

Inspire Learning. Unlock Potential. Empower Achievement.

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
Articulate	Support	Challenge	Success	Involve	Build
Implement pathway and framework for PK-14 programming to ensure all students graduate future-ready.	Create effective and agile organization that is individually responsible to the needs of the whole child.	Become an excellent learning organization through a culture of continuous improvement.	<i>Maximize</i> achievement by increasing digital literacy utilizing 21 st century digital tools.	Enhance engagement opportunities through focused strategic partnerships.	Construct physical learning environments using fiscally responsible and sustainable practices.

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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 being to work on developing assessments and rubrics that ensure priority standards are being learned by students. Grades 5-7: In 2017-18, common assessments will be created for each unit of study in all subject areas. The creation of a middle level report card based on standards will be developed. Common assessments and the middle level report card will be used for reporting purposes in the 2017-18 school year. Grades 10-12: By the fall of 2017, identification of priority standards 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 and 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.





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Updates on Goal #1: Inspire Learning (Articulate)

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

No updates at this time.



Goal #2: Inspire Learning (Support)

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

Year 1:

Strategic Initiatives	Measures of Success
Individualized and data-driven instruction.	During the 2017-18 school year, all schools will plan for individualized academic interventions (priority standards/content) for all students regardless of need based on an understanding of child development and learning theories within PLCs 100% of the time as measured by team notes. PLCs will develop and implement differentiated classroom instructional opportunities (in specified areas per grade level) for all students. Measure: The use of common formative assessments to differentiate instruction. Explore opportunities to better communicate pathway opportunities for students through better articulation during instruction.
Each student enters school healthy and learns about/practices healthy lifestyle.	Develop a Health Curriculum Committee to review health education guidelines and determine district needs. Final recommendations will be made by June of 2017. Work with Community Relations on a communications plan to engage parents prior to students entering school regarding wellness and well- being of children to be completed in spring 2017.
Each student learns in a physically and emotionally safe environment.	 Staff, students, and family members establish and maintain school and classroom behavioral expectations, rules, and routines that teach students how to manage their behavior and help students improve problem behavior. Schools teach, model, and provide opportunities to practice social-emotional skills, including effective listening, conflict resolution, problem solving, personal reflection and responsibility, and ethical decision making. Mental Health Needs: In 2017-18, continue partnerships and continue to explore additional family/staff education opportunities as they arise. Throughout the 2017-18 school year, Board of Education members will serve as PBIS "School Champions" and report school successes as part of regular board meetings in order to facilitate district-wide communication and support of the program. In 2017-18, schools will report goals, benchmarks and outcome data regularly through the 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.



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



Goal #3: Unlock Potential (Challenge) Continued

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

Year 1:

Strategic Initiatives	Measures of Success
	Research well-being and insurance models/best practices and explore community partnerships (Ex. Blue Zones) to improve Linn-Mar and community health and well-being, reduce health care claim costs from 5 year historical averages, and enhance productivity.
	Reduce employee workers compensation claims from 5- year average info.
Becoming Deliberately Developmental about our staff as we shift from "Human Resources" to "Talent	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.
Management".	Explore opportunities to expand mentor programs for all employee groups and leverage their talent/knowledge to improve our overall performance.
	Work to create and maintain a predictable, respectful, compliant, labor relations environment, alignment and consistency with the overall employee relations strategy based on proactive and open communications.
	Research comprehensive and engaging performance management plans for classified and professional staff.
	Foster a positive, engaging, diverse and inclusive work environment while identifying and responding to the changing needs of the Linn-Mar community.
Cultivate a high achieving performance culture.	Revise recruitment strategy and branding program by late winter (2016-17).
	Always promote a school culture with the belief system of all students can learn.



Goal #3: Unlock Potential (Challenge) Continued

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

Year 1:

Strategic Initiatives	Measures of Success
Strengthen leadership capability throughout Linn-Mar to promote high levels of performance and productivity and sustain excellence.	Make school building-level communication the major focus of the communication efforts.
	Provide training to district leaders to address all aspects of the employee life cycle.
	Begin to develop a leadership ladder (succession planning) throughout Linn-Mar in all employee groups with a focus on recruitment and retention.
	Identify employee skill gaps, provide opportunity for improvement/workout plan or coaching out (coach up or counsel out).
	School Board, district leaders, and building administrators continually seek to improve knowledge of upcoming trends in education and research on school improvement by having memberships to professional organizations, attending relevant conferences, and networking with other administrative professionals.
	School Board Policy Committee to develop and deploy Board Learning Plan and work to strategically align all board committee work under the Strategic Plan.

Updates on Goal #3: Unlock Potential (Challenge)

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

Leadership Retreat: A half-day leadership retreat was held on January 18th for Cabinet. Collectively, we began discussing inter-group communication strategies, team norms, and team growth strategies.

January Professional Development Day: The PD day scheduled for January 16th was cancelled due to weather. The PD day will be made up at the end of the school year. The actual date will be decided upon later in the year once we have a better idea of the number of snow makeup days needed.

Board Visit to Linn Grove Elementary: The Board of Education visited Linn Grove Elementary on January 27th. The visit started with the announcement that Linn Grove Elementary is celebrating its 10th anniversary and the theme for this year is Re-Imagine Education. From there we had the opportunity to see and experience:

- <u>Technology Integration</u>
 - Seesaw Mrs. Cheryl Read, 2nd Grade Teacher
 - ClassDojo Mrs. Jamie Ryther, 4th Grade Teacher
 - \circ SpheroBalls with Art Mrs. Tiffany Boyle, Art Teacher
 - SpheroBalls with Coding Mrs. Vicki Freiburger, LEO Teacher
- <u>MakerSpace</u> Mrs. Melissa Alexander, Media Specialist
- Student Data Notebooks Mr. Joe Gatto, 5th Grade Teacher
- <u>Mindsets in the Classroom</u>
 - Mrs. Tiffany Kinzenbaw, Instructional Coach, and Mrs. Amanda Farber, 2nd Grade Teacher
 - Flexible Classroom Environment Mrs. Karissa Brincks, 1st Grade Teacher

Facilities Committee: The next Facilities Committee meeting will be held Wednesday, February 8th in the LRC boardroom at 5:30 PM. Feedback provided during the Thoughtexchange survey conducted during the January 18th meeting will be reviewed and discussed. The committee will be split into teams to further discuss the facilities plan. Invitations were sent out to 30 parents/community members in an effort to balance the group between administrators, staff, parents, and community members. A follow-up communication was also sent to the team discussing the progress made so far, the decision to move the bond vote to September 12th, and what will be discussed in the upcoming meeting. A frequently asked questions document was also shared with the group. You can view all of the communications on <u>Dr. Shepherd's Blog (Q's News)</u>.

Website Update: Linn-Mar's new website successfully launched Tuesday, January 24th without any major issues. Matthew May, Jeri Ramos, and Phil Brown continue to work with our vendor on smaller issues that have been identified. At this time, more than 500 teacher sites have been created. The new website allows us the ability to look at a variety of website analytics including demographics, what type of devices visitors are using, how they are accessing our site, what they do while on our site, and much more. During the first week the new website was published:

- 56.1% of visitors accessed our site directly; 38.1% organically. Visitors are also able to access the site through social media and referrals.
- There were 44,735 sessions (a period of time a visitor is engaged on the website.
- 24,322 users visited the site (users who have had at least one session during this period).
- There were 130,611 total page views with an average of 2.92 pages viewed per session.
- The average session duration was 2:25.
- Desktop users make up 56% of site usage, mobile device use was 39%, and tablet use was 5%.



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

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

Equity Committee: The Linn-Mar Equity Committee met on February 1st and the following topics were discussed:

- Summary of district presentation to the Marion Civil Rights Commission on December 7, 2016.
- Nomination process for the Shirley Pantini Award for 2017.
- Review of Thoughtexchange survey data on topics related to equity and equality throughout Linn-Mar.

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Goal #4: Unlock Potential (Success): Maximize achievement by increasing digital literacy utilizing 21st century digital tools

Year 1:

Strategic Initiatives	Measures of Success
	Explore and clarify LM working definitions related to digital learning (blended learning, digital content, etc.) to establish a shared vision.
	Identify specific areas to provide district, building, and instructional support for technology integration and implementation.
Digital Content	Review, update and curate our PreK-12 digital curriculum to ensure it is rigorous and relevant.
	Identify and develop an online course option, aimed primarily at LMHS 11th and 12th grade students, in each department area that may or may not be a required course.
Digital Citizenship	During 2016-17 explore PreK-12 Digital Citizenship Curriculum (i.e. CommonSense Media).
	2016-17 TICs provide professional development on digital citizenship.
	Review technology equity procedures to inform future policy decisions.
	Establish a uniform, digital checkout process for students who do not have WiFi or computer outside of school.
Digital Equity	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.
	Begin a process to ensure all faculty have the qualifications and training necessary to deliver courses in a variety of modes; specifically regarding online instruction.
Digital Pedagogy	Create a faculty mentor program or peer review system as a way to improve online/hybrid courses.
	Explore potential resources and processes for future curriculum.
	Utilize Technology Instructional Coaches (TICs) to provide coaching support for teachers integrating technology into their instruction.
	Use annual staff/student/parent/community survey data to determine effective use of school website for consistent district and building level communication.
Digital Communication	Explore possibilities for better alignment and integration of systems used by parents (i.e. PowerSchool, TouchBase and Total Access).
	Promote current electronic communication services for staff to access relevant information regarding resources.
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Updates on Goal #4: Unlock Potential (Success)

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

No updates at this time.



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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.



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Updates on Goal #5: Empower Achievement (Involve)

Enhance engagement opportunities through focused strategic partnerships.

External Partnerships: The district has participated in many exciting conversations related to our partnerships with local businesses as we work to further strengthen and clarify student pathways from school to work.

In recent weeks, we have had several discussions with strategic business partners who will be key advocates for the Linn-Mar Iowa BIG program. At the same time we are participating in other conversations with businesses that might not be able to participate in Iowa BIG, but still have a vested interest in helping a student transition from high school to career. We recognize the need to have a robust talent pipeline in our area and a means for students to move from high school into apprenticeships/internships/job shadows and through various certifications towards a career. In these conversations we have started to use the phrase "Community Promise Framework". We recognize this need to make a "promise" to our students that we will do everything in our power to not only prepare them, but help them transition into what's next.

It is our goal to have a universal business engagement model in order to ensure the best possible hope for students as they complete high school. We want all of our students to have a successful "launch" and this means the hand-off from high school to what comes next is critical. The more clarity we can provide, the better chance of success for our students. As we continue to build a business model of engagement, we hope to debut our ideas on March 8th at the MEDCO annual luncheon.



Goal #6: Empower Achievement (Build)

Construct physical learning environments using fiscally responsible and sustainable practices.

Year 1:

Strategic Initiatives	Measures of Success
	During the 2016-17 school year the Board of Education, with feedback from community patrons, will approve a long-term facility structure plan that benefits all Linn-Mar students.
	Determine what the most appropriate and cutting edge learning environments look like at each of the grade level configurations and prioritize goals for the physical components for each of the environments.
	Establish a communication campaign to foster support and approval of district restructure needs.
Facilities Restructure	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 Applied Innovation Center.
	Occupy Westfield addition.
	Address priority needs to improve district facilities by actively maintaining 10-year facilities and preventative maintenance plan, including identifying energy-saving opportunities.
Facilities Preservation	Develop a funding plan to support 10-year preventative maintenance schedule.
	Complete walkthroughs with principals, Crisis Committee members, and Operations & Maintenance to determine building needs in reference to safety and security.
	Work to optimize resources (buildings, personnel, programs, etc.) to ensure they are utilized efficiently and effectively.
Operational Resource Allocation	Explore procedures to effectively evaluate programs from a financial aspect to ensure resources are being utilized to full potential.
	Continually review categorical funding streams to ensure resources are being properly spent and that all expenditures are properly allocated.



Updates on Goal #6: Empower Achievement (Build)

Construct physical learning environments using fiscally responsible and sustainable practices.

5th Grade Planning Committee - As part of the district restructure plan, 5th grade will be moving from an elementary setting in PK-5 buildings to more of a middle school setting in 5-7 grade buildings. The format and structure of 5th grade may look different in the 5-7 grade configuration as compared to the current K-5 set up. The details for how 5th grade is going to look are currently being studied by a team of 5th grade teachers, building administrators and district curriculum staff. More information will be coming in the near future.

High School Remodeling: Three areas remain to be finished.

- 1. Lecture hall: The flooring will start in the lecture hall on February 2nd. Due to high moisture content, a sealant will be installed prior to the LVT tile and carpet installation. LVT and carpet are scheduled for installation starting on February 6th. Table and chair units will be installed starting on February 13th.
- 2. The speech classroom (former ICN room): is the last classroom space to be renovated. The speech classroom has paint, ceiling grid, and lighting installed. Final step will be to install flooring.
- 3. The final area to be remodeled is the flooring and the installation of glass at door #16. The doors are hung, but glass is back ordered for the vestibule area. Ceramic tile will be installed at door #16 to finish the project work.
- 4. Punch list work continues throughout the inside and outside of the building. Completion of punch list items will continue for several more weeks.

High School Renovation Change Order CC-18: Change order CC-18 in the amount of \$20,616.01 is being submitted for board approval. Of this amount, \$14,913.03 is for required changes mandated by the City Fire Code and/or City Building Inspector. These include item #'s 2, 3, 4, 5, and 12 listed on the change order. Other items include relatively minor additions or deducts to the project. With change order CC-18 the total amount of change orders to date is \$730,084.06. *(Refer to board packet exhibit 904.2)*

High School Auxiliary Gym Floor Replacement: Due to age and wear and tear, the High School auxiliary gym floor is in need of replacement. Competitive quotes from Phillips Floors (\$62,033) and Integrity Hardwood Floors Inc. (\$51,026) were received and reviewed by the Finance/Audit Committee. The recommendation is to award Integrity Hardwood the project to be completed summer of 2017. Costs of project to be paid from PPEL. (*Refer to board packet Exhibit 904.1*)

Westfield Addition: The only area that continues to be under construction is the technology lab and hallway. All classrooms are completed with only a few punch list items needing attention. Target completion date of all interior work is February 17th. Some exterior work will be completed on the roofing and fascia when the weather permits.

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Achievements and Honors:

LMHS Show Choirs Celebrate

Major Win! It was a huge weekend for the Linn-Mar High School show choirs. All three Linn-Mar Show Choirs, Hi-Style, In-Step and 10th Street Edition



took grand Champion in their respective divisions at the La Crosse Central Grand River Show Choir Competition in La Crosse, Wisconsin. 10th Street Edition also received best vocals, and best choreography awards. Congratulations, Show Choir!



LMHS Hosts Ribbon-Cutting Ceremony: Linn-Mar High School hosted a ribbon-cutting ceremony on January 30th to celebrate the completion and everyone's efforts with the various renovations projects to the school. Students, Superintendent Shepherd, the Board of Education, LM administrators and staff were in attendance at the ceremony which took place at Pride Rock Commons. Marion Mayor Nick AbouAssaly, former Linn-Mar Superintendent Katie Mulholland, the Marion Chamber Ambassadors, various community leaders and representatives from the various constructions teams were also in attendance.

Linn-Mar Athletic Hall of Fame: LMHS welcomed 10 new members into the Athletic Hall of Fame. The ceremony took place between the boys' and girls' varsity basketball games on January 27th. The 2017 Inductees were: Wilbur and Shirley Baldwin (Lifetime supporters of LMHS), Vic Diercksen (Supporter, Chain Gang/Wrestling Scorer 42 Years), Allison Schmidt (Poms Coach), Julie (Brockschink) Tadema (1973 Track), KP Lansing (1984 Track), Jason (Jake) Maloy (1991 Track/Football), Mike Shipley (1993 Baseball), Travis Nelson (2005 Basketball), David Parry (2010 Football), and Amy





(Hanse) Kelley (2005 Softball).

Linn-Mar Baseball Field Earns State Award: The field, at the Linn-Mar Baseball-Softball Complex on the Oak Ridge campus, was named the "True Pitch" State Baseball Diamond of the Year by the Iowa High School Baseball Coaches Association. The award was presented at the organization's 49th annual Awards Banquet in West Des Moines. Congratulations to Linn-Mar Baseball and to our Maintenance and Operations Team!



LMHS Hosts Letter of Intent signing: On February 1st Linn-Mar athletes signed their college letters of intent. Congratulations to the following student athletes: Griffin Freese (Track at Indian Hills Community College), Christina Lincoln (Softball at Coe College), Reese Phillips (Football at Upper Iowa University), Allie Strottman (Soccer at University of Wisconsin/Milwaukee), Daylen Canty (Football at Iowa Central Community College), and Neme Siaway (Football at Iowa Western Community College).

Boys' Swimming: Congratulations to Boys' Swimming for winning their first-ever Mississippi Valley Conference championship title in January.

Contest Speech: Congratulations to Contest Speech for continuing their long tradition of advancing to the state-level competition. The groups that participated at state were: freshman and varsity radio news broadcast, two short film entries, TV new broadcast, one improv group, musical theater, freshman one-act play, readers theater, and the ensemble acting performance.

Linn-Mar POMs: Congratulations to the Linn-Mar POMs and coaches for placing first in jazz and POM, grand championship, and the choreography award for their POM routine during the dance team Union Regional competition in January.



Robotics: Congratulations to our three Robotics teams (Dark Matter, Lost in Time, and A League of Their Own) for making it to the league championships in January. Dark Matter made it to the semifinals round placing third and won the third place Inspire Award and Connect Award. A League of Their Own made it to finals and won the second place Inspire Award and Motivate Award. Dark Matter and A League of Their Own advance to superqualifiers!

Oak Ridge Lego League Impresses Judges at State: At the Lego League State Tournament in Ames, the Oak Ridge LEGO Masters received 2nd place in overall project for their Knows-Nose, a creative idea to help locate lost dogs in natural disasters. The Lego Blasters received an honorable mention in robot design. Out of approximately 240 girls at the event, Eighth Grader Olyvia Hanken-Arlen of LEGO Disasters received the Grace Murray Hopper award. The award is presented to two girls at the event who have shown exemplary leadership. Grace Murray Hopper was one of the first women elevated to rear admiral of the Navy and was one of the first female computer scientists.

