



Linn-Mar Community School District
Strategic Plan
2023-2028
Updated Progress July, 2024

WE ARE  LINN-MAR®



Letter from the Board

We, the Board of Education for the Linn-Mar Community School District, are delighted to share the culmination of months of dedicated effort and collaborative vision - our new district strategic plan.

This plan represents a significant milestone in our journey to uphold and enhance the exceptional educational standards that Linn-Mar is known for. Guided by our mission to Inspire Learning. Unlock Potential, and Empower Achievement, this strategic plan serves as a road map to shape the future of the district.

We are particularly pleased to inform you that the creation of this plan has been a truly inclusive process, enriched by valuable input from all of our stakeholders. We recognize the perspectives of our wider community are vital in creating a comprehensive and impactful plan. Community feedback played an integral role in shaping the strategies and priorities outlined here.

Our strategic plan encapsulates a dynamic range of priorities, all of which are aligned with our core values and geared toward ensuring the continued growth and success of our students, faculty, staff, and community.

Thank you for your continued support. It is through our collaboration that we ensure Linn-Mar continues to be a destination district full of opportunities for our students.

We Are Linn-Mar!

The Board

Linn-Mar Community School District Strategic Priorities



1.0 Community Engagement

We will advocate for support and investment in Linn-Mar.

2.0 Learning Excellence

We will empower student achievement through unique, differentiated learning opportunities.



3.0 Learner Experience

We will foster a safe, healthy, and respectful learning environment.

4.0 People and Culture

We will build and retain a dynamic team that engages in a collaborative, data-informed learning culture.



5.0 Resource Management

We will optimize the use of our financial, physical, and technological infrastructure.

Annual Progress on District Goals

District leadership will provide regular updates on the goals identified in this strategic plan using these four levels of progression:

Beginning– Planning in place with some emerging actions.

In progress- Actions have started and data collection or other process are in development.

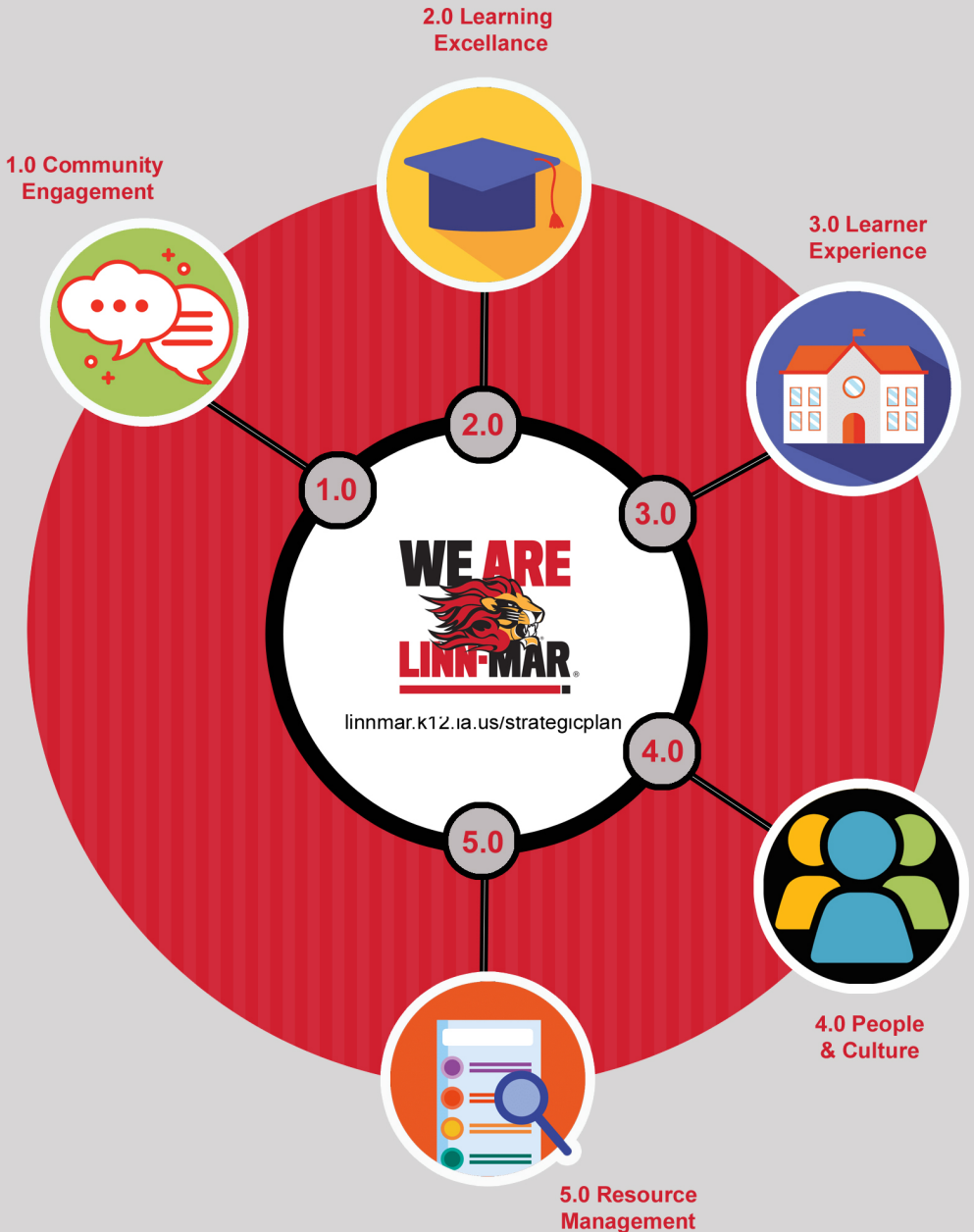
Operational- Strong, established processes and district procedures are in place. Predictable progress can be expected.

Complete- Actions are in place and being monitored as needed.

Strategic Action Statement

By the end of the 2028-29 school year, Linn-Mar will be an educational leader that graduates engaged and prepared citizens and is a destination employer recruiting and retaining the highest level of educational professionals.

These successes will be accomplished through a focus on creating opportunities, engagement, and a welcoming and inclusive learning environment.





Community Engagement

We will advocate for support and investment in Linn-Mar.

1.1 - Create a Comprehensive Advocacy Plan

We will identify key advocacy focus areas and set priorities annually, developing a one-page informational flier to share the needs of the Linn-Mar district.

1.2 - Legislative Advocacy

The Board of Education and district administration representatives will participate in legislative activities annually such as Day on the Hill, town halls, and legislative forums to stay abreast of current and pending legislation and its potential impact on the district. We will also develop and maintain relationships with elected representatives of the district.

1.3 - Strategic Communications

Develop a comprehensive strategic communications plan for the district that creates a unified and cohesive message for the district and individual buildings.

Engage with stakeholders through community conversations, staff gatherings, and student advisory to share district updates and hear from the community on important district developments.

1.4 - Enrollment Trends

Establish an annual review process of enrollment trends and its impact on the district.

2023-2025 Short Term Goals

1.1, 1.3, 1.4 - During the 2023-2024 school year, Linn-Mar will advocate for, support and invest in Linn-Mar through the use of a communication advocacy plan, conducting a communications needs analysis, identifying communication focus areas, and distributing a survey to families open enrolling both in and out of the district.

July 2024 Short Term Goal Status Update

1.1 - Completed (annually). The Board of Education established 2024 legislative priorities and shared them in an informational flier which highlighted the needs of the district.

1.2 - Completed (annually). The Board of Education and district administrators met with legislators locally and in Des Moines as they participated in meetings offered in the district, local legislative forums and the Day on the Hill.

1.3 - In Progress. Stakeholders were engaged in conversations during school board visits to each attendance center, during Lion Learning sessions hosted by the superintendent, through roughly a dozen Physical Plant and Equipment (PEEL) levy informational meetings hosted by the superintendent and chief financial officer, and through surveys issued to families of enrolled in and enrolled out students.

2028-2029 Long Term Goals

1.1 - By the end of the 2028-2029 school year, it will be routine to have continuous board table discussions about advocacy priorities and actional next steps.

1.2 - Elected officials will know Linn-Mar leadership and look to them for feedback on educational issues. We will have increased attendance at town halls, legislative forums, and Day on the Hill.

1.3 - Set monthly/quarterly community and staff conversation gatherings with board members and administrators to share updates and receive feedback.

1.3 - Standardize district and building communication expectations aligned on a communications calendar for ease of reference.

1.4 - Through survey and data analysis the board and administration will be able to review and better understand enrollment trends.



Learning Excellence

We will empower student achievement through unique, differentiated learning opportunities.

2.1 - Learning Results

Utilize standard state assessments, as well as classroom assessments, to monitor student growth and proficiencies at both grade level and as cohort groups.

2.2 - Program and Curriculum Excellence

Review and implement curriculum that aligns with state and district standards, and prepares students for post graduation expectations

2.3 - High Reliability Schools Framework

Continue implementation of the High Reliability Schools Framework, focusing on next level certification for each building, with an **ultimate goal of earning a level 3 certification in the Marzano High reliability Schools framework by demonstrating that the district possesses the tools and knowledge needed to positively impact student learning and achievement.**

2.4 - Technology Integration

Continuing integration of technology and one-to-one capabilities to enhance learning opportunities **Preschool-12th grade.**

2.5 - Career/College Preparation

Establish readiness goals for Linn-Mar graduates in the areas of college and career that build on opportunities including post-secondary exploration, work-based and project-based

2028-2029 Long Term Goals

2.1 - By the end of the 2028-2029 school year, 85% of all students at Linn-Mar will score proficient in the **grades K-2 Formative Assessment System for Teachers (FAST) screening and progress monitoring scores in reading, grades 3-11 scores in Iowa Statewide Assessment of Student Progress (ISASP) in English Language Arts, and grades 3-11 ISASP math scores (from 77% on K-2 FAST, 75.5% on ISASP ELA, and 74.45% on ISASP Math during the spring of 2023.)**

2.5 - By the end of the 2028-2029 school year, high school students in the Linn-Mar Community School District will increase subgroup participation rates in ACT, Advanced Placement testing, Venture Academics, dual-enrollment courses, and internships/job shadows by 8% across the board.

- ACT - from 7% in 2023-24 to 15% in 2028-29
- AP testing - from 9.5% in 2023-24 to 17.5% in 2028-29
- Venture Academics - from 20% in 2023-24 to 28% in 2028-29
- Dual-Enrollment - from 8.1% in 2023-24 to 16.1% in 2028-29

2023-2025 Short Term Goals

2.1; 2.3 - During the 2023-2024 school year, students in the Linn-Mar Community School District will increase **grade K-2 FAST screening and progress monitoring scores** in reading, **grades 3-11 scores in** (ISASP ELA), and **grades 3-11 ISASP math scores** by 3% through the use of a Multi-Tiered System of Support (MTSS) and the High Reliability Schools (HRS) Framework.

2.1 - Individual subgroups (**as sorted by demographic data and supplemental coding supplied for each student in Iowa Assessments**) below the district average will increase their scores by 6% through targeted interventions and support.

2.5 - During the 2023-2024 school year, Linn-Mar high school students will increase low **socioeconomic (SES)** subgroup participation rates in ACT, AP courses, Venture Academics, dual-enrollment classes and internships/job shadows by 2.5% through purposeful course scheduling and advising of students.

2.5 - Increase underserved SES subgroup participation in career and technical education (CTE) courses by 2.5%.

July 2024 Short Term Goal Status Update

2.1, 2.3- In Progress. Benchmarking of this Iowa Statewide Assessment of Student Progress (ISASP) goal will be against the Iowa School Performance Profile results when the Full Academic Year (FAY) ISASP data is released (anticipated in November 2024).

- K-2 FAST Reading - 74% Spring 2023 to 76% Spring 2024
- K-2 FAST Math - 77% Spring 2023 to 78% Spring 2024
- 3-11 ISASP Reading - 75.7% Spring 2022 to 78.41% Spring 2023
- 3-11 ISASP Math - 74.45% Spring 2022 to 78.2% Spring 2023

2.5- In Progress. When comparing participation in subgroups to the overall student enrollment from the 2022-23 school year to the 2023-24 school year:

Participation rates improved in the following areas:

- The percent of low SES students in college courses increased from 7.06% to 9.91% (+2.9%).
- The percent of low SES students in internships increased from 6.45% to 8.51% (+2.1%).
- ACT participation rates are dropping due, in part, to some colleges/universities no longer requiring the ACT exam.
- The percent of low SES students taking the ACT exam increased from 5.58% to 7.21% (+1.6%).
- Free and reduced lunch (FRL) increased 1.5% in all career and technical education (CTE) courses from 20.4% to 21.9%. IEP students in CTE courses increased 1.1% from 6.6% to 7.7%.

Participation rates decreased in the following areas:

- The percent of low SES students in AP courses decreased from 9.8% to 7.9% (-1.9%).
- Venture low SES enrollment saw a decrease from the previous year from 21.9% to 19.6% (-2.3%).
- English language learner (ELL) students in CTE courses dropped 1.2% from 2.2% to 1.0%.



Learner Experience

We will foster a safe, healthy, and respectful learning environment.

3.1 - Conditions for Learning Survey

The state of Iowa requires and provides the Conditions for Learning Survey to all public school districts as a tool to assess and improve safety, student engagement, and the overall learning environment, so all Iowa students have optimum conditions for learning. The Linn-Mar district will utilize this state assessment to inform student support needs within each building of the district.

3.2 - Character Strong Curriculum Adoption as Part of the District's PBIS Framework

The Character Strong Curriculum will be implemented district-wide as the primary tool to engage students in learning about self-awareness, self-management, social awareness, relationship skills, and responsible decision-making, as outlined in the Iowa Department of Education's [Social and Emotional Learning](#) (SEL) standards.

3.3 - Student Engagement

We will strive to provide students with opportunities that enhance their interests beyond the classroom through support programs and social engagement opportunities including student clubs and organizations, athletics, fine arts, and more.

3.4 - Student Supports

The Linn-Mar district has adopted the [American School Counselor Association](#) (ASCA) National Model of professional standards for school counseling and will work toward implementation of the model in each building through professional development, data collection, and program implementation to ensure support structures are in place that meet the needs of students' academic development, career development, and social-emotional development.

2023-2025 Short Term Goals

3.1, 3.2 - During the 2023-2024 school year, students in the Linn-Mar Community School District will show continuous improvement year to year on their Conditions for Learning Survey composite score through beginning the implementation of Character Strong.

3.4 - Conduct a survey of community resources available for district partnership or direct student/family services.

July 2024 Short Term Goal Status Update

3.1 - Completed (Annually). The Conditions for Learning Survey is administered annually.

3.2 - In Progress. The Character Strong curriculum was a new material adoption during the 2023-2024 school year. Implementation is ongoing with a multi-year implementation approach.

3.4 - In Progress. The district's website has an updated directory of community resources and is available for students and families.

2028-2029 Long Term Goals

3.1 - By the end of the 2028-2029 school year, Linn-Mar students will show continuous improvement year to year on the composite score for the Conditions for Learning Survey, and surpass the state average in all categories.

3.4 - By the 2028-2029 school year, each building will work to apply for the Recognized ASCA Model Program (RAMP) national certification, showing the successful implementation of the ASCA National Model.



People and Culture

We will build and retain a dynamic team that engages in a collaborative, data-informed learning culture.

4.1 - People Performance Optimization

Leverage technology to gather people analytics for data informed decision-making.

4.2 - Recruitment

Develop strategies to recruit top talent for the Linn-Mar team.
Increase recruitment of minority faculty and staff.

4.3 - Workplace Satisfaction and Retention

Establish consistent measures such as the Upbeat Survey System to collect data, both qualitative and quantitative, regarding workplace satisfaction at all levels within the district.
Focus on employee mental health and well-being.

4.4 - Recognition

Review and recommend individual, building and district staff recognition and celebration opportunities to increase retention.

4.5 – Employee Relations

Ensure that all employees are treated equitably and consistently through fostering high-quality, trusting, inclusive, and collaborative relationships between employees, administration / management, and employee organizations.

4.6 - Communication

Establish communication protocols to ensure staff, regardless of district location, receive timely and relevant information to the happenings of the district.

4.7 - Employee Learning

Develop professional development opportunities that align with established district priorities and enhance the professional expertise of LM faculty and staff

2023-2025 Short Term Goals

4.2; 4.3 - During the 2023-2024 school year, the certified staff retention rate will increase 1.1% from 89.9% to 91% by implementing strategies aligned with staff data from the UPBEAT surveys, exit interviews, and conditions of learning reports. The Human Resources team will also evaluate **Human Resource Information System (HRIS)** systems to ensure turnover, retention, and other relevant staff data is available and accessible.

July 2024 Short Term Goal Status Update

4.2 - In Progress. The district began to utilize new and different strategies to recruit staff.

4.3 - Operational. UpBeat survey data is used both at the district level and individual school level regarding workplace satisfaction. Exit interviews are completed by Human Resources with employees. The district will benchmark the retention goal against the Iowa School Performance Profile (ISPP) when data is released (anticipated in November, 2024).

2028-2029 Long Term Goals

4.2; 4.3 - By the end of the 2028-2029 school year, the certified staff retention rate will increase by 3.1% from 89.9% in 2021-2022 to 93% in 2028-2029.



Resource Management

We will optimize the use of our financial, physical, and technological infrastructure.

5.1 - Long-range planning

Establish a long-term plan that secures resources and outlines infrastructure needs that align with established district priorities.

5.2 - Master Facilities plan

Establish an annual review process for adjusting the strategic master facilities plan incorporating large scale projects as well as maintenance of current facilities.

5.3 - Facility Security

Implement a prioritized safety and security plan that encompasses building security systems and district safety procedures and policies based on the State of Iowa's security assessment results.

5.4 - Operating Efficiencies

Establish a system of continuous improvement and review of operational procedures, budget expenditures and planned reductions.

2023-2025 Short Term Goals

5.1 - By the end of 2023-2024 school year we will have our PPEL vote extended for another 10 years.

5.2 - During the 2023-2024 school year we update the 10 year facility plan - prioritize top 5 projects based on funding and enrollment by May 2024.

5.3 -During the 2023-2024 school year we will standardize building access and security card access by position.

July 2024 Short Term Goal Status Update

5.1 - Completed. District voters extended the Physical Plant and Equipment Levy (PPEL) for another 10 years (through 2035).

5.2 - Beginning. The work on a 10 year facility plan begins in 2024-25.

5.3 - Completed. The district has standardized building and security card access.

2028-2029 Long Term Goals

5.3 - By the end of the 2028-2029 school year, districtwide intercom system will be installed this facilitates Districtwide Emergency Notification / Lockdown within facilities.

5.2 - Explore community growth and enrollment trends for facility and resource planning through the utilization of a community planning survey firm.

5.2 - At the end of FY 2027-28, we will have completed the 2022 Master Facility plan projects.



LINN-MAR[®]
**Community
School District**

2999 N. Tenth Street
Marion, IA 52302

www.linnmar.k12.ia.us