



# Strategic Plan



**LINN-MAR**

Community School District

# 2016-2026

Inspire Learning. Unlock Potential. **Empower Achievement.**

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# About Linn-Mar Community School Dis-

The Linn-Mar Community School District was formed in 1948 when 17 one-room rural schools joined together to build the Marion Rural Independent Grade School. The Linn-Mar CSD now serves more than 7,200 students in 10 buildings. Through the years, Linn-Mar patrons have demonstrated pride in their schools by supporting financial, curricular and extra-curricular projects and activities. In 1997, district patrons passed a \$25 million bond levy for the construction of a new elementary building (Westfield Elementary) and extensive expansion and/or renovation projects in virtually all of the other buildings in the district, including a new auditorium and a new gymnasium for the High School. Construction and renovation of district buildings includes: High School (1959); Indian Creek Elementary (1961); Junior High School (1963); Wilkins Elementary (1966); Bowman Woods Elementary (1968); Educational Services Center and Buildings and Grounds, additions to the junior/senior high (1975); additions to the junior/senior high (1980); new media centers and remodeling at Indian Creek and Bowman Woods Elementary, 14-room addition to junior/senior high, Linn-Mar Intermediate School (1995); Westfield Elementary, new gymnasiums and classroom additions to Wilkins and Indian Creek Elementary and a two-story addition to the Intermediate School to change to a middle school (August, 1999); new gymnasium at the High School (November, 1999); new High School auditorium (March, 2000); Oak Ridge School (August, 2003). In 1999, the district changed from a K-4, 5-6, 7-8, 9-12 grade configuration to a K-5 elementary level, 6-8 middle school, and 9-12 high school. In March, 2001, district residents passed a \$12 million bond issue to construct a K-8 building, Oak Ridge, on the west side of the district. This was a new concept for the district and a solution to overflow in those grade levels. When a new elementary school was needed, Oak Ridge would become the district’s second middle school. The K-8 Oak Ridge School that opened in August of 2003, is now Oak Ridge Middle School, grades 6-8. Having received voter approval of over 75% in January 2006, the district constructed two new elementary schools and

made renovations to the High School and Novak Elementary. Linn Grove Elementary, opened in the Fall of 2007. Echo Hill Elementary opened the following year north of Oak Ridge Middle School. The January 2006 bond referendum was for \$27.5 million. Voters in Linn County approved a 10-year School Infrastructure Local Option (SILO) Sales Tax on February 13, 2007. SILO tax revenues were distributed across all school districts in Linn County for the first five years of the tax. In 2008, the Iowa Legislature passed SAVE legislation which extended the penny sales tax for schools to 2029 and created an average per student allocation for school districts across the state. The increase in the sales and use tax from 5% to 6% was intended to replace the 1% SILO tax that had been in effect. The average per student allocation in FY 2011 was \$800.20. To date, SILO revenue has allowed the district to build the new Novak Elementary school (completed June 2010), air condition five schools (Westfield and Novak completed Fall 2009) (Bowman Woods, Indian Creek and Wilkins completed Fall 2010), construct a 6,000 seat multipurpose stadium, install additional high school parking (completed Spring 2011), purchase property to relocate Transportation and Operations & Maintenance (completed Fall 2010), relocate the baseball and softball fields to the Oak Ridge property, and build an indoor aquatics center. The Board is forward focused, anticipating growth, and has purchased nearly 100 acres in anticipation of a new school building sometime in the next decade. In February 2011, Linn-Mar voters approved to extend the Physical Plant & Equipment Levy to June 30, 2015. PPEL is the main revenue source for maintenance of infrastructure investments that allows local schools to support infrastructure and equipment needs. Roofs, windows, heating and cooling equipment, flooring, plumbing and parking lot upgrades and repairs are funded through this levy. The district is committed to energy efficient buildings and is continually evaluating efficiencies.



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# School Board's Letter



Over the past several months, the school board has had numerous long-range planning discussions concerning Linn-Mar, considering the challenges before us. Previous planning has already resulted in the completion of several initiatives: new elementary schools at Linn Grove, Echo Hill and Novak; a new middle school at Oak Ridge; expansion and renovation of the High School; Linn-Mar Stadium and the Aquatic Center which are utilized by school activities and community events; a Baseball/Softball complex; and a new Operations and Maintenance facility; to name a few.

***“The key issues focus on our students: doing what is best for them, enhancing education opportunities which can help them excel in school and in life.”***

While the success of our students in and out of the classroom is impressive, we have several strategic issues to address. The key issues focus on our students: doing what is best for them, enhancing educational opportunities which can help them excel in school and in life. One issue which impacts students is the continued growth in our district which, although good, results in increased class size. This challenging issue must be addressed while remaining fiscally responsible and ensuring our graduating students are prepared for the workforce or higher education.

During this planning process, the school board and administration have been guided by multiple sources: the input of teachers, staff, students, parents, community members, and business leaders. We thank each of you for listening, understanding, and sharing your thoughts and ideas, and urge your continued support and help so that together we ensure Linn-Mar remains one of the premiere districts in Iowa, enabling us proudly to proclaim, We Are Linn-Mar!

Go Lions!

Tim Isenberg

Linn-Mar Community Schools Board of Education



# Superintendent's Letter

Partners in Education,

The Linn-Mar Community School District Strategic Plan is the culmination of over a year's work. It started with Listening & Learning sessions when I became superintendent during the 2015-2016 school year. From these sessions we identified three key themes of community interest and focus. These themes led to a digital survey where we received over 162,000 points of feedback. Using this feedback we narrowed the focus of our direction, plan and initiatives. As you read through this document you will see our commitments to our learners, teachers, parents and community.



Dr. Quintin Shepherd  
Superintendent

This 10-year plan gives us both direction and focus. I can assure you our plan is a dynamic and organic document - meaning it will change and adapt as our district confronts a changing educational landscape. The broad strokes of the plan will not change, but the discrete initiatives will likely evolve over time as we revisit the plan on an semi-annual basis. Twice per month, we remain committed as an administrative team to marking our progress toward each of these initiatives through our Board Book, which can be found online at [www.linnmar.k12.ia.us](http://www.linnmar.k12.ia.us). You can keep track of our progress by reading our Board Book as you are able.

The great strength of this plan lies not in the details found within, nor in all of the work that has been done to this point. The great strength of this plan will occur in the schools and classrooms, and in the daily interactions between our staff and students moving forward. We recognize our success as a district is largely because of our great staff, our dedicated students and our supportive parents and community. It will take all of us to see this plan through to fruition and I am excited about our collective future!

As Proud Superintendent of Linn-Mar Community School District,

Quintin Shepherd, Ph.D.

**“The great strength of this plan will occur in the schools and classrooms.”**

# About The Linn-Mar Strategic Plan

As a public school district, the Linn-Mar Community School District is responsible to the community, students, parents, community members and taxpayers. A strategic plan assists in guiding the direction of the school district and helps to focus its priorities on achieving its mission. Components of the strategic plan include:

**Mission:**

Our fundamental purpose as an organization.

**Strategy:**

Our organizational goals and work we do toward achieving our performance measurements and key indicators of our success.

Linn-Mar's 2016-2026 Strategic Plan is the result of months of comprehensive work by the community and educators, school district administration and the Board of Education. Discussions on developing a new Linn-Mar Community School District Strategic Plan for 2016-2026 began July 1, 2015, with the Strategic Plan implemented in 2016.

The Strategic Plan itself is a working draft that is designed to evolve based on community feedback and input. This is meant to be an ongoing process that develops over time as the focus, decisions and actions of the school district and community change.

**“Moving forward, we're talking about being a leading-edge institution.”**

*School Board VP George AbouAssaly*

**Linn-Mar's Mission**

Inspire Learning. Unlock Potential. **Empower Achievement.**



# Pathways Facilities Technology

# Strategic Plan Framework

*Where are we now? Where are we going? How will we get there?*

As outlined in the 2016 State of the District address by Superintendent Shepherd, there were three big areas that needed to be focal points of various conversations in order to successfully develop a 10-year strategic plan. During Superintendent Shepherd's 100-Day Learning and Listening Tour (Parent Advisory meetings, Coffee Conversations and PTO meetings), three main talking points continued to come to the forefront of the conversations. The school district was committed to teaming up with the community – both internal and external stakeholders. By doing so, it enabled us to set our compass and direction to move forward. The school district then reached out to the community in a broad and deep way to get feedback on the specific conversational points and set an actual plan to move forward. The areas of focus being:



## Pathways (Student Learning)

The school district needs to focus on building learning pathways for the students (mentorships, internships, etc.) with universal themes across these pathways. There would need to be roadmaps and gateways to measure where students are and how they are doing, in addition to bridges to crossover to other pathways if their interests or goals change.

## Facility Planning

There would need to be facilities planning discussion on building enrollment, addressing space needs, preschool/early childhood, high school renovation, and potential restructuring.

## Technology

We need to expand our discussion beyond just a device that is held in our student's hands. We must consider technology as a teacher's instructional tool and how we can better utilize technology in the classroom. This discussion must transcend into the classroom so that we think not only on how students are using technology to learn today, but put forethought into how students are using technology as a learning tool for the future.

**“There were three big areas that needed to be the focal point of our conversations.”**  
*Superintendent Quintin Shepherd*



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# Strategic Plan Community Feedback



The first School Board strategic planning session took place on February 15, 2016, consisting of a team of more than 35 stakeholders. The purpose of this meeting was to help set a proper course of direction for the full, community engagement portion of the strategic planning process.

The three themes were put into an online survey and four open-ended questions were presented to the Linn-Mar community in the spring of 2016. These questions allowed the school district to set a compass to get clarification on what was most important to the community.

The four questions resulted in 162,000 interactions. The data (responses) was turned into information that enabled the school district to frame the feedback and put a closer lens to the data that was provided. An advisory team with a broad representation of teachers, teacher leaders and staff analyzed the data and developed six specific goals that the school district would focus on.

**“I don't want to do what we've always done just because we've always done it that way. I want the school district to try new things and try innovative programs. I want us to be a leader in the area and state.”**  
*School Board Member Tim Isenberg*

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# Strategic Plan Board Goals

THEMES	BOARD GOALS		DESCRIPTION
PATHWAYS	Board Goal 1	Inspire Learning - Articulate	Implement a pathway and framework for PK-14 programming to ensure all students graduate future-ready.
	Board Goal 2	Inspire Learning - Support	Create an effective and agile organization that is individually responsive to the needs of the whole child.
	Board Goal 3	Unlock Potential - Challenge	Become an excellent learning organization through a culture of continuous improvement.
TECHNOLOGY	Board Goal 4	Unlock Potential - Success	Maximize student achievement by increasing digital literacy utilizing 21 <sup>st</sup> century digital tools.
	Board Goal 5	Empower Achievement – Involve	Enhance engagement opportunities through focused strategic partnerships.
FACILITY	Board Goal 6	Empower Achievement - Build	Construct physical learning environments using fiscally responsible and sustainable practices.

In May 2016, results from the Thoughtexchange survey were presented to the School Board. The work session included conversation and proposed strategic goal language and definitions, in addition to how information from the Thoughtexchange survey would be made available to the community.

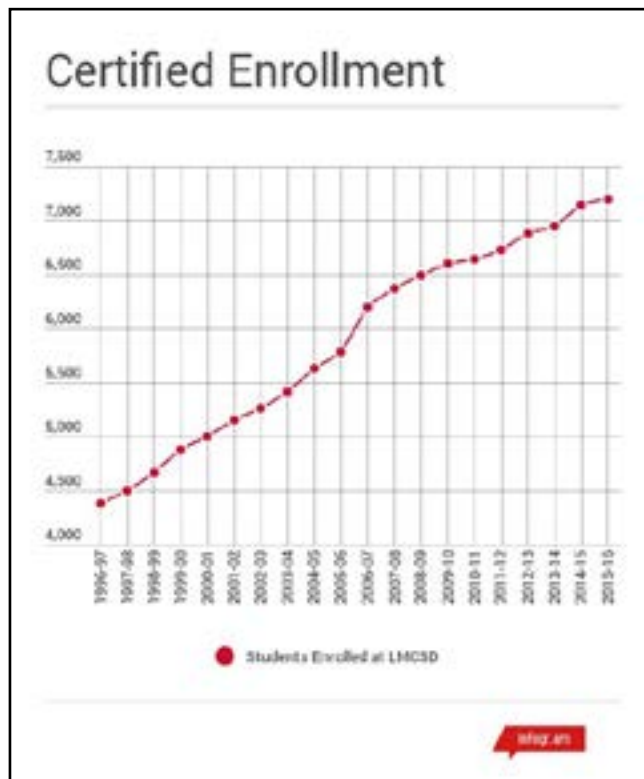
The Board Goals above are based on the school district's Mission – Inspire Learning. Unlock Potential. Empower Achievement., and are consistent with the three themes identified by the School Board: **Pathways, Technology, Facilities.**

These six goals are the foundation of Linn-Mar's 2016-26 Strategic Plan. Essentially, this narrative will not change. These six goals are meant to be bold and broad and take the school district on a path of continuous improvement.

After establishing the foundation for the School District's Board Goals, several strategic plan writing sessions were held to outline each goal's strategic initiatives and measures of success for year one, year two, and year three and beyond. These SMART goals, initiatives and measurements on the following pages may be rewritten/updated as the Strategic Plan is meant to be an organic document. The Board Goals have been added to the school district's Board Book to allow for measuring.

*For the sake of convenience, this document outlines year one and year two. This document and the goals in this document will be updated every-other year.*

***"As we're growing and looking at the challenges of educating students moving forward, I'd like us to ensure we're also growing in what we are capable of teaching."***  
*Former School Board Member Tina Patterson*



## PathwaysFacilitiesTechnology

# Board Goal 1 Inspire Learning - Articulate

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

## Strategic Initiatives

- Develop a framework for students to experience and successfully pursue post-secondary career offerings.
- Review policies to ensure the district's theory of action for teaching and learning is articulated.
- Curricular Alignment to essential knowledge and skills supported by a coherent and aligned assessment system.

## Measures of Success

- Begin baseline tracking and reporting of % college acceptance rates and graduation rates in order to establish reliable benchmark targets and enhance program offerings. (Improve college acceptance and college graduation rates (post-secondary student success metrics))
- Administration will work with Policy Committee to review, edit and recommend policy changes, if necessary (Instructional consistency).
- K-4: 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 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
- Grades 10-12: Identification of priority standards will be documented (via PowerSchool) to ensure priority standards are being learned by students.
- HS: The Linn-Mar High School Program of Studies will be updated to include the Innovation Center and Iowa BIG. This allows for a more aligned curriculum for core courses, AP coursework and Kirkwood offerings.
- Special Education Programming: 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.

**Year 1**  
2016-2018



## PathwaysFacilitiesTechnology

# Board Goal 1 Inspire Learning - Articulate

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

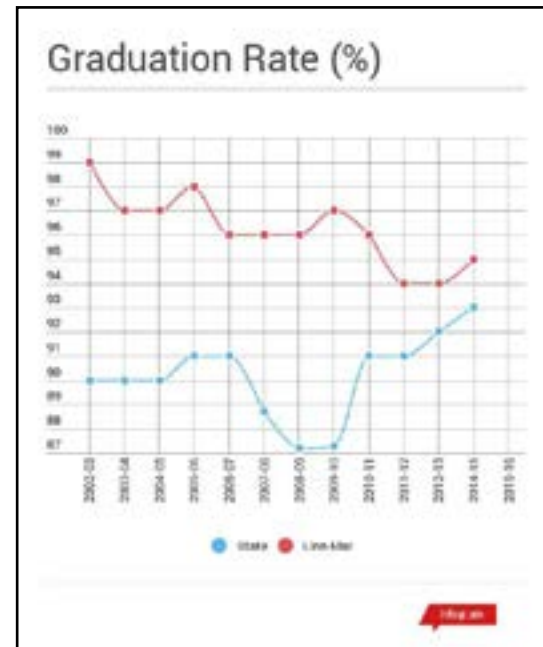
## Strategic Initiatives

- Develop a framework for students to experience and successfully pursue post-secondary career offerings.
- Create and deploy an implementation plan for the Innovation Center in alignment with Iowa BIG.
- Curricular alignment to essential knowledge and skills supported by a coherent and aligned assessment system.

## Measures of Success

- Institute a district-wide framework mapping “exposure”, “experience”, and “pursuit” opportunities for students in career cluster areas.
- Begin collecting long-term career success data (happiness, preparation, skills, knowledge, etc.) in for benchmarking purposes.
- Program is functionally running (lagging metric). Continue to add courses/strands in future years.
- Grades 8-9: Documentation of unwrapped standards, student “I can” statements, identification of priority standards (on report card), develop assessments and rubrics that ensure priority standards are being learned by students.
- Special Education Programming: A self-assessment using Iowa’s Specially Designed Instruction Framework will be completed to determine areas of growth on evidence based teaching practices.
- By utilizing online and in-person opportunities, we will incorporate deeper input into curricular design for the course offerings handbook.

**Year 2**  
2018-2019



Pathways Facilities Technology

# Board Goal 2 Inspire Learning - Support

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

## Strategic Initiatives

- Individualized and data-driven instruction.
- Each student enters school healthy and learns about and practices a healthy lifestyle.
- Each student learns in a physically and emotionally safe environment.

## Measures of Success

- 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 Professional Learning Communities, 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.
- Develop a Health Curriculum Committee to review health education guidelines and determine district needs.
- Work with Community Relations on a communications plan to engage parents prior to students entering school regarding wellness and well-being of children.
- 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: Continue partnerships and continue to explore additional family/staff education opportunities as they arise.
- Throughout the school year, Board of Education members will serve as Positive Interventions & Supports, 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.
- Schools will report goals, benchmarks and outcome data regularly through the Board Book 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 with staff, families and community; active trainings to begin spring or early fall.

**Year 1**  
2016-2018



**“We’ve got to accommodate all of our students to give them the best opportunity that when they walk across that graduation stage, they have an idea on where they want to go.”**  
School Board Member Clark Weaver

Pathways Facilities Technology

## Board Goal 2 Inspire Learning - Support

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

### Strategic Initiatives

- Each student is actively engaged and connected to the broader community.
- Individualized and data-driven instruction.
- As a Blue Zone community, students enter school healthy and learn about practicing a healthy lifestyle.

### Measures of Success

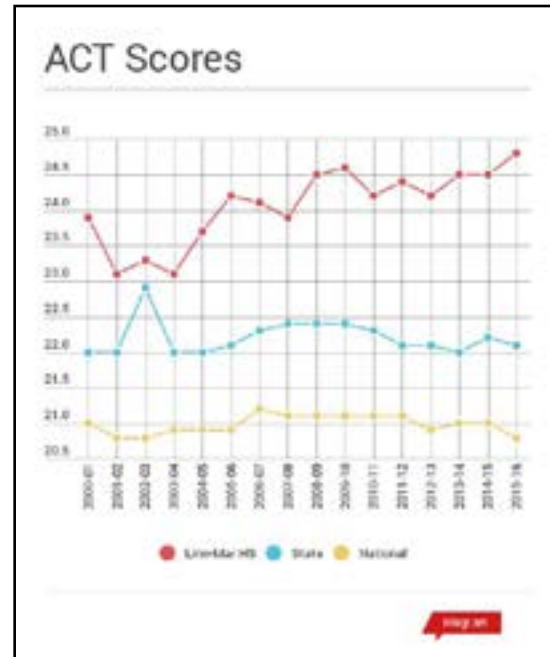
- Create and implement a centrally located family resource center to promote involvement and engagement. A place where the district can help families, families can help the district and families can help other families.
- Explore other opportunities for students to connect to the broader community.
- 100% of K-5 students will be provided individualized academic interventions in reading or math four out of five days as measured by FAST and NWEA for reading and everyday unit assessments, daily RSAs and NWEA for math.
- 100 % of middle school students will be provided academic interventions for all academic areas where priority standards are not being met. Interventions will be provided, at minimum, one day a week for areas of non-proficiency by student. Progress will be reviewed weekly.
- 100% of high school students not at a proficient level (on priority standards/content) in any course on a weekly basis will be provided specific interventions at least one time during the next week.
- Screen curriculums for possible adoption of K-12 health curriculum.

**Year 2**  
2018-2019



**“There is a true culture of continuous improvement every step of the way. We want to improve, and we recognize improvement is a journey. It’s a path not a destination.”**

Superintendent Quintin Shepherd



Pathways Facilities Technology

## Board Goal 3 Unlock Potential - Challenge

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

### Strategic Initiatives

- Promote understanding of total compensation at Linn-Mar and recognize compensation as a competitive tool to drive organizational results.
- Provide ongoing professional development for teaching staff that supports core instruction, interventions and curriculum implementation.
- Effective and efficient use of data.
- Curriculum, instruction and assessment demonstrate high expectations for all students.

### Measures of Success

- Conduct a thorough job analysis for each certified and classified position throughout the school year.
- Create and implement a three-year flexible, professional development plan; thoughtfully allocating state categorical funding to support PD plan. This plan will then be shared with the Board of Education
- Throughout the 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*).
- Develop a foundational understanding of Smarter Balanced Assessment with staff, students and community and be prepared to implement Smarter Balanced Assessments
- 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.
- Identify all level 3 and level 4 questions used on all common formative or summative assessments within each course at the high school level.
- Closely monitor and update our stakeholders, as appropriate on federal and state initiatives including Smarter Balanced, ESSA, ELI and CASA.
- Develop a K-8 standards based report card.

**Year 1**  
2016-2018



Pathways Facilities Technology



## Board Goal 3 Unlock Potential - Challenge

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

### Strategic Initiatives

- Becoming deliberately developmental about our staff as we shift from “Human Resources” to “Talent Management”.

#### Year 1 2016-2018



- Cultivate a high achieving performance culture.
- Strengthen leadership capability throughout Linn-Mar to promote high levels of performance and productivity and sustain excellence.

### 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.
- 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.
- 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 environments, 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.
- Revise recruitment strategy and branding program.
- Always promote a school culture with the belief system of all students can learn.
- Make school building-level communications the major focus of communication efforts.
- Collaborate to provide leadership in researching effective solutions for workforce planning.
- 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.

Pathways Facilities Technology

## Board Goal 3 Unlock Potential - Challenge

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

### Strategic Initiatives

- Promote understanding of total compensation at Linn-Mar and recognize compensation as a competitive tool to drive organizational results.
- Provide ongoing professional development that supports core instruction, interventions and curriculum implementation.
- Effective and efficient use of data.
- Curriculum, instruction and assessment demonstrate high expectations for all students.

#### Year 2 2018-2019



**“I want to ensure we’re creating opportunities for students, but not just in education. While academics must be our primary focus, activities such as sports, the arts, clubs, and community service help comprise students’ experiences and round out their education.”**

School Board Member Rene Gadelha

### Measures of Success

- Expand benefits education and provide on an ongoing basis for all employees.
- Continue to closely monitor and update our stakeholders as appropriate, on federal and state initiatives including Smarter Balanced, ESSA, ELI and CASA.
- Explore ELI summer school requirements and intervention options. Communicate appropriately with families.
- We will be prepared for successful implementation of SMARTER Balanced Assessment with staff, students and the community.
- Update the 3-year flexible professional development plan; thoughtfully allocating state categorical funding to support PD plan. This plan will be shared with the Board of Education.
- Begin to identify qualitative and quantitative metrics to show evidence of personal growth to incorporate into digital learning portfolios in future years.
- Acquire, build or purposefully reject data collection/modeling system with the ability to data mine at an individual student level, by classroom, grade and school.
- At LMHS, use ACT college readiness indicators from past five graduating senior classes to determine trend lines of LMHS college readiness in English, math and science.
- Utilize Work Keys or similar assessment tool to determine trend lines of LMHS graduates in the area of career readiness.
- At LMHS, ensure that level 3 and level 4 questions on the identified priority standards/content are the emphasis of unit/chapter instruction and common assessments for each required core course.
- Grades K-8 will utilize a standards based report card. Feedback will be solicited throughout the year.
- Continue using relevant achievement gap information, identify opportunities to increase the number of students performing at or above grade level in math and reading.
- Continue to closely monitor and update our stakeholders as appropriate, federal and state initiatives including SMARTER Balanced, ESSA, ELI and CASA.

Pathways Facilities Technology

## Board Goal 3 Unlock Potential - Challenge

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

### Strategic Initiatives

- Becoming deliberately developmental about our staff as we shift from “Human Resources” to “Talent Management”.

**Year 2**  
2018-2019



### Measures of Success

- Using benchmark data, create a SMART goal related to staff connectedness to our educational mission.
- Execute the integrated marketing and communications programs that position Linn-Mar as the district of choice for world class teaching, learning and student achievement. Begin to identify success metrics and establish baseline data.
- Continue executing integrated strategic marketing and communications programs, both internal and external, to strengthen, promote and protect Linn-Mar’s brand identity, relevance, accomplishments and excellence. Begin to identify success metrics and establish baseline data.
- Explore networking opportunities for job alike groups between buildings and/or other districts.
- Identify employee skill gaps, provide opportunity for improvement/workout plan or coaching out.
- Continue to 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.
- Continue to foster a positive, engaging, diverse and inclusive work environment while identifying and responding to the changing needs of the Linn-Mar community.
- Begin to implement mentor programs for all employee groups and leverage their talent/knowledge to improve our overall performance.
- Collaborate with administration and staff to develop a performance management system for classified and professional staff.
- Select a well-being model and continue to develop partnerships to improve Linn-Mar and community health and well-being, reduce health care claim costs from 5-year historical averages and enhance productivity.
- Always promote a school culture with the belief system of all students can learn.
- Focus communication efforts on engaging stakeholders to take action on behalf of students.
- Research workforce scenarios and models using data, analysis and forecasting tools that enable multi-year recruitment and selection plan, succession planning, leadership development and retention and performance management strategies.
- Continue to develop a leadership ladder (success planning) throughout Linn-Mar in all employee groups with a focus on recruitment and retention.
- Provide training to district leaders to address all aspects of the employee life cycle.
- Update Board Learning Plan to reflect group and individual needs of board members.
- School Board, district leaders and building administrators develop a focused approach on sharing with each other and the community new learning from professional organizations, attending relevant conferences, and networking with other administrative professionals in order to obtain feedback on new innovative practices.

- Cultivate a high achieving performance culture.
- Strengthen leadership capability throughout Linn-Mar to promote high levels of performance and productivity and sustain excellence.

Pathways Facilities Technology

## Board Goal 4 Unlock Potential - Success

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

### Strategic Initiatives

- Digital Content
- Digital Citizenship
- Digital Equity
- Digital Pedagogy
- Digital Communication

### Measures of Success

- Explore and clarify L-M 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.
- Explore PreK-12 Digital Citizenship Curriculum (i.e. CommonSense Media).
- TICs will provide professional development on digital citizenship for staff.
- Review technology equity procedures in order to inform future policy decisions.
- Establish a uniform, digital checkout process for students who do not have WiFi or computers 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.
- 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.
- 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.

**Year 1**  
2016-2018



**“We need to look at educating our students in new ways. Technology should be an integral part of the process to enhance teaching and learning. It is an important tool to prepare our students for the future.”**

School Board Member Sondra Nelson

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## Board Goal 4 Unlock Potential - Success

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

### Strategic Initiatives

- Digital Content
- Digital Citizenship
- Digital Equity
- Digital Pedagogy
- Digital Communication

### Measures of Success

- LMHS 11th and 12th grade students will have an online course option in each department area that may or may not be a required course. The Learning Center will continue to evolve to include online course support for students from teachers.
- Utilize L-M's working definitions related to digital learning (Blended Learning, digital content, etc.) to implement shared vision.
- Promotion and implementation of blended and online learning environments.
- Fully implement the IC3 certification training into the LMHS curriculum with specific goals for completion at the end of each grade level. Also, provide more opportunities for students to become certified in specific technology software areas (e.g. Microsoft, Google).
- Implement PreK-12 Digital Citizenship Curriculum (i.e. CommonSense Media).
- TICs will provide professional development on digital citizenship for staff.
- Continue building a culture where utilizing assistive technology becomes integrated into daily practice.
- 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.
- Continue to align professional development, technology integration and technology deployment based on results and feedback from year one.
- Establish specific trainings by the Technology Instructional Coaches in which the TICs also provide coaching support for teachers integrating this technology learning into their instruction.
- Implement an incentive program to enhance initial page and content development.
- Use annual staff/student/parent/community survey data to determine effective use of school website for consistent district and building level communication.



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## Board Goal 5 Empower Achievement - Involve

Enhance engagement opportunities through focused strategic partnerships.

### Strategic Initiatives

- Internal Partnerships
- External Partnerships

#### Year 1 2016-2018



- Internal Partnerships
- External Partnerships

#### Year 2 2018-2019



### Measures of Success

- 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.
- 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 participation in outside committee groups.
- District administration will implement practices and processes to support each principal's instructional leadership goals.
- Evaluate district employee volunteer program and determine possible expansion opportunities.
- Explore district wide opportunities to connect all employees to the mission/vision on a personal level through employee resource groups.
- Explore opportunities to shadow/exchange (very short term) positions to encourage connections between buildings/levels/departments for district collaboration and awareness.
- Begin to utilize the Information Ambassador Network.
- Continue to establish and cultivate partnerships with the business community, as well as nationwide, to broaden recruitment, wellness, volunteer and diversity initiatives.
- Provide and support opportunities for increasing civic knowledge, experience and perspective.
- Continue to develop/nurture relationships and work with community partners and media to define, promote, expand and market signature programs.
- Explore district wide opportunities to connect all employees to the mission/vision on a personal level through Employee Resource Groups.
- Explore opportunities to shadow/exchange (very short term) positions to encourage connections between buildings/levels/departments for district collaboration and awareness.

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## Board Goal 6 Empower Achievement - Build

Construct physical learning environments using fiscally responsible and sustainable practices.

### Strategic Initiatives

- Facilities Restructure

### Measures of Success

- During the 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 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.

**Year 1**  
2016-2018



**“Moving forward...we’re talking about being a leading edge facility and institution.”**  
School Board VP George AbouAssaly



Pathways Facilities Technology

## Board Goal 6 Empower Achievement - Build

Construct physical learning environments using fiscally responsible and sustainable practices.

### Strategic Initiatives

- Facilities Restructure

**Year 2**  
2018-2019



- Facilities Preservation

- Operational Resource Allocation

### Measures of Success

- Finalize conceptual and detailed designs of facilities restructuring plan, including establishing a clear and economical phasing schedule for the various projects.
- Mobilize and run bond campaign.
- Maintain consistent communication with community to update progress on facilities restructure and allow opportunities for feedback.
- Solicit and approve bids for applicable construction projects.
- Begin mobilizing, site development and other construction as schedules allow.
- Investigate a stand alone transition center to serve students with continued living, learning and working needs after high school.
- Create and implement a safety and security building resources plan.
- Continuously assess and monitor priorities of facilities maintenance program to determine district needs and available resources.
- Use job analysis from Goal 3 to determine staffing needs.
- Implement 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.



Pathways Facilities Technology



# Key Dates and Milestones

- July 2015**  
 • Superintendent's 100-day Learning and Listening Tour with the school district.
- November 2015**  
 • Three topics identified that came to the forefront of conversations during Dr. Shepherd's Learning and Listening Tour.  
 • **Pathways**  
 • **Facilities**  
 • **Technology**
- School Board agrees to move forward with forming a strategic planning advisory committee to prepare a timeline of action.
- January 2016**  
 • School Board approves to utilize Thoughtexchange Services to facilitate School District strategic planning efforts.
- February 2016**  
 • Strategic planning retreat held to set the direction for the full community engagement portion of the strategic planning process.
- Spring 2016**  
 • Thoughtexchange survey held online to gather community feedback and suggestions regarding what is working for the school district and share ideas on continuous improvement.
- April 2016**  
 • Themes from February 15th strategic planning meeting shared with the School Board.
- May 2016**  
 • School Board work session discusses proposed strategic goal language and definitions.

- June 2016**  
 • School Board work session focuses on facilities planning for district's 10-year Strategic Plan. School Board discusses five facility scenarios from previous conversations with the School Board, administrators, staff, students and the community. School Board agrees there are two scenarios to consider further as part of the strategic planning process.
- July/August 2016**  
 • Strategic planning writing sessions held by cabinet to define board goal strategic initiatives and measures of success.
- August 2016**  
 • Staff survey conducted at school-year kick off meeting. Of those surveyed, 7 out of 10 favor Scenario #3.  
 • School Board work session continues conversation regarding district restructuring, facility timeline and budget issues.
- September 2016**  
 • Strategic planning writing session held by cabinet to finalize board goal strategic initiatives and measures of success.  
 • PTO Advisory meetings, Community Forum  
 • School Board work session held to discuss facility/restructuring and fall Thoughtexchange survey data.  
 • Online survey regarding facilities option conducted.
- October 2016**  
 • Board holds vote to move forward on facilities proposal.  
 • Strategic Plan presented to Board of Education.  
 • New Board Book implemented to measure success of board goals and strategic initiatives.  
 • Board of Education approves 2016-2026 Strategic Plan.  
 • Fall 2016 online survey results shared with Board of Education.



**"The broad strokes of the plan will not change, but the discrete initiatives will evolve over time as we revisit the plan."**

Superintendent  
 Quintin Shepherd



# Pathways Facilities Technology

# Revenues, Taxes & Expenditures

## FY 2016 Approved Budget

General Fund.....	\$76,416,786
Debt Service Fund.....	\$9,30,000
Other Funds.....	\$58,352,950
<b>Total Approved Budget .....</b>	<b>\$144,042,736</b>

## District's Assessed Taxable Valuation

Total.....	\$1,903,972,142
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## General Fund Revenues 2016

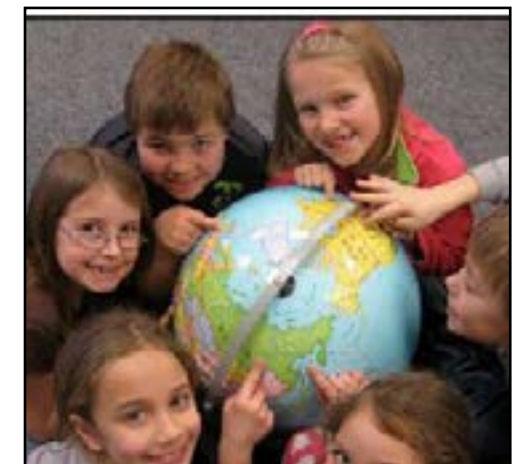
Federal.....	\$2,048,773	3%
State.....	\$45,028,110	59%
Local.....	\$29,430,068	38%
Other .....	\$13,676	0%
<b>Total .....</b>	<b>\$76,520,627</b>	<b>100%</b>

## General Fund Expenditures 2016

Salaries.....	\$53,808,653	70%
Benefits.....	\$9,038,572	12%
Services .....	\$6,412,417	8%
Supplies.....	\$4,228,340	6%
Other .....	\$3,312,279	4%
<b>Total .....</b>	<b>\$76,800,261</b>	<b>100%</b>

## District Tax Rate 2016

Operating.....	13.03448
Management.....	0.54742
Board PPEL.....	0.33
Playground.....	0.135
Voter PPEL .....	1.34
Deb Service .....	1.991 71
<b>Total .....</b>	<b>17.37861</b>



# Pathways Facilities Technology

# Acknowledgments

## Committee Members:

George AbouAssaly, Vice President, Board of Education  
J.T. Anderson, COO/CFO  
Shannon Bisgard, Associate Superintendent  
Leisa Breifelder, Exec. Dir. of Student Services  
Karla Christian, Chief Officer of Human Resources  
Jeff Frost, Dir. of High School Teaching and Learning  
Rene Gadelha, Board of Education  
Dr. Jeff Gustason, Principal, High School  
Todd Hutcheson, Board of Education  
Rick Ironside, Exec. Dir. of Support Services  
Tim Isenberg, President, Board of Education

Kelly Kretschmar, Dir. of Elementary Teaching and Learning  
Dan Ludwig, Principal, Echo Hill Elementary  
Matthew May, Communications/Media Coordinator  
Christine McSweeney, Dir. of Off-Site Programming  
Angie Morrison, Business Manager  
Sondra Nelson, Board of Education  
Tina Patterson, Board of Education  
Jeri Ramos, Exec. Dir. of Technology Services  
Bob Read, Dir. of Middle School Teaching and Learning  
Erica Rausch, Principal, Oak Ridge Middle School  
Dr. Quintin Shepherd, Superintendent  
Clark Weaver, Board of Education

The Linn-Mar Community School District's 2016-2026 Strategic Plan was inspired and guided by the Board of Education.

The creation of this plan is the result of persistent dedication and commitment of the Linn-Mar Community School District's cabinet and staff whose focus on continuous improvement led to the development of board goals, strategic initiatives and measures of success contained within this document.

The school district benefitted tremendously from the feedback of engaged stakeholders who attended various community meetings, focus groups and staff meetings. Input from students, parents, staff and community members has been instrumental in shaping the direction and future of the Linn-Mar Community School District.

The Linn-Mar Community School District is truly thankful to the thousands of individuals who have helped contribute to this effort and our mission to **Inspire Learning. Unlock Potential. Empower Achievement.** Thank you.



# PathwaysFacilitiesTechnology





**LINN-MAR**



**Community School District**

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<https://www.linmar.k12.ia.us>