



Linn-Mar Community School District Strategic Plan

2023-2028

Updated with 2024-25 Short Term Goals

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 Linn-Mar Board of Directors

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 processes 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.

2024-2025 Short Term Goals

During the 2024-25 school year, the district will create and implement a strategic communications plan that supports the strategic priorities of the district including building-based communications. The communications plan tactics will encompass:

- 1.1, 1.2 - setting legislative advocacy priorities, and coordinating district stakeholder awareness of and participation in the legislative process at key legislative events.
- 1.3- creating feedback loops from key stakeholders, and creating communication resources to ensure common understanding and alignment. Provide additional avenues to explain district funding.
- 1.4 - evaluating several survey data sources to inform communication efforts and operational decision-making.

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 learning, and advanced academic coursework such as dual-enrollment and advanced placement

2024-2025 Short Term Goals

During the 2024-25 school year, students in the Linn-Mar Community School District will increase:

- **2.1, 2.3** - their proficiency in Kindergarten-2nd grade Formative Assessment System for Teachers (FAST) reading, 3rd-11th grade Iowa Statewide Assessment of Student Progress (ISASP) ELA, and 3rd-11th grade ISASP math scores by 3% (in both year-to-date and cohort data) through the use of a Multi-Tiered System of Support (MTSS) and the High Reliability Schools (HRS) Framework.
- **2.1** - their proficiency scores by 6% in individual subgroups below the district average through targeted interventions and support.

During the 2024-25 school year, Linn-Mar high school students will increase:

- **2.5** - low socioeconomic status (SES) subgroup participation rates (within the subgroups themselves) in the American College Test (ACT), Advanced Placement (AP) courses, Venture Academics, dual-enrollment classes and internships/job shadows by 2.5% through purposeful course scheduling and advising of students.
- **2.5** - underserved subgroup participation rates (within the subgroups themselves) in career and technical education (CTE) courses by 2.5 %.

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 on the grade 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 in English Language Arts (ISASP ELA), 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 low SES subgroup participation rates in ACT, AP 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
- Advanced Placement 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

2.5 - Increase underserved subgroup participation in CTE courses by 8%.



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.

2024-2025 Short Term Goals

3.1, 3.2 - During the 2024-25 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 continuing the implementation of Character Strong.

3.3 - During the 2024-25 school year, buildings will identify and promote student engagement opportunities through building newsletters.

3.4 - During the 2024-25 school year, the counseling team will begin the first step in applying for the Recognized ASCA Model Program (RAMP®). This includes using the program assessment tool to determine whether the program is ready to seek the RAMP® designation.

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

2024-2025 Short Term Goals

4.1 - During the 2024-25 school year, the Human Resources and Business Departments will evaluate Human Resource Information Systems (HRIS) to not only ensure turnover, retention, and other relevant staff data is available and accessible, but position and process efficiency.

4.2; 4.3; 4.4 - During the 2024-2025 school year, we recognize that the retention rate for certified staff will have gone down from fall of 2023 to fall of 2024 due to budget constraints and early separation and therefore plan to implement targeted recruiting and retention strategies for hard to fill positions (for certified and classified staff) particularly concentrating on special education positions.

4.3 - During the 2024-25 school year, our focus on employee mental health and well-being will include efforts to promote staff physical and personal wellness and provide for a safe work environment.

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.

2024-2025 Short Term Goals

During the 2024-25 school year, the district will:

5.2 - update the 10 year facility plan prioritizing projects based on funding and enrollment.

5.2- complete key building projects outlined in the district's facility plan including the conversion of the Learning Resource Center to classroom spaces and the addition of a new administrative building to better support the expanding needs at the high school.

5.3 - implement additional school safety measures as funded by the School Safety Grant. This will include intercom systems, security cameras and additional hardware purchases.

2028-2029 Long Term Goals

5.3 - By the end of the 2028-2029 school year, a districtwide intercom system will be installed that 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**

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