

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.

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.	

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 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>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.

School Improvement Advisory Committee (SIAC): The committee met for the final time of the school year on May 25. Topics discussed included:

- Legislative and Department of Education updates
- Iowa BIG
- High School Blended Learning plan for 2017-18
- Student assessment results for 2017-18

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.

Blended Learning Training: On June 5th and 6th a team of 12 teachers participated in a Blended Learning training at the High School. Marissa Burkhart, Sr Solutions Engineer with Instructure, led the training to help prepare teachers who will be teaching at least one class utilizing the Blended Learning format during the 2017-18 school year. The training focused on class format, instructional techniques, and the use of our new learner management system; PowerSchool Learning.

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.

Bond Communications Plan Updates:

Following board approval of the modified grade-restructuring plan and bond petition language, several communication efforts were initiated. These efforts included the launch of the *Vote 2017* web page (www.linnmar.k12.ia.us/vote-2017) and an email allowing the community an opportunity to ask questions regarding the modified grade-restructuring plan (vote2017@linnmar.k12.ia.us). Additionally, a press release was sent to local media outlets. The district's plan was covered by [The Gazette](#), [KCRG](#), and WMT.

The *Vote 2017* web page currently outlines the following:

- The *Vote 2017* campaign logo and slogan
- The structure and graphic of the modified grade-restructuring plan
- The district's plan to build two 5th-6th grade buildings and another elementary
- The [bond petition language](#)
- Historical enrollment data (links to Q's News blogs)
- The [Tax Impact Summary](#) and [Historical and Projected Tax Levy](#) information
- A *Vote 2017* [FAQ document](#)
- Links to the [Bowman Woods](#), [Indian Creek](#), and [Wilkins](#) "Kid Principal" videos



As additional information is gathered (FAQs) and materials created (handouts, brochures, videos etc.) the website will be updated to share this information. Social media platforms will also be utilized.

The last Facilities Committee meeting was held May 26. During the meeting committee members were thanked for their hard work and dedication over the past four months as part of the grade-restructuring plan and facilities planning efforts. Efforts accomplished to date were reviewed in addition to the bond petition language and modified grade-restructuring plan. Superintendent Shepherd reviewed how the success of the campaign depended on the efforts of the stakeholders and committee. The three key points that are the foundation of the message needing to be shared with the community were also discussed. These key points are the What, Why, and How of the plan:

- **What:** The modified grade-restructuring plan (PK/K-4, 5-6, 7-8, 9-12), construction of two new 5th-6th grade buildings, a replacement elementary school, and renovations to Excelsior Middle School and the historic elementary schools (Bowman Woods, Wilkins, and Indian Creek).
- **Why:** We have reached capacity in our schools (especially K-8). District enrollment has increased by 40% since 2005-06 and the data from RSP & Associates data reflects a continued trend in increased enrollment.
- **How:** We are asking voters to consider an \$80 million bond package that supports the modified grade-restructuring plan. If approved, the estimated tax increase for residents would be \$1.65 per \$1,000 of taxable value; implemented incrementally. The increase will equate to approximately \$15 a month in additional property taxes for the owner of a \$200,000 home.

A Steering Committee meeting is scheduled for June 13th at 10:00 AM (LRC Rm 5) to review 5th-6th grade building designs and bond campaign print materials. Materials included in our communication efforts include handouts, boards, brochures, newsletters, and mailers. These materials will be utilized in various ways which include: handouts for district events, community roadshow events, boards for community meetings at our schools (to be scheduled) and other district events (staff kick off meeting, registration, etc.), and mailers/brochures to be sent out to district households. We anticipate having a newsletter completed and mailed out by the end of June and the mailers/brochures in August.

A *Vote 2017* bond campaign [Google calendar](#) has been created and shared with the Board of Education and committee stakeholders. The calendar will be used to keep track of school events and community (roadshow) meetings. If committee stakeholders are able to attend events/meetings, please contact Matthew May. These events are an opportunity for us to engage with the public to discuss the modified grade-restructuring plan and to handout resource materials. Community meetings to be held at Linn-Mar will also be scheduled.

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.

Finance/Audit Meeting: The committee met on June 1st and discussed the following items:

1. Executive Director of Support Services Rick Ironside gave construction updates on the following:
 - High School Renovation: Punch list items ongoing with goal to be wrapped up by June 30.
 - High School Media Center Renovation: Project (labor portion) pulled out of original construction contract due to timing. District has materials on-hand and has subcontracted the flooring, ceiling, and other work to be completed the first part of July.
 - High School Auxiliary Gym Floor Replacement: Work began on June 5th and is expected to take 5-6 weeks to complete.
 - Westfield Parking Lot: Work began on June 5th and is expected to be completed by the second week of August.
 - Indian Creek Modular Classrooms: The unit is scheduled to be delivered June 7-8 with anchoring and setting of the unit scheduled for June 12-13. Electricity and data will be run to the unit once anchored. An entry ramp will be constructed over the next few weeks. District will assess security, furniture, and other items once the unit is in place. The unit will provide two 5th grade classrooms.
2. The committee discussed the 2017 bond process including the communication plan and also whether or not the district would need to issue a request for proposals for architects to perform design services for the projects identified as part of the 2017 bond.
3. The 2017-18 insurance renewal premiums were reviewed noting that the cost has decreased approximately \$120,000 from the previous year. The decrease is due to the district's improved worker's compensation efforts over the past several years.

LRC Fire Suppression Project: On June 1st the district held a bid opening related to the fire suppression system required at the Learning Resource Center. Unfortunately, no contractors submitted bids. Per Shive-Hattery Engineering; the reasons for no bids varied. Some contractors cited that they were already fully scheduled and would not be able to complete additional work. Other contractors were concerned about the project timeline which requires a majority of work to be completed by August before school started. It was also noted that some contractors did not have time to put compile bids. Based on this information, the district is currently in conversation with Marion Fire officials to review options given the short amount of time until school is back in session. Once a decision is made by Marion Fire, the district will assess next steps which will likely be a rebidding of the project.

Achievements and Honors:

Oak Ridge Students Compete in National History Bee: Congratulations to Oak Ridge students who recently completed in the 2017 National History Bee contest in Atlanta.

Ashna Karia, 6th Grade: Out of approximately 12,000,000 "eligible" United States 6th grade students, Ashna qualified for Nationals with 367 other 6th graders (only 3/10 of 1% made this qualification). Ashna was able to place 168th out of 317. This put her in the top 46% of the top .3% of our country!

Jared Stumpf, 8th Grade: Out of approximately 11,000,000 "eligible" United States 8th grade students, Jared qualified for Nationals with 317 other 8th graders (only 3/10 of 1% made this qualification). Jared was able to place 190th out of 317. This put him in the top 60% of the top .3% of our country!

Cavan O'Hara, 8th Grade: Out of approximately 11,000,000 "eligible" United States 8th grade students, Cavan qualified for Nationals with 317 other 8th graders (only 3/10 of 1% made this qualification). Cavan was able to place 164th out of 317. This put him in the top 52% of the top .3% of our country!

Nicholas Weaver, 8th Grade: Out of approximately 11,000,000 "eligible" United States 8th grade students, Nicholas qualified for Nationals taking 3rd place at Regionals with 317 other 8th graders (only 3/10 of 1% made this qualification). Out of this .3%, Nicholas was able to qualify for the final championship buzzer round, earning him an awesome medal! Competing with only 64 other 8th grade students, Nicholas was able to place 48th out of 317. This put him in the top 15% of the top .3% of our country!



Spectrum Named GSA of the Year: Linn-Mar Spectrum has been selected to receive the Gay/Straight Alliance of the Year Award from Iowa Safe Schools. The group will be presented with the award on October 13th during the Spirit Awards at the Iowa Events Center.

LMHS Selects New Head Girls Varsity Basketball Coach:

Nate Sanderson has been chosen as the new Head Girls' Varsity Basketball Coach at Linn-Mar High School. Pending approval by the Linn-Mar School Board, Sanderson will assume responsibility for the coaching position starting the 2017-18 season. Associate Athletic Director Tonya Moe stated, "Coach Sanderson brings a wealth of knowledge and experience to our basketball program including a very successful track record. His passion and enthusiasm for the game of basketball is contagious. Our student athletes are fortunate to have him as their head coach."



LMHS Competes at State Track Meet in Des Moines: Congratulations to the LMHS Track Team on their trip to State! The girls' team came in 4th place overall. Payton Wensel was the Class 4A Girls 400 State Champ. The girls took 2nd place in the Sprint Medley Relay and set a new school record at 1:46.03. The girls finished 5th in the 400m Relay and Jill Bennett took 4th in the 100m. The boys' team tied for 7th overall and took second in the Shuttle Hurdle Relay. Ryan Murphy won the Class 4A 1600m event at 4:15.36. Ryan also took the top spot in the 3200m event with a time of 9:09.28. Zeal Baker finished 5th in the 110m Hurdles and Nick House took 8th in the 400m.

LMHS Theatre Department Receives Special Honors: Students from the Linn-Mar High School Theatre Department performed an excerpt from their April production of *Disney's The Little Mermaid* and participated in a collaborative inter-school medley led by Guest Broadway Music Director Adam Jones and Choreographer Sara Brians at the 2017 Iowa High School Musical Theater Awards Showcase.

LMHS was recognized with the following honors:

- Outstanding musical production
- Outstanding student orchestra
- Outstanding performance in a principal role:
 - Connor De Jong as Scuttle
 - Claire Kopesky as Ariel
 - Beth Smith as Ursula
- Special recognition for an ensemble
- Special recognition for performance in a principal role:
 - Katie Andreasen as Flounder
 - Casey Cerveny as Sebastian

