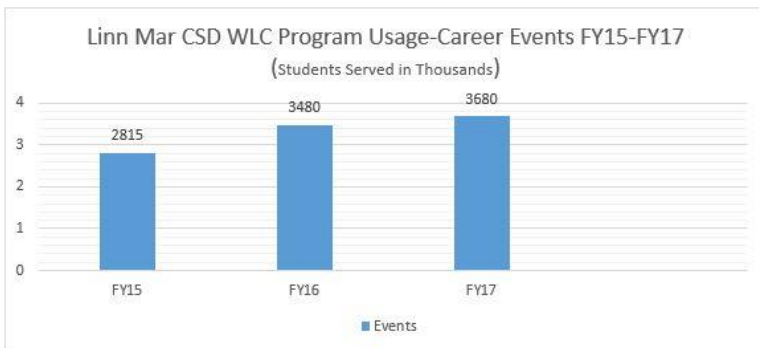
*Implement pathway and framework for PK-14 programming to ensure all students graduate future-ready.*

**Policy Committee:** During the June 13th meeting the committee reviewed several suggestions from the Iowa Association of School Boards (IASB) along with additional policy suggestions from Human Resources, Technology Services, and Student Services. [Refer to exhibit 801.1 for a full listing.](#)

**Kirkwood Workplace Learning Connection:** Kirkwood’s [Workplace Learning Connection](#) and the Linn-Mar District have been working together for several years to offer students opportunities for authentic, real life exposure and experiences in various career fields including job shadows, career events, career speakers, worksite tours, and internships.

One of the key pieces of this connection has been the practicum experience which allows high school students the opportunity to earn high school credit in a career area of interest. What started out offering a 90-hour practicum has expanded to include a 45-hour practicum, which allows students who previously did not have time in their busy schedules the opportunity to take advantage of this program.

As we move forward with the collaborative effort of the [Community Promise](#), the connection between MEDCO, the Workplace Learning Connection, and the district will continue to grow as more students explore career opportunities.



**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.*

**ALICE Trainings (Alert-Lockdown-Inform-Counter-Evacuate):** During the 16/17 school year the Linn-Mar District, in conjunction with Marion Police Department, moved beyond staff-only trainings for ALICE to student trainings as well. The student trainings included all PK-12th grade students. The trainings will continue during the 17/18 school year and will offer a live training for high school student volunteers. The live training recommendation came from administration, staff, and the High School Student Advisory Council. In order for the live training to be controlled, only 150 high school student volunteers will be able to sign up for the training. The live training will occur on a Saturday in the fall. If parents would like to attend, and the space allows, they will be able to watch the training but will not be able to participate. Additional live trainings may be offered during the school year contingent upon police availability and student interest.

**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.*

***the Lion's Pride:*** More than 19,000 copies of *the Lion's Pride* newsletter were mailed to district patrons in Robins, Cedar Rapids, Marion, and rural routes in Linn County. The newsletter highlighted the grade restructuring plan and bond campaign in addition to various achievements during the 2016-17 school year. District achievements highlighted were Linn-Mar's partnership with Iowa BIG, the district's 10-year Strategic Plan, and the launch of the new district website.

**School Board Election:** The LMCS D School Board will have three positions up for election on September 12th. People interested in running for the board must obtain at least 50 signatures on the required petition form and file them with the board secretary between July 10th and August 3rd. Informational packets can be picked up from Board Secretary Angie Morrison at the LRC (2999 N 10th Street - 8:00 AM to 4:00 PM). For questions contact Angie Morrison directly at 319-730-3673 or [via email](#).

**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.*

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

**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.*

**Update on LRC Sprinkler System/HS Classrooms:** The LRC sprinkler system project is planned to be rebid in early August with an adjusted work sequence as follows. The goal of this scope is to have the upper floor of the LRC available for student occupancy by the start of the 2017-18 second semester.

- Work on upper floor to begin in September and completed by mid-December
- Work on main floor to begin late December and completed in coordination with various departments/offices
- Work on lower floor to begin June 2018 at the conclusion of the school year and completed during the summer

**Vote 2017 Update:** OPN Architects shared marketing materials for the 2017 bond campaign and design concepts for the proposed 5th/6th grade intermediate buildings during the June 26th School Board special session. The materials have been posted on the [Vote 2017 webpage](#). Vote 2017 poster boards are currently on display at the LRC and at Novak Elementary (*summer programs are currently being held at Novak*). The poster boards will also be on display during various community meetings/road show and at each school in August. Handouts will also be made available at each school and during district events. The Communications Department is finalizing the road show/community meeting presentation and will be sending out invitations to district events. An [Estimated Tax Impact Summary video](#) has been posted on the district website and social media as well.

**Finance/Audit Committee:** During the July 6th meeting the committee discussed the following items:

- Auditors will be in district the week of July 10th for preliminary procedures and then returning to the week of October 2nd for final audit procedures. The auditors may be contacting board members requesting completion of a questionnaire as part of their audit.
- The ramp and steps are currently being installed at the Indian Creek modular classroom. Electricity should be completed the week of July 10th. Security cameras, concrete barriers, and furniture will be installed prior to the first day of school.
- An update was shared on the LRC sprinkler system. (*Refer to notes above*)
- Discussion about the possibility of allowing reduced facility rental rates for MVC Conference schools wanting to use the Aquatic Center to host conference meets. Rates charged would need to cover any and all costs for the district. A contract would be drafted with the applicable school and then be presented to the board for final approval.
- The district financial records must remain open for two months following June 30th to ensure revenues and expenditures are properly accounted for and culminates into the Certified Annual Report (CAR) which is due September 15th.
- Members noted that it is imperative that a clear, consistent dialogue with all stakeholders is necessary to ensure a positive result for the September 2017 bond vote.

## Summertime Reminders

**School Calendar:** Visit the [district's calendar web page](#) to access the 2017-18 school calendar.

**Student Fee Schedule:** Visit the [Student Fee Schedule web page](#) for a summary of the 2017-18 fees.

**School Supply Lists:** Visit the [district website - Parents tab](#) - to download school supply lists for 2017-18.

### eRegistration via PowerSchool:

- [eRegistration](#) Opens on August 3rd for the 2017-18 school year. Families with *returning* students from Pre-K thru 12th grades should sign on and complete the eRegistration process so buildings will have your current contact information, emergency contact information, medical information, parental permissions, etc. *If you do not have access to a computer/smart phone/Internet, buildings will have computers available during August. [Click here to access a list of walk-in registration opportunities, parent nights, and orientations.](#)*
- **Special Note to New Families:** Families that are new to the district will need to complete registration paperwork before they can complete the eRegistration process via PowerSchool. Please contact your residing building for a registration packet. *If you do not know your residing building, please visit the [District Boundaries web page](#) and use the Linn County Public School Attendance Area website link to determine which building your student will attend.*

### Open Enrollment/Attendance Exception Request:

- [Open enrollment](#): This is the process to be completed if you reside *outside* the Linn-Mar District and would like your student to attend a Linn-Mar school.
- [Attendance Exception Request](#) (AER): This is the process to be completed if you reside *within* the Linn-Mar District and would like your student to attend a Linn-Mar school other than the school assigned to your residing address.
- Contact Louanne Lawson at the LRC for information: 319-447-3014 or [via email](#)

**Transportation Information:** If you have questions as to whether your student will qualify for district busing, please contact the Transportation Department directly at 319-447-3030 or [email Deb Steward](#).

**Nutrition Services:** If you have questions about the district's Nutrition Services program or free/reduced priced meals, visit the [Nutrition Services webpage](#).