

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>

Table of Contents

Goal #1: Inspire Learning (Articulate):

Updates on Progress:

Page 2

Page 3

Goal #2: Inspire Learning (Support):

Updates on Progress:

Page 4

Page 5

Goal #3: Unlock Potential (Challenge):

Updates on Progress:

Pages 6-8

Page 9

Goal #4: Unlock Potential (Success):

Updates on Progress:

Page 10

Page 11

Goal #5: Empower Achievement (Involve):

Updates on Progress:

Page 12

Page 13

Goal #6: Empower Achievement (Build):

Updates on Progress:

Page 14

Page 15

Achievements and Honors:

Page 16

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 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.

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.

High School Updates:

Tonight's work session centers around a High School theme with information being shared on the High School Program of Studies, the Writing Center and College/Career Center, the Learning Center, High School Athletics, and the ROARstore. A special thanks goes out the Dr. Gustason and his staff for presenting and to Ms. Platten and the FCS students for preparing the meal for the Board and Cabinet. Be sure to check out exhibits 300.1-3 for additional details on the presentations.



High School College & Career Center:

The HS College & Career Center offers students opportunities to take advantage of in-person sessions to meet with professionals from various career fields. Recently, Dr. Michael Telisak, ENT Specialist at PCI, answered questions from dozen of students during a session coordinated by Kirkwood's Workplace Learning Connection and the HS Guidance office.

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.

Board Book: Oct 24, 2016

Updates on Goal #2: Inspire Learning (Support)

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

Health and Human Development Committee: The committee met on October 20th and discussed multiple topics including school safety and the district's plans for ALICE classroom lessons and intruder drills in the schools. The committee also looked through the district's Strategic Plan and areas that affect the Health & Human Development Committee. Susan Knight presented an update on the Grab and Go Breakfast Cart that will be piloted at Excelsior Middle School.

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 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.
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>School 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.

Professional Learning Opportunities:

On October 24th teachers across the district will engage in the following professional learning opportunities:

- K-5 teachers will attend a Physical Science kit training.
- Middle school teachers will work with Dr. Tammy Heflebower on developing proficiency scales as part of their process in implementing standards-based grading.
- High School teachers will be hearing from Dr. Jason Harshman on Culturally Responsive Pedagogy. They will also be participating in ALICE training, curriculum mapping, and breakout sessions that includes multiple technology topics and a presentation on Iowa BIG by Troy Miller.

The district has created a team of administrators to participate in *Smarter Balanced* assessment trainings that are being coordinated by the Department of Education. The team includes Dr. Jeff Gustason, Ed Rogers, Jeff Frost, Kelly Kretschmar, Bob Read, and Shannon Bisgard. The initial training on *Smarter Balanced* assessments is scheduled for November 7-8. The team will be responsible for providing training for each building as necessary.

Members of the Board will present at the November Iowa Associate of School Boards (IASB) conference on Thursday, November 17th at 3:00PM in Des Moines. The title of the session is: *Strategic Planning - Engaging Broad and Deep Input from Your Community*. The Board is excited to talk about our process of conducting both in-person and digital feedback avenues to gather a wide array of input in the district’s Strategic Plan. Here is a link to the program session:

<https://iasb2016.sched.org/event/85YO/strategic-planningengaging-broad-and-deep-input-from-your-community>

NWEA Fall Assessment Results:

Our students have completed their annual fall NWEA assessments. Scores by grade level are shown below. Our students continue to perform at a fantastic level and, at the same time, continue to show higher growth than expected in both math and reading. Keep up the great work Linn-Mar!

	MATH			READING		
Grade	Percentile	Expected Growth	Observed Growth	Percentile	Expected Growth	Observed Growth
3	93	11.9	13.6	92	12.7	13.9
4	94	10.9	12.6	92	9.0	10.9
5	91	10.4	9.7	90	6.7	7.3
6	93	7.1	6.0	89	4.7	4.4
7	92	6.1	6.8	92	4.3	5.4
8	94	5.7	6.0	92	3.7	4.4

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.

Updates on Goal #4: Unlock Potential (Success)

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

Linn-Mar Electronic Communication Notification Options:

With the winter weather approaching, this is just a reminder to sign up for district communication notifications. Visit the district webpage (www.linmar.k12.ia.us) and click on the [LM Emergency Notification](#) icon at the bottom of the page to sign up today!



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.

Update on Innovation Center:

The Innovation Center Advisory Board is scheduled to meet on October 27th at Hupp Electric Motor Company in Marion. We are excited to continue these conversations as we work to better incorporate business input into the High School students' pathways and options.

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 Innovation Center.
	Occupy Westfield 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.

Update on Goal #6: Empower Achievement (Build)

Construct physical learning environments using fiscally responsible and sustainable practices.

Update on Learning Environments:

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.

Construction Updates:**Westfield Addition:**

- Classrooms have been painted with base color and accent wall.
- HVAC duct work nears completion in all classrooms.
- Exterior landscape work (including sidewalks) is underway.
- All doors have arrived on site and will be installed during the week of October 24th.
- Windows are scheduled to arrive on November 11th with installation to begin on 11/14.
- Ceiling grid and tile installation will begin on October 24th.
- Classroom flooring will be installed after the installation of ceiling grid and tile. Restroom flooring tile will follow classroom flooring installation.
- Boilers are installed and operational.

Oak Ridge Cafeteria Addition:

- Cafeteria nears completion with students utilizing the space for lunch as of October 17th.
- Flooring is complete and waxed.
- HVAC system nears completion. Back order on corners for the wall units. System is operational.
- All fixtures are installed and work on the final punch list items has started.

High School Renovations:

- Classrooms on the south side included in Phase 1 are complete and occupied.
- Phase 2 work on classrooms has two weeks of work remaining. Drywall is hung, mechanical units are installed, and painting scheduled for October 21-22. Ceiling grid and tile will start on October 24th with flooring to follow. Anticipated occupancy is October 31st.
- Lecture hall ceiling work is underway and drywall on walls has been hung.
- Concrete demo started on the hallway and Print Shop adjacent to the lecture hall.
- Health office work continues. Plumbing is finished, drywall is complete and painted, and cabinets are installed. Final work on ceiling grid and tile and flooring are scheduled for the week of October 24th.
- Classrooms in the former weight room near completion. All walls, ceiling, and fixtures are installed. Flooring in classrooms was completed on October 20th. Installation of restroom wall tiles and flooring to follow. The fixtures and partitions will follow flooring. Occupancy of classroom should occur on October 31st.
- Punch list work continues in all areas of the building.

Update on Certified Enrollment for 2016-17:

Our official certified enrollment has been finalized for the 2016-17 school year. We have an FTE increase of 110.6 students as a district when compared to last school year. This is over twice as much growth from the previous school year when we saw an FTE increase of 52.7 students.

Update on Potential District Restructuring Plan:

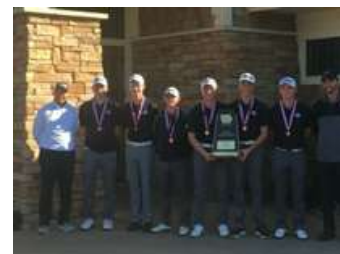
The Board is scheduled to vote on the potential district restructuring plan during the regular session at tonight's meeting. If approved we will engage architects, engineers, demographers, and other applicable services to assist in the planning and implementation of the district/facility restructuring plan.

Achievements and Honors:

Family names Band Program as Beneficiary: The family of JoEllen Dicken designated the Linn-Mar Band Program as the beneficiary of JoEllen’s memorial. JoEllen was in the Class of 1985 and passed away in September. Both of her parents were Linn-Mar employees. Almost \$800 was collected in memory of Ms. Dickens and the district is very appreciative of her family’s thoughtfulness. Our sympathies go out to the family.

LMHS Boys’ Golf: Congratulations to the Linn-Mar Boys' Golf team! They took third place at the Class 4A State Tournament at TCI Golf Course in Polk City (par 71). Cole Yearling shot 158 in the two round tournament to tie for 14th overall, Andrew Wood and Ben Greif each shot 159 to tie for 17th. Former TV-9 Athlete of the Week, Jack Recker, shot 160 to tie for 21st. Drew Brandel tied for 56th with 174, and Zach Armstrong shot a 177 to tie for 61st.

Congratulations Boys' Golf on a fantastic season!



Girls’ Swim Team: The regular session of the October 10th board meeting kicked off with a recognition of Girls’ Swim team and their coach, Chad Derlein. The girls set an outstanding example of sportsmanship and compassion during the September 27th meet against Washington. The girls and coaches wore orange ribbons and presented a Washington senior with a bouquet of orange flowers in recognition of her battle with leukemia. Go Lions!

Future Farmers of America: Recently, more than 500 FFA students from Iowa, Minnesota, and Wisconsin participated in the FFA competition held at Northwest Iowa Community College. Linn-Mar’s Soil Evaluation team (Ty Pree, Chris Smith, Carter Bramsen, and Mason Gassmann) placed 14th in the district FFA Soils Evaluation Career Development event. Team members evaluated four soil pits determining the landscape position, soil depth, and soil texture of each pit. The team also determined the appropriate uses and best conservation practices that should be implemented for each pit. Eight students (Paige Adams, Alexis Costello, Ashton Lacy, and Miranda Kettelkamp) participated in the district FFA Dairy Cattle Evaluation Career Development event; placing 8th. The team of Lauren Michels, Alex Johnson, Patrick Burkhart-Hunter, and Caitlin Hagen also placed in the top 20. Each participant had to evaluate several classes of dairy heifers and cows, take a dairy knowledge test, and communicate their placings through two sets of oral reasons. Seth Crow Schrader and Caycee Gudenkauf participated in the Tri-State Dairy Foods Career Development event, which is a competition where they identified real and imitation dairy foods, identified 10 different cheeses, and evaluated milk for common production and processing defects. Go Lions!



National Honor Society: Recently 71 of our high school students were formally inducted into the National Honor Society. The ceremony was witnessed by a near capacity crowd of proud relatives. The keynote address was presented by Linn-Mar Superintendent Quintin Shepherd; who shared his experience when he was inducted into the NHS when he was in high school. Congratulations to the new NHS inductees!

ROARstore: Congratulations to the ROARstore for celebrating the opening of their official store with a ribbon cutting ceremony on October 18th. The store is run by Business Teacher Corey Brinkmeyer and the students that participate in his class. Stop by the ROARstore, located inside door #14 of the High School, between the hours of 8:00 AM to 4:00 PM on Thursdays and Fridays!



America Reads 2016: Thank you to the 100+ guest readers that helped make *America Reads 2016* another great success for our elementary students. *America Reads* is a national campaign to improve literacy among elementary-age students.

Pictured: Officer Tom Daubs, Marion Police Officer and Linn-Mar Resource Officer