

Marion Independent School District

District Improvement Plan

2018-2019



Mission Statement

The mission of Marion ISD is to educate every student with the knowledge, skills and principles
to succeed and contribute in a competitive and technologically advancing world
by providing engaging learning opportunities that promote diversity and create an environment
of integrity in partnership with families and community.

Vision

Our Students:

Engage in a learning environment that develops critical thinking skills
Value learning as a life-long endeavor
Take pride in their school and community
Practice ethical standards
Accept responsibility for their actions
Respect themselves and all others
Graduate with the skills and abilities to pursue their chosen careers and become responsible, productive citizens

Our Learning Environment:

Includes highly qualified staff who incorporate innovative instruction practices to meet the needs of a diverse student population
Utilizes resources to achieve a world class education
Facilitates a partnership among community, family and staff to ensure students are prepared to maximize their future

Our District and Community:

Maintain facilities that are safe and functional for our staff and students
Provide resources to address growth and achieve district goals
Communicate openly with respect and trust
Support positive participation in local and school functions
Provide innovative educational opportunities and experiences beyond traditional classroom boundaries
Take pride and celebrate accomplishments of all

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Comprehensive Needs Assessment

Demographics

Demographics Summary

Marion ISD is a 3A public school district located in the community of Marion, TX in Guadalupe County. The district boundaries cover approximately 80 square miles surrounded by the communities of Seguin, New Braunfels, and Cibolo.

Marion ISD Student Demographics*

	2015	2016	2017
Total Student	1417	1442	1435
African Americans	1.8%	1.7%	1.8%
Hispanic	36.6%	39%	38.3%
White	58.9%	56.4%	57.1%
American Indian	0.6%	0.3%	0.2%
Asian	0.5%	0.4%	0.4%
Pacific Islander	0.1%	0.1%	0.1%
Two or More Races	1.7%	2%	2.1%
Economically Disadvantaged	43.1%	46.1%	44.5%
Non-Educationally Disadvantaged	56.9%	53.9%	55.5%
English Language Learners	3.7%	4.2%	3.6%
At-Risk	37.2%	35%	31.6%
Graduation Rate	100%	100%	100%
Attendance Rate	95.3%	95.5%	95.9%

Marion ISD Schools and Enrollment*

School	2015	2016	2017
Norman Krueger Elementary (Primary)	357	355	352
Norman Krueger EL/Bert Karrer Campus (Karrer)	290	323	320
Marion Middle School	306	309	313
Marion High School	464	455	449

Marion ISD Program Enrollment*

Programs	2015		2016		2017	
	%	#	%	#	%	#
Bilingual/ESL	3.5%	50	3.9%	56	3.5%	50
Career and Technology Education (CTE)	25%	354	28.5%	411	27.2%	390
Gifted and Talented (G/T)	7.7%	109	7.8%	112	7.7%	111
Special Education	6.9%	98	7.8%	113	8.1%	116

*2017-2018 Data Pending

Demographics Strengths

- Small-school environment
- High graduation rate
- 100% highly qualified and effective staff
- Supportive and involved community
- Growing population with community developments
- Strong CTE program

Student Achievement

Student Achievement Summary

**Texas Education Agency
2018 Accountability Ratings Overall Summary
MARION ISD (094904)**

	Component Score	Scaled Score	Rating
Overall		82	B
Student Achievement		83	B
STAAR Performance	55	86	
College, Career and Military Readiness	46	75	
Graduation Rate	100	95	
School Progress		80	B
Academic Growth	70	80	B
Relative Performance (Eco Dis: 43.7%)	51	76	C
Closing the Gaps	59	78	C

Distinction Designations

Postsecondary Readiness	Not Earned
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Student Achievement Strengths

- District and all campuses met standard for the 2017-2018 school year.
- District received a grade of B overall in the A-F Accountability rating system.
- District received a grade of B in the student achievement domain.
- District received a grade of B in the school progress domain.
- District received a grade of C in the closing the gaps domain; however, a majority of the areas met the target score.
- Karrer Campus received a distinction in the area of comparative closing the gap. In addition, Karrer Campus had three areas ranked in the Top 25%: grade 4 writing STAAR, grade 4 math STAAR, and grade 5 math STAAR.
- Middle School received distinctions in three areas: Academic Achievement in ELAR, Academic Achievement in Science, and Post Secondary Readiness. In addition, the Middle School had nine areas ranked in the Top 25%: accelerated student growth in ELA/Reading, grade 6 reading STAAR, grade 7 writing STAAR, grade 8 reading STAAR, grade 8 math STAAR, algebra 1 STAAR, grade 8 science STAAR, STAAR results at meets grade level or above (all subjects), and STAAR results at meets grade level or above in reading and math.
- High School received distinctions in four areas: Academic Achievement in Math, Academic Achievement in Science, Comparative Academic Growth, and Postsecondary readiness. In addition, the High School had nine areas ranked in the Top 25%: SAT/ACT participation, accelerated student growth in math, algebra 1 STAAR, AP/IB examination participation in math and science, advanced/dual credit completion in math and science, biology STAAR, U.S. history STAAR, STAAR results at meets grade level or above (all subjects), and STAAR results at meets grade level or above (reading and math).

Comprehensive Needs Assessment Data Documentation

The following data were used to verify the comprehensive needs assessment analysis:

Improvement Planning Data

- District goals
- Campus goals
- Current and/or prior year(s) campus and/or district improvement plans
- Campus and/or district planning and decision making committee(s) meeting data
- State and federal planning requirements

Accountability Data

- Texas Academic Performance Report (TAPR) data
- Domain 1 - Student Achievement
- Domain 2 - Student Progress
- Domain 3 - Closing the Gaps
- System Safeguards and Texas Accountability Intervention System (TAIS) data
- Critical Success Factor(s) data
- Accountability Distinction Designations
- PBMAS data

Student Data: Assessments

- State of Texas Assessments of Academic Readiness (STAAR) current and longitudinal results, including all versions
- STAAR End-of-Course current and longitudinal results, including all versions
- STAAR EL Progress Measure data
- Texas English Language Proficiency Assessment System (TELPAS) results

Student Data: Student Groups

- Race and ethnicity data, including number of students, academic achievement, discipline, attendance, and rates of progress for each group
- Special Programs data, including number of students, academic achievement, discipline, attendance, and rates of progress for each student group
- Economically Disadvantaged / Non-economically disadvantaged performance, progress, and participation data,
- Special education population, including performance, discipline, progress, and participation data
- At-Risk population, including performance, progress, discipline, attendance, and mobility
- EL or LEP data, including academic achievement, progress, support and accommodation needs, race, ethnicity, gender, etc.
- Career and Technical Education (CTE) data, including academic achievement, progress, program growth, race, ethnicity, gender, etc.

Student Data: Behavior and Other Indicators

- Attendance data

Support Systems and Other Data

- Budgets/entitlements and expenditures data
- Study of best practices






Goals

Goal 1: Marion ISD will provide a curriculum that is aligned, emphasizes critical thinking and application, and implements best practices for high-quality instructional programs to promote college and career readiness.

Performance Objective 1: MISD campuses will utilize the TEKS Resource System in the content areas (English-language arts/reading, math, science, and social studies) to ensure instruction is being delivered at the depth and rigor of the Texas Essential Knowledge and Skills (TEKS) to promote student growth and mastery.

Evaluation Data Source(s) 1: Accountability Reports (TAPR, PBMAS, District/School Report Card), TEKS Resource System Usage, Lesson Plans, Scope and Sequence, Common Assessments, MAP Growth Data

Summative Evaluation 1:


Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Provide access to TEKS resource system for content area teachers.	Principals Curriculum Coordinator Secondary Instructional Coach	Region 20 TCMPC TEKS Resource System Commitment Form (2017-2018).			
2) Provide support to aid the teachers in accessing and utilizing the resources in the TEKS Resource System.	Principals Curriculum Coordinator Secondary Instructional Coach Lead Teachers/Mentor Teachers	Teachers know login information and how to navigate the system. Teachers are referencing the TEKS Resource System documents as they develop their scope and sequence and lesson plans.			
3) Teachers will utilize the Year at a Glance (YAG), Vertical Alignment Document (VAD) and Instructional Focused Document (IFD) in planning curriculum units and daily instruction.	Principals Curriculum Coordinator Secondary Instructional Coach Teachers	Teachers are referencing the TEKS Resource System documents as they develop their scope and sequence and lesson plans. Students will demonstrate growth and mastery of the TEKS as assessed on STAAR and on common assessments.			
 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue					

Goal 1: Marion ISD will provide a curriculum that is aligned, emphasizes critical thinking and application, and implements best practices for high-quality instructional programs to promote college and career readiness.

Performance Objective 2: MISD will facilitate opportunities for campus departments and grade level teams to conduct meetings to evaluate/modify existing curriculum plans, monitor student progress, and share techniques to improve each student's ability to meet all performance objectives on local and state assessments.

Evaluation Data Source(s) 2: Meeting minutes, attendance rosters, Response to Intervention (RTI) monitoring documents, lesson plans, scope and sequence, and Eduphoria/Lead4ward data documents , MAP Growth Data

Summative Evaluation 2:


Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Content area teachers within the grade-level will meet to align and enhance curriculum goals and instructional plans.	Principals Curriculum Coordinator Secondary Instructional Coach Teachers	Instruction will utilize best practices to increase access to content knowledge, promote critical thinking, and ensure connections between past and new learning. Students will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments.			
2) Grade-level teams will meet to align grade-level goals and expectations.	Principals Curriculum Coordinator Secondary Instructional Coach Teachers	Students will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments. Students will demonstrate growth and success in regulating behavior and learning.			
3) Teacher teams will meet to monitor student progress and to make decisions about additional student support (e.g., tutoring, academic or behavior Response to Intervention, Section 504 referrals, or special education referrals).	Principals Curriculum Coordinator Secondary Instructional Coach Teachers	Students will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments. Students will demonstrate growth and success in regulating behavior and learning.			
					

Goal 1: Marion ISD will provide a curriculum that is aligned, emphasizes critical thinking and application, and implements best practices for high-quality instructional programs to promote college and career readiness.

Performance Objective 3: MISD will facilitate, each school year, an opportunity for vertical teams to conduct meetings to evaluate/modify existing curriculum/program expectations and share techniques to improve each student's ability to meet all performance objectives on local and state assessments.

Evaluation Data Source(s) 3: Meeting minutes and attendance rosters

Summative Evaluation 3:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Content area teachers across grade-levels will meet annually to align curriculum goals.	Principals Curriculum Coordinator Secondary Instructional Coach Teachers	Students will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments.			
2) Elective/Program teachers across grade-levels/courses will meet annually to align curriculum/program goals.	Principals Curriculum Coordinator Secondary Instructional Coach Teachers	Students will demonstrate growth and mastery of the TEKS as assessed on common assessments. Students will demonstrate growth and success in co-curricular/extra-curricular activities related to the elective/program courses. High school students will meet the course/program requirements for their selected endorsements.			
					






Goal 1: Marion ISD will provide a curriculum that is aligned, emphasizes critical thinking and application, and implements best practices for high-quality instructional programs to promote college and career readiness.

Performance Objective 4: MISD will support the high school campus' effort to increase the percentage of students enrolled in advanced courses (e.g., Advanced Placement and Dual Credit) and Career and Technology Education (CTE) each school year.

Evaluation Data Source(s) 4: Student Registration data, Course Catalog, Financial Records, CTE Training Attendance Rosters/Certificates, Advanced Academics Training Attendance Rosters/Certificates, PDMAS, and TAPR

Summative Evaluation 4:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Allocate funds to support CTE teachers in attending professional development opportunities to enhance their curriculum and instruction.	Superintendent Deputy Assistant Superintendent HS Principal HS Counselor Curriculum Coordinator	Course scope and sequence as well as lesson plans will reflect current standards and best practices as demonstrated in the TEKS, CTE guidance documents, and professional developments. Students will progress through course sequences, including prerequisites courses, with success. Each CTE course/program curriculum and practices will support the diverse needs of the student population to ensure all students have an opportunity to earn endorsements.			
2) Allocate funds and resources to expand and support CTE course offerings and enrollment.	Superintendent Deputy Assistant Superintendent HS Principal HS Counselor Curriculum Coordinator	The number of CTE course offerings will increase as well as endorsement opportunities. Student enrollment in CTE courses/programs will increase proportionately to the student population and demographics.			
3) Allocate funds to support advanced academics teachers in attending professional development opportunities to enhance their curriculum and instruction.	Superintendent Deputy Assistant Superintendent HS Principal HS Counselor Curriculum Coordinator	Course scope and sequence as well as lesson plans will reflect current standards and best practices as demonstrated in the TEKS, course guidance documents (AP or Dual Credit), and professional developments. Students will progress through course sequences, including prerequisites courses, with success.			

4) Allocate funds and resources to expand and support the Advanced Academic course offerings and enrollment.	Superintendent Deputy Assistant Superintendent HS Principal HS Counselor Curriculum Coordinator	Student enrollment in advanced academic courses will increase proportionately to the student population and demographics. Advanced Academic courses will align with the expectations of the governing entity, such as Palo Alto for dual credit courses and College Board for Advanced Placement courses.			
5) Continue to align the CTE program at Marion High School with the state and federal guidelines, and the outlined district protocols.	Superintendent Deputy Assistant Superintendent HS Principal HS Counselor Curriculum Coordinator Secondary Instructional Coach CTE Teachers	CTE courses will continue to earn met standard ratings on PDMAS and TAPR. Course scope and sequence as well as lesson plans will reflect current standards and best practices as demonstrated in the TEKS, CTE guidance documents, and professional developments. Students will progress through course sequences, including prerequisites courses, with success. Each CTE course/program curriculum and practices will support the diverse needs of the student population to ensure all students have an opportunity to earn endorsements.			
 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue					


Goal 1: Marion ISD will provide a curriculum that is aligned, emphasizes critical thinking and application, and implements best practices for high-quality instructional programs to promote college and career readiness.

Performance Objective 5: MISD will enhance the English as a Second Language (ESL) program to address the academic and language acquisition needs of the growing English Language Learner (ELL) population.

Evaluation Data Source(s) 5: Student Enrollment Records, LPAC Documentation, TELPAS, STAAR, MAP Growth, TELPAS, Lesson Plans, Classroom Observations, Financial Records, and ELL Training Attendance Rosters/Certificates

Summative Evaluation 5:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Continuous monitoring of student enrollment to identify potential ELL (English Language Learner) students entering the district to minimize gaps in services	Coordinator of Special Programs Principals Campus Registrar ESL Support Paraprofessionals LPAC Committee	Campus registrars will review all Home Language Surveys collected at registration and from transferring schools to identify incoming ELL students. Potential ELL students will be assessed appropriately to determine status and possible services and accommodations. LPAC Committee will convene at beginning of the year and as needed to review new students' status, support needs, and accommodations.			
2) Employ support paraprofessionals to assist ELL students in the general education classroom.	Director of Human Resources Director of Federal Programs Coordinator of Special Programs Principals	ELL students will receive services according to federal regulation. ELL students will demonstrate growth in language acquisition as assessed on TELPAS. ELL students will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments.			
3) Support the implementation and use of the appropriate English Language Proficiency Standards (ELPS) when designing instruction for ELL students in the general education classroom.	Coordinator of Special Programs Principals Curriculum Coordinator Secondary Instructional Coach Teachers ESL Support Paraprofessionals	Instruction will utilize ELPS to increase language acquisition in reading, writing, speaking, and listening. ELL students will demonstrate growth in language acquisition as assessed on TELPAS. ELL students will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments.			

4) Allocate funds to reimburse teachers who are required to obtain the TExES ESL Supplemental certification.	Curriculum Coordinator	<p>***PENDING CHANGE IN LAW***</p> <p>All English-Language Arts/Reading (ELAR) as well as self-contained and additional ELL support teachers in the district will hold an ESL Supplemental certification.</p>			
5) Continuous monitoring of ELL and Monitor students' academic progress and language proficiency to determine appropriate classroom and testing supports.	Coordinator of Special Programs Principals Curriculum Coordinator Secondary Instructional Coach Teachers ESL Support Paraprofessionals	<p>Aides will maintain a support schedule that meet the needs of their assigned ELL students.</p> <p>ELL students will demonstrate growth in language acquisition as assessed on TELPAS.</p> <p>ELL students will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments.</p>			
6) Ensure administrators, teachers, and ESL support paraprofessionals participate in professional learning opportunities to enhance their ability to support ELL students.	Director of Federal Programs Coordinator of Special Programs Curriculum Coordinator Principals	<p>Instruction will utilize ELPS to increase language acquisition in reading, writing, speaking, and listening.</p> <p>ELL students will demonstrate growth in language acquisition as assessed on TELPAS.</p> <p>ELL students will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments.</p>			
					





Goal 1: Marion ISD will provide a curriculum that is aligned, emphasizes critical thinking and application, and implements best practices for high-quality instructional programs to promote college and career readiness.

Performance Objective 6: MISD will monitor the RTI structure to address the growing needs of the at-risk and low performing students.

Evaluation Data Source(s) 6: At Risk records, Discipline records, RTI documentation, Grade reports, RTI Training Attendance Rosters/Certificates, MAP Growth, STAAR, curriculum assessments, and informal assessments

Summative Evaluation 6:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Maintain a district Response to Intervention (RTI) program that provides tiered intervention and continuous monitoring for struggling and at-risk students.	Principals Curriculum Coordinator Counselors Teachers	RTI documentation will reflect ongoing monitoring and support. RTI students will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments. RTI students will demonstrate growth and success in regulating behavior and learning. RTI students will receive targeted, differentiated support in small groups within their classroom through the support of the classroom teacher and/or intervention teachers.			
2) Monitor students' performance data and/or behavior choices in order to intervene quickly with RTI support.	Principals Curriculum Coordinator Secondary Instructional Coach Counselors Teachers	RTI services will be utilized to support struggling students. RTI students will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments. RTI students will demonstrate growth and success in regulating behavior and learning.			
3) Ensure administrators, teachers, and paraprofessionals participate in professional learning opportunities to enhance their ability to support struggling and at-risk students.	Principals Curriculum Coordinator	Instruction will utilize best practices to increase access to content knowledge, promote critical thinking, and ensure connections between past and new learning. RTI students will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments. RTI students will demonstrate growth and success in regulating behavior and learning.			

 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue

Goal 1: Marion ISD will provide a curriculum that is aligned, emphasizes critical thinking and application, and implements best practices for high-quality instructional programs to promote college and career readiness.

Performance Objective 7: MISD will improve program opportunities available to Gifted and Talented (G/T) students and others enrolled in advanced academic courses.

Evaluation Data Source(s) 7: Registration data, G/T Handbook, G/T Documentation, G/T Training Attendance Rosters/Certificates, and Advanced Academic Training Attendance Rosters/Certificates

Summative Evaluation 7:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Continue to align the G/T evaluation process and services with the state guidelines and the outlined district protocols.	Principals Curriculum Coordinator G/T Coordinator	Update the G/T Handbook with current district and state protocols and guidelines. Board-approved district G/T Handbook.			
2) Provide opportunities to educate parents and staff about the general assessment procedures and services for gifted/ talented students prior to the nomination/ referral period.	Principals Curriculum Coordinator G/T Coordinator	Collect sign-in sheets from meetings or information session provided for parents. Document staff training with agendas and sign-in sheets. Students demonstrating characteristics related to G/T will be identified and assessed through parent and staff nominations. The population of the total district is reflected in the population of the gifted/talented services program or has been for two (2) of the past three (3) years.			
3) Students in grades K-12 are assessed and served in all areas of giftedness as outline in the state G/T guidelines and statues.	Principals G/T Coordinator Curriculum Coordinator Counselors Teachers	Students demonstrating characteristics related to G/T will be identified and assessed through parent and staff nominations. The population of the total district is reflected in the population of the gifted/talented services program or has been for two (2) of the past three (3) years. Each campus will develop a G/T service plan to ensure G/T students are served appropriately.			
4) Allocate funds and resources to support the G/T Coordinator and campuses' efforts to develop G/T opportunities that encourage student participation.	Principals Curriculum Coordinator G/T Coordinator	Student participation in G/T activities will continue to increase.			

5) Ensure administrators, teachers, and aides participate in professional learning opportunities to enhance their ability to support G/T students.	Principals Curriculum Coordinator G/T Coordinator	Instruction will utilize best practices to enhance and enrich learning opportunities for G/T students.			
6) Ensure advance academic teachers participate in professional learning opportunities to enhance the rigor of their curriculum and instruction.	Principals Curriculum Coordinator	Instruction will utilize best practices to increase access to content knowledge, promote critical thinking, and ensure connections between past and new learning.			
7) Allocate funds and resources to expand and support the Advanced Academic course offerings and enrollment.	Superintendent Deputy Assistant Superintendent Principals Curriculum Coordinator	Student enrollment in advanced academic courses will increase proportionately to the student population and demographics.			

 = Accomplished
  = Considerable
  = Some Progress
  = No Progress
  = Discontinue






Goal 1: Marion ISD will provide a curriculum that is aligned, emphasizes critical thinking and application, and implements best practices for high-quality instructional programs to promote college and career readiness.

Performance Objective 8: MISD will continue to focus on the improvement of student performance on state assessments to meet annual campus goals.

Evaluation Data Source(s) 8: TAPR Data, ESSA Data, STAAR Data, EOC Data

Summative Evaluation 8:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Provide training and opportunities to analyze the TEKS through various lens (student data, readiness/supporting, process/content, and vertical alignment) in order to improve curriculum plans and target instruction.	Principals Curriculum Coordinator Secondary Instructional Coach Lead Teachers/Dept. Chairs	Teachers will demonstrate routine use of the Lead4ward data analysis and curriculum tools in Eduphoria and on the Lead4ward app and website to review and design curriculum and instructional plans. Students will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments.			
2) Continuous monitoring of student grades and assessment data to determine student needs for academic and/or counseling program support.	Director of Federal Programs Coordinator of Special Programs Principals Curriculum Coordinator Secondary Instructional Coach Counselor Teachers	Students' grades will remain at a passing standard (grade of 70 or higher). Students will seek supports from teachers and counseling services when challenges occur. Students will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments.			
3) Support the use of instructional best practices when designing instruction for struggling students in the general education classroom.	Principals Curriculum Coordinator Secondary Instructional Coach Coordinator of Digital Learning Lead Teachers/Dept. Chairs	Instruction will utilize best practices to increase access to content knowledge, promote critical thinking, and ensure connections between past and new learning. Students will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments.			

<p>4) Ensure teachers and support paraprofessionals participate in professional learning opportunities to enhance their instructional practices.</p>	<p>Director of Federal Programs Coordinator of Special Programs Principals Curriculum Coordinator Secondary Instructional Coach Coordinator of Digital Learning Lead Teachers/Dept. Chairs</p>	<p>Instruction will utilize best practices to increase access to content knowledge, promote critical thinking, and ensure connections between past and new learning.</p> <p>Students will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments.</p>			
<p>5) Allocate funds and resources to strengthen instructional materials and practices.</p>	<p>Director of Federal Programs Principals Curriculum Coordinator</p>	<p>Instruction will utilize best practices to increase access to content knowledge, promote critical thinking, and ensure connections between past and new learning.</p> <p>Students will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments.</p>			
<p style="text-align: center;">  = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue </p>					


Goal 1: Marion ISD will provide a curriculum that is aligned, emphasizes critical thinking and application, and implements best practices for high-quality instructional programs to promote college and career readiness.

Performance Objective 9: MISD will improve special education performance on state assessments in all subject areas/grade levels.

Evaluation Data Source(s) 9: Student Enrollment Records, ARD/IEP Documentation, STAAR Alt 2, STAAR, Grade Reports, Lesson Plans, Classroom Observations, Financial Records, and Special Education Training Attendance Rosters/Certificates, HERO Dashboard, MAP Growth

Summative Evaluation 9:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Continuous monitoring of student enrollment to identify potential special education students entering the district to minimize gaps in services	Director of Federal Programs Principals Counselors	Campus registrars/Counselors will inquire about previous district support during the registration process and review incoming documents from transferring schools to identify incoming special education students. ARD Committee will convene within required time frame to review new students' status, support needs, and accommodations.			
2) Employ special education support paraprofessionals to assist special education students in the general education classroom and in content mastery.	Director of Human Resources Director of Federal Programs Principals	Special education students will receive services according to IEP. Special education students will demonstrate continuous growth in IEP goals. Special education students will demonstrate growth and mastery of the TEKS as assessed on STAAR and on curriculum assessments.			
3) Support the implementation and use of the instructional accommodations and differentiation strategies when designing instruction for special education students in the general education classroom.	Director of Federal Programs Principals Curriculum Coordinator Secondary Instructional Coach Coordinator of Digital Learning Lead Teachers/Dept. Chairs	Instruction will utilize best practices to increase access to content knowledge, promote critical thinking, and ensure connections between past and new learning. Special education student will routinely use their specified accommodations to complete classroom activities and assessments. Special education students will demonstrate continuous growth in IEP goals. Special education students will demonstrate growth and mastery of the TEKS as assessed on STAAR and curriculum assessments.			

4) Continuous monitoring of special education students' academic progress and IEP goal progress.	Director of Federal Programs Principals Counselors Curriculum Coordinator Teachers	Special education teachers and aides will maintain a support schedule that meet the needs of their assigned special education students. Special education student will routinely use their specified accommodations to complete classroom activities and assessments. Special education students will demonstrate continuous growth in IEP goals. Special education students will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments.on common assessments.			
5) Ensure administrators, teachers, and support paraprofessionals participate in professional learning opportunities to enhance their ability to support special education students.	Director of Federal Programs Principals Curriculum Coordinator	Instruction will utilize best practices to increase access to content knowledge, promote critical thinking, and ensure connections between past and new learning. Special education student will routinely use their specified accommodations to complete classroom activities and assessments. Special education students will demonstrate continuous growth in IEP goals. Special education students will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments.			
6) Provide instructional resources that teachers can access to design learning activities that target areas of need for special education students.	Director of Federal Programs Principals Curriculum Coordinator Secondary Instructional Coach Coordinator of Digital Learning	Special education students will demonstrate continuous growth in IEP goals. Special education students will demonstrate growth and mastery of the TEKS as assessed on STAAR and curriculum assessments.			
7) Maintain partnership with Seguin ISD for the 18+ transition program.	Director of Federal Programs	Students will maintain consistent enrollment. Students will meet or exceed transition goals.			
					


Goal 1: Marion ISD will provide a curriculum that is aligned, emphasizes critical thinking and application, and implements best practices for high-quality instructional programs to promote college and career readiness.

Performance Objective 10: MISD will continue to improve the overall performance of each student group on state assessments in all subject areas/grade levels.

Evaluation Data Source(s) 10: STAAR, Grade Reports, MAP Growth, Common Assessments, Lesson Plans, Classroom Observations, Financial Records, and Professional Development Training Attendance Rosters/Certificates

Summative Evaluation 10:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Continuous monitoring of student grades and assessment data to determine student needs for academic and/or counseling program support.	Director of Federal Programs Coordinator of Special Programs Principals Curriculum Coordinator Secondary Instructional Coach Counselors Teachers	Students' grades will remain at a passing standard (grade of 70 or higher). Students will seek supports from teachers and counseling services when challenges occur. Students will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments.			
2) Support the use of scaffolding and differentiation strategies when designing instruction for struggling students.	Principals Coordinator of Special Programs Curriculum Coordinator Secondary Instructional Coach Coordinator of Digital Learning Lead Teachers/Dept. Chairs	Instruction will utilize best practices to increase access to content knowledge, promote critical thinking, and ensure connections between past and new learning. Students will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments.			
3) Ensure administrators, teachers, and support paraprofessional participate in professional learning opportunities to enhance their to support struggling students.	Director of Federal Programs Coordinator of Special Programs Principals Curriculum Coordinator	Instruction will utilize best practices to increase access to content knowledge, promote critical thinking, and ensure connections between past and new learning. Students will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments.			

4) Provide instructional resources that teachers can access to design learning activities that target areas of need for sub-population student groups.	Director of Federal Programs Principals Coordinator of Special Programs Curriculum Coordinator Secondary Instructional Coach Coordinator of Digital Learning Lead Teachers/Dept. Chairs	Students will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments.			
5) Students identified as needing dyslexia services in grades K-12 are assessed and served as outline in the state Dyslexia handbook.	Coordinator of Special Programs Principals District Dyslexia Teacher Counselors Teachers	Students with dyslexia will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments.			
6) Target the usage of Title I funds to provide services and resources for our students identified as economically disadvantaged in grades K-5.	Director of Federal Programs Principals	Students identified as economically disadvantaged will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments.			
7) Students identified as needing Section 504 services in grades K-12 are assessed and served as outline in the IAP and in the federal and state guidelines.	Coordinator of Special Programs Principals Counselors Teachers	Students receiving Section 504 services will receive services according to the IAP. Students receiving Section 504 services will demonstrate continuous growth in IAP goals. Students receiving Section 504 services will routinely use their specified accommodations to complete classroom activities and assessments. Students receiving Section 504 services will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments.			
8) Continue implementation of tutoring, summer school, learning labs, and/or credit recovery opportunities across the district.	Director of Federal Programs Coordinator of Special Programs Principals Curriculum Coordinator	Students will demonstrate growth and mastery of the TEKS as assessed on STAAR and common assessments.			
					


Goal 1: Marion ISD will provide a curriculum that is aligned, emphasizes critical thinking and application, and implements best practices for high-quality instructional programs to promote college and career readiness.

Performance Objective 11: MISD will promote college and career readiness across all campuses.

Evaluation Data Source(s) 11: Registration data, student involvement in college planning events, college and career activities on campus calendar

Summative Evaluation 11:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Ensure administrators and teachers participate in professional learning opportunities to enhance their ability to promote college and career readiness.	Principals Curriculum Coordinator	District and campuses will align practices with the college and career readiness standards and expectations to ensure full integration in activities and instruction. District will continue to exceed state expectations on Post-secondary readiness.			
2) Provide resources that campuses can access to organize college and career activities.	Principals Curriculum Coordinator Counselors Teachers	District and campuses will align practices with the college and career readiness standards and expectations to ensure full integration in activities and instruction. District will continue to exceed state expectations in Post-secondary readiness.			
3) Continue the implementation of the Personal Graduation Plan process as outlined by TEA.	Secondary Principals Secondary Counselors	High School students and parents will be informed of this process through parent meetings. Each high school student has a completed PGP that will outline their courses and needs to meet the objectives for their designated graduation plan. Incoming high school students are well-informed of the graduation requirements and CTE opportunities.			
4) Provide support and guidance as students prepare to transition to post secondary opportunities.	Director of Federal Programs Principals Curriculum Coordinator School Counselors College and Career Counselor CIS Staff	Students and parents will be informed of these resources through parent meetings and Internet postings on the Counselor's website. Senior students and parents will utilize the supports and resources for post-secondary opportunities.			


5) Provide support and guidance as the high school staff continues the implementation of the Project Success program.	HS Principal HS Counselors CIS Staff	Students and parents will be informed of this opportunity through parent meetings. Senior students and parents will utilize the supports and resources for post-secondary opportunities.			
6) Provide support and guidance as the K-12 campuses work to promote career awareness in a developmentally appropriate manner for K-12 students.	Principals Counselors Teachers CIS Staff	Students will demonstrate a growing awareness of career opportunities and skills as they progress through the grade-levels. High school students will select and complete endorsements that align with career opportunities of interest. High school students and parents will be informed of the endorsement opportunities through parent meetings.			
7) Provide support and guidance as the high school staff continues the implementation of the work study program for high school juniors and seniors.	Superintendent Deputy Assistant Superintendent Principals Counselors CIS Staff	Students and parents will be informed of this opportunity through parent meetings. Students will progress through their coursework in grades 9-12 at the recommended pace and sequence with success in order to participate in this opportunity.			
8) Provide support and guidance as the high school staff continues to offer credit recovery opportunities as a means to prevent drop outs	Superintendent Deputy Assistant Superintendent Principals Counselors CIS Staff	Students will earn course credits in order to complete their assigned graduation plan. Drop out rate will continue to be 0% by providing students the opportunity to complete credits for graduation.			
					

Goal 2: Marion ISD will promote student personal and social development that encourages diversity, integrity, and sound decision making required to meet modern challenges.

Performance Objective 1: MISD will support efforts to comply with state and federal physical and nutritional guidelines.

Evaluation Data Source(s) 1: Meeting agendas and minutes, Student menus, Cafeteria nutritional data, Food purchase logs

Summative Evaluation 1:


Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) SHAC will meet regularly to plan activities.	Superintendent Deputy Assistant Superintendent Principals School Nurses Child Nutrition Staff	SHAC activities that support student health.			
2) Cafeterias will provide healthy food choices	Superintendent Deputy Assistant Superintendent Child Nutrition Staff	Students will receive well balance meals that meet nutritional guidelines.			
					

Goal 2: Marion ISD will promote student personal and social development that encourages diversity, integrity, and sound decision making required to meet modern challenges.

Performance Objective 2: MISD will provide ongoing opportunities for student involvement to ensure healthy living.

Evaluation Data Source(s) 2: Health/PE Curriculum, Red Ribbon activities, Safe and Drug free activities, CIS logs

Summative Evaluation 2:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Continue to provide and build the safe and drug free program.	Superintendent Deputy Assistant Superintendent Principals Counselors Teachers CIS Staff School Nurses	Decrease in student referrals as a result of healthy life choices.			
2) Continue with celebration of Red Ribbon Week.	Principals Counselors Teachers CIS Staff School Nurses	Students will participate in drug and alcohol awareness prevention activities.			
3) Embed lessons on safe and healthy choices across the curriculum and through various student programs.	Director of Federal Programs Principals Counselors Teachers	Students will be presented with opportunities to learn about and make healthy life choices.			
4) Social Emotional Learning (SEL)-Related Courses and lessons for students at all grade-levels.	Principals Counselors	Students will be presented with opportunities to learn about and make healthy life choices. Decrease in student referrals as a result of healthy life choices.			
					

Goal 2: Marion ISD will promote student personal and social development that encourages diversity, integrity, and sound decision making required to meet modern challenges.

Performance Objective 3: MISD will provide access to resources for staff, students and parents, in order to enhance physical, mental, social and emotional well-being.

Evaluation Data Source(s) 3: Program summaries, attendance logs, CIS logs, attendance reports, club membership lists, student incentives lists

Summative Evaluation 3:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Continue with the implementation of bullying awareness and prevention activities that support the needs of staff, students, and parents.	Director of Federal Programs Principals Counselors Teachers CIS Staff	Various staff, student, and parent activities will be scheduled in an effort to reduce bullying incidents. Student-to-Student conflicts will be reported and documented appropriately as outlined in David's Law.			
2) Provide support and resources for character education and social emotional learning.	Principals Counselors Teachers CIS Staff	Character and social emotional learning lessons will be scheduled and provided in an effort to reduce student referrals.			
3) Provide support and resources for suicide prevention.	Principals Counselors Teachers CIS Staff	Students will receive documented services and interventions as needed. State-required reporting protocols will be followed when there is a suspicion of abuse/neglect.			
4) Provide support and resources for conflict resolution and violence prevention.	Principals Counselors Teachers CIS Staff	Discipline and conflict-resolution best practice will be utilized in an effort to reduce student discipline referrals as well as deter student conflicts.			
5) Provide support and resources for student maltreatment and sexual abuse, neglect and physical abuse.	Principals Counselors Teachers CIS Staff School Nurse	State-required reporting protocols will be followed when there is a suspicion of abuse/neglect. Staff will receive the mandated trainings and guidance in an effort to provide the best support to students.			
6) Provide pregnancy related services emphasizing sex education/abstinence programs.	Principals Counselors Teachers CIS Staff School Nurse	Students will receive services and interventions as needed.			

7) Utilize CIS staff to provide additional support for students' academic progress and well-being.	Superintendent Deputy Assistant Superintendent Principals Counselors Teachers CIS Staff School Nurse	Students will be referred to CIS as needed in efforts to improve student performance and well being			
8) Utilize counseling services to provide additional support for students' academic progress and well-being.	Superintendent Deputy Assistant Superintendent Director of Federal Programs Principals Counselors Teachers CIS Staff School Nurse	Students will have access to the counselor as needed in efforts to improve student performance and well-being.			
9) Utilize credit recovery opportunities to prevent students from dropping out of school.	Director of Federal Programs Curriculum Coordinator Principals Counselors Teachers CIS Staff	Maintain a 100% graduation rate.			
10) Continuous attendance monitoring to ensure students are attending school/classes daily and on-time.	Principals Counselors Teachers CIS Staff Attendance Clerks	Continue to meet or exceed the attendance expectations of TEA. Implement intervention plans for students who are at-risk of losing course credit or retention due to absences.			
11) Utilize student incentives to celebrate students' positive choices.	Principals Counselors Teachers CIS Staff Paraprofessionals	Each campus will develop an incentive plan in an effort to encourage positive and productive choices.			
12) Promote student involvement in campus clubs/organizations.	Principals Counselors Teachers CIS Staff Paraprofessionals	Clubs and organizations will organize recruiting activities in an effort to increase student involvement.			
13) Promote and provide parent awareness training opportunities.	Principals Counselors CIS Staff	Organize and promote opportunities throughout the school year that provide parents with information and resources that aim to support their children's development, social, and emotional needs.			

 = Accomplished
  = Considerable
  = Some Progress
  = No Progress
  = Discontinue

Goal 2: Marion ISD will promote student personal and social development that encourages diversity, integrity, and sound decision making required to meet modern challenges.

Performance Objective 4: MISD will provide an environment in which students feel safe and secure.

Evaluation Data Source(s) 4: Completed emergency plan, documented drills and safety trainings, maintenance and custodial logs, canine detection program documentation, school resource officer logs, drug free/gun free code of conduct policy, office log of registered vehicles

Summative Evaluation 4:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Maintain county emergency management procedures.	Superintendent Deputy Assistant Superintendent Principals All Staff County Emergency Coordinator	Students, parents, staff and the community will be better prepared in the event of an emergency situation			
2) Ensure safe learning environments with the support of maintenance and custodial services.	Superintendent Deputy Assistant Superintendent Principals Maintenance Staff Custodial Staff	Student environment will be safe and clean			
3) Continue the enforcement of Drug free/Gun free/Tobacco/Alcohol free and code of conduct policies.	Superintendent Deputy Assistant Superintendent Principals	100% of students and parents will have signed and returned the drug free/gun free and code of conduct pages from the student handbook			
4) Review emergency plans, use of RAPTOR and security cameras, and yearly SRP and SRM training of staff and students.	Superintendent Deputy Assistant Superintendent Principals All Staff School Resource Officers	All staff will have a revised copy of all emergency plans and will practice plans according to policies			
5) Continue Canine detection program for random visits at the secondary campuses.	Principals All Staff School Resource Officers	The number of drug use referrals will decrease due to heightened awareness from drug dog searches			


6) Continue mandatory parking permits for all staff/student vehicles.	Superintendent Deputy Assistant Superintendent Principals All Staff	Safety of on campus parking will be maintained			
7) Provide the School Resource Officer position in conjunction with the City of Marion and Guadalupe County Sheriff's Office	Superintendent Deputy Assistant Superintendent Principals Mayor of Marion Guadalupe County Sheriff School Resource Officers	Students and staff will feel safe and secure on campus			
8) Continue to assess and complete facility upgrades to enhance safety and security.	Superintendent Deputy Assistant Superintendent Principals Director of Maintenance	Facility upgrades will be added at each campus to ensure the safety of all staff and students throughout the school day.			

Goal 3: MISD will attract and develop an innovative staff that engages all students.

Performance Objective 1: MISD will continue to examine competitive compensation for district employees by examining trends and compensation practices yearly.

Evaluation Data Source(s) 1: Yearly salary, stipend and benefits review

Summative Evaluation 1:


Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Annual review the district salary schedules to determine if increases are fiscally appropriate.	Superintendent Deputy Assistant Superintendent Director of Human Resources Business Services Board of Trustees	Salary schedules will be reviewed annually in an effort to increase staff retention.			
2) Provide stipends for staff supporting activities and programs in high need areas.	Superintendent Deputy Assistant Superintendent Director of Human Resources Principals	Maintain an accurate record of staff stipends to ensure fair distribution.			
3) Annual review of the available benefit plans to provide the best options for employees.	Superintendent Deputy Assistant Superintendent Director of Human Resources	Adopt benefit plans that provide fair and competitive benefit options for employees.			
4) Continue perfect attendance stipend.	Director of Human Resources	Maintain accurate attendance records to ensure perfect attendance stipends are paid appropriately.			
5) Implement longevity stipends for employees who have been with the district long-term.	Director of Human Resources	Maintain accurate employment duration records to ensure stipends are paid appropriately.			
					

Goal 3: MISD will attract and develop an innovative staff that engages all students.

Performance Objective 2: MISD will continue to attract highly qualified personnel.

Evaluation Data Source(s) 2: Website postings, numbers of applicants, job fair attendance

Summative Evaluation 2:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Update and post all vacancies on the district website and specialized websites.	Director of Human Resources	Job vacancies are posted on district website and specialized websites in a timely manner in effort to attract quality applicants.			
2) Monitor job postings, screening, and the interview process to assure full consideration of a diversified applicant pool.	Director of Human Resources Principals	Increase staff diversity with qualified candidates.			
3) Continue to make every effort to hire only those teachers who are qualified for the position.	Director of Human Resources Principals	100% of teachers hired will be qualified.			
4) Register for attendance at teacher job fairs.	Director of Human Resources	Attend job fairs in an effort to recruit qualified teachers.			
5) Continue Memorandum of Understandings (MOUs) with surrounding universities to provide quality student teachers.	Director of Human Resources	MOU contracts and placement schedules are on file. Student teachers are placed appropriately at campuses.			
					

Goal 3: MISD will attract and develop an innovative staff that engages all students.

Performance Objective 3: MISD will encourage further education and professional growth.

Evaluation Data Source(s) 3: Teachers working toward advanced degrees, teacher certification documents

Summative Evaluation 3:






Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Reimburse teachers who are working towards an advanced degree (\$300/year for up to 3 years, if completing course work with a GPA of 3.0 or higher)	Director of Human Resources	Maintain an accurate record of tuition reimbursements to ensure fair distribution.			
2) Reimburse teachers for the cost of certification exams upon passing the exam for certification required by the district.	Director of Human Resources Curriculum Coordinator	Maintain an accurate record of teacher certification test reimbursements to ensure fair distribution. Maintain an accurate record of teacher assignments and teacher certifications.			
3) Provide additional stipend (\$1000) for master's degree.	Director of Human Resources	Maintain an accurate record of teacher college degrees to ensure fair distribution.			
					

Goal 3: MISD will attract and develop an innovative staff that engages all students.

Performance Objective 4: MISD will foster and support a positive professional environment.

Evaluation Data Source(s) 4: Documentation of communication, staff recognition, positive morale

Summative Evaluation 4:


Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Ensure timely communication within the campus and district.	Superintendent Deputy Assistant Superintendent Directors Curriculum Coordinator Principals	E-mail and meeting documentation			
2) Provide district and campus team building opportunities.	Superintendent Deputy Assistant Superintendent Principals All Staff	Scheduled team building events			
3) Continue annual recognition awards, such as Teacher of the Year, Fred Zipp Award, Service Awards.	Director of Human Resources Principals	Teachers and staff feel recognized for their efforts			
4) Continue annual recognition of teaching staff during Teacher Appreciation Week.	Director of Human Resources Principals	Event schedules			
 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue					

Goal 4: Marion ISD will strive to provide professional development that directly enhances performance and improves student learning.

Performance Objective 1: The district will provide time and resources for teachers to plan and develop instructional strategies, examine student data sources and align curriculum.

Evaluation Data Source(s) 1: District staff development calendar, campus calendars, meeting sign in sheets, meeting agendas, meeting minutes

Summative Evaluation 1:


Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Provide planning days for all classroom teachers as needed to updated curriculum documents, lesson plans, and review data.	Director of Human Resources Curriculum Coordinator Principals	Attendance Rosters and Agenda			
2) Provide AP teachers with summer institute training every two years.	Curriculum Coordinator Principals	AP approved syllabus and lesson plans that align with AP requirements			
3) Utilize and recruit services and trainings from ESC 20, hired consultants, and professional organizations to increase knowledge of content area, instructional strategies, and operational procedures.	Curriculum Coordinator Director of Federal Programs Principals	Attendance rosters/certificates, observations, lesson plans, and campus/district guidelines			
4) Continue annual district staff development opportunities (online or in-person) to ensure compliance with state training requirements.	Curriculum Coordinator Director of Federal Programs Principals	Meeting agendas, attendance rosters, training profile in Eduphoria			
5) Provide teachers with the opportunity to work with teacher colleagues to vertically and horizontally align the curriculum in the content areas, CTE, and elective courses.	Curriculum Coordinator Principals Department Heads Team Leaders	Curriculum documents, meeting minutes			
6) Teacher-to-Teacher Professional Development	Principals Curriculum Coordinator Secondary Instructional Coach Teachers	Teachers will development professional development sessions to present to their peers to share engaging and research-based instructional practices that promote student learning.			
					

Goal 4: Marion ISD will strive to provide professional development that directly enhances performance and improves student learning.

Performance Objective 2: The district will continue to support new teachers entering the district.

Evaluation Data Source(s) 2: Completion of training sessions, new teachers in programs, program and training summaries

Summative Evaluation 2:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Utilize the Director of Human Resources, Curriculum Coordinator, Campus Administrators, and instructional teams to assist new teachers.	Director of Human Resources Curriculum Coordinator Principals	Walk through documentation, classroom management and planning, meetings			
2) Utilize a mentor teacher program to support new teachers.	Director of Human Resources Curriculum Coordinator Principals Mentor Teachers	New teachers will meet performance objectives and establish solid classroom management because of effective support from a mentor teacher			
3) Provide new teacher orientation opportunities to review district expectations, complete required trainings, and provide collaboration time for curriculum support.	Director of Human Resources Curriculum Coordinator Principals	Training agendas, attendance rosters, required certificates			
4) Provide targeted professional development for new teachers.	Curriculum Coordinator Director of Federal Programs Principals	Training certificates, lesson plans, observations, and opportunities for collaboration			
					

Goal 4: Marion ISD will strive to provide professional development that directly enhances performance and improves student learning.

Performance Objective 3: The district will continue to provide in district and out of district staff development opportunities to meet the needs of the teachers.

Evaluation Data Source(s) 3: Scheduled staff trainings, documentations of completed trainings, attendance rosters

Summative Evaluation 3:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Provide on-going district staff development.	Director of Federal Programs Curriculum Coordinator Principals	Scheduled staff development; session agendas; attendance rosters			
2) Provide ongoing technology training (Eduphoria, Google, Website, etc.).	Director of Human Resources Curriculum Coordinator Digital Learning Coordinator Principals	Scheduled staff development; session agendas; attendance rosters			
3) Provide TexQuest database training.	Curriculum Coordinator Instructional Technologist Principals Librarians	Scheduled staff development; session agendas; attendance rosters			
4) Ensure annual completion of state mandated trainings: blood-borne pathogen, sexual harassment, bullying prevention, child abuse and neglect, teen dating violence, and suicide prevention.	Superintendent Deputy Assistant Superintendent Curriculum Coordinator Principals	Staff completion of online training as reported in Eduphoria. Incidents of bullying will decrease. Suspensions of child abuse or neglect will be report appropriately.			
5) Partner with Bluebonnet Trails to provide Mental Health First Aid training to designated staff.	Superintendent Deputy Assistant Superintendent Principals Counselors CIS Staff	Scheduled training; session agendas; attendance rosters			
6) Ensure completion of CPR/AED training for required staff.	Principals Curriculum Coordinator Athletic Director	Scheduled training; session agendas; attendance rosters			
7) Ensure completion of G/T training (Initial 30 hour and 6 hour annual update) for required staff.	Curriculum Coordinator Principals	Scheduled training; session agendas; attendance rosters			

8) Ensure completion of CPI training for designated staff.	Director of Federal Programs Curriculum Coordinator Principals	Scheduled training; session agendas; attendance rosters			
9) Provide opportunities to attend ESC 20 trainings.	Director of Federal Programs Curriculum Coordinator Principals	Certificate of course completion from ESC			
10) Provide targeted professional development opportunities for staff member providing student support/intervention services.	Director of Federal Programs Curriculum Coordinator Principals	Certification of Course Completion			



= Accomplished



= Considerable



= Some Progress



= No Progress



= Discontinue

Goal 5: Marion ISD will promote positive communication among trustees, staff, parents, students, and the community.

Performance Objective 1: MISD will continue to encourage parent and community involvement through activities and communication.

Evaluation Data Source(s) 1: Parent and community events documented through publications and calendars, contact logs, meeting agendas and summaries, sign in sheets

Summative Evaluation 1:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Provide access to Parent/Student Portal to parents and students.	Superintendent Deputy Assistant Superintendent Principals Counselors Technology Services	Parents and students access the portal regularly to monitor grades.			
2) Increase staff to parent communication: phone, e-mail, conferences, Remind 101, Bloomz and Google Classroom.	Superintendent Deputy Assistant Superintendent Principals Counselors Teachers	E-mail records, contact logs and conference summaries			
3) Continue campus Open House/Curriculum Night events.	Principals Teachers	Scheduled and documented events, classroom sign in sheets			
4) Continue campus orientations/Meet the Teacher events.	Principals Teachers	Scheduled and documented events, sign in sheets			
5) Continue campus awards programs.	Principals Counselors Teachers	Scheduled and documented events, head count of attendees			
6) Continue partnership with campus PTSO groups.	Principals Teachers PTSO Officers	Scheduled and documented meetings, sign in sheets, planned activities			
7) Continue partnership with organization Booster Clubs.	Superintendent Deputy Assistant Superintendent Principals Directors (Athletic, Band, etc.)	Scheduled and documented meetings, sign in sheets, planned activities			

8) Utilize social media to communicate with parents and community about district and campus events.	Superintendent Deputy Assistant Superintendent Principals	Documented social media postings on Facebook and Twitter.			
9) Promote the use of the High School and Community Library computer stations for use in accessing school information during evening hours (after 4pm) and weekend hours.	Superintendent Deputy Assistant Superintendent Principals Counselors Librarians Teachers	Parent sign in logs			

 = Accomplished
  = Considerable
  = Some Progress
  = No Progress
  = Discontinue






Goal 5: Marion ISD will promote positive communication among trustees, staff, parents, students, and the community.

Performance Objective 2: MISD will continue to provide district information to the public in a timely manner.

Evaluation Data Source(s) 2: Documentation of updates, updated websites

Summative Evaluation 2:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Utilize district website, campus websites, teacher websites, and Google Classrooms.	Superintendent Deputy Assistant Superintendent Principals Technology Services Counselors Teachers	Updated websites and calendars, website statistics			
2) Utilize social media platforms to communicate district and campus events and information: Facebook and Twitter.	Superintendent Deputy Assistant Superintendent Principals Technology Services	Documented social media postings on Facebook and Twitter.			
3) Utilize school messenger.	Superintendent Deputy Assistant Superintendent Technology Services Principals	Documented school messenger notifications, parents signed up for school messenger			
4) Utilize principal newsletters and board reports.	Principals	Principal newsletters printed and shared in a timely manner, board reports submitted and shared			
5) Utilize Seguin Gazette and KWED.	Superintendent Deputy Assistant Superintendent Principals Technology Services	Documented information			
6) Utilize community resources to publicize district events.	Superintendent Deputy Assistant Superintendent Principals Technology Services	Documentation of events being publicized through various outlets			
7) Utilize campus marquees.	Principals	Campus marquees updated in a timely manner			


 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue

Goal 5: Marion ISD will promote positive communication among trustees, staff, parents, students, and the community.

Performance Objective 3: MISD will foster and expand effective local partnerships with businesses, community organizations, and health care providers.

Evaluation Data Source(s) 3: Scheduled events, meetings, facility sharing, collaborations

Summative Evaluation 3:






Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Maintain partnership with City of Marion and City of Seguin Chamber of Commerce.	Superintendent Deputy Assistant Superintendent Principals Mayor of Marion Chamber of Commerce	Scheduled events, meetings, summaries			
2) Maintain partnership with School Based Clinic entity.	Superintendent Deputy Assistant Superintendent Principals School Nurse School Based Clinic staff	Scheduled screenings and treatments on campuses, documentation of student visits to school based clinic			
3) Promote SHAC events to foster community involvement.	Superintendent Deputy Assistant Superintendent School Nurse SHAC members	Scheduled events on campuses, SHAC presence at campus events			
4) Maintain partnership with MYSO.	Superintendent Deputy Assistant Superintendent Principals Athletic Director	Distribution of MYSO registration information through campuses, MYSO use of district facilities			
5) Maintain partnership with 18+ transition program with Seguin ISD.	Director of Federal Programs	Successful transition of special education students after high school			
6) Continue and promote the PTSO: Health and Safety Fair event.	Principals	Scheduled event on selected campus			
					

Goal 5: Marion ISD will promote positive communication among trustees, staff, parents, students, and the community.

Performance Objective 4: MISD will provide resources to efficiently access and disseminate information within the district.

Evaluation Data Source(s) 4: Documented posts, e-mails, website statistics

Summative Evaluation 4:






Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Utilize Frontline to track employee absences and recruit substitutes.	Director of Human Resources	Successful use of the Frontline system to track employee absences and substitutes; Frontline data			
2) Utilize Eduphoria to house and track student data as well as staff professional training records.	Curriculum Coordinator Principals	Eduphoria statistics Successful use of Eduphoria to track professional development, technology requests, student progress			
3) Utilize district E-mail system and social media to increase and maintain communication.	Superintendent Deputy Assistant Superintendent Superintendent Technology Services Principals All Staff	Documentation of communication within the district			
4) Utilize Employee Access to track and communicate staff personnel information.	Director of Human Resources	Successful use of the Employee Access system to track employee salary and benefit information; Employee access website data			
 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue					

Goal 6: Marion ISD will strive to have facilities that support our growing population and its needs.

Performance Objective 1: The district will continue to implement sound accounting and management practices.

Evaluation Data Source(s) 1: FIRST Rating, Positive Fund Balance

Summative Evaluation 1:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Complete an independent financial audit with no exceptions or management issues.	Superintendent Deputy Assistant Superintendent Business Services	Audit Report			
2) Maintain high comptrollers FAST rating (4.5 stars).	Superintendent Deputy Assistant Superintendent Business Services	State Rating			
3) Maintain Texas Comptroller's Platinum Designation for Financial Transparency.	Superintendent Deputy Assistant Superintendent Business Services	Platinum Designation			
4) Maintain superior FIRST rating by complying with all of the TEA accounting procedures and fund balance recommendations.	Superintendent Deputy Assistant Superintendent Business Services	FIRST Rating and Report			
5) Prepare a yearly budget with projections prepared with 5 year revenue assumptions.	Superintendent Deputy Assistant Superintendent Business Services	Adopted budget and projections			
6) Post budget, check register, audit and financial reports on the district website.	Superintendent Deputy Assistant Superintendent Business Services Technology Services	Updated postings on district website			
7) Evaluate future refinancing opportunities of district debt service yearly.	Superintendent Deputy Assistant Superintendent Business Services	Debt schedule			
 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue					

Goal 6: Marion ISD will strive to have facilities that support our growing population and its needs.

Performance Objective 2: The district will continue the process of master planning of facilities to prepare for district and community growth.

Evaluation Data Source(s) 2: Meeting minutes, facilities plans

Summative Evaluation 2:


Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Facilities planning committee will prioritize building projects and repairs.	Superintendent Deputy Assistant Superintendent Facilities Planning Committee	Meeting minutes, completed repairs and projects			
2) Develop 1, 3, 5, 10 year facility plans.	Superintendent Deputy Assistant Superintendent Facilities Planning Committee	Plans updated yearly			
3) Contracting with Architect for a 5, 10, 15, and 20 year plan.	Superintendent Deputy Assistant Superintendent Facilities Planning Committee	Plans updated as needed			
					

Goal 6: Marion ISD will strive to have facilities that support our growing population and its needs.

Performance Objective 3: The district will continue to develop technology infrastructure to accommodate for continued growth and provide appropriate maintenance and upgrades to existing systems to provide for student and staff needs.

Evaluation Data Source(s) 3: Meeting minutes, technology plans

Summative Evaluation 3:


Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Technology planning committee will manage 5 year technology cycle.	Superintendent Deputy Assistant Superintendent Technology Services Technology Planning Committee	Updates to 5 year technology plan; technology purchase orders			
2) Evaluate and monitor the need for replacement and repair of infrastructure, including wireless, broadband and hardware.	Superintendent Deputy Assistant Superintendent Technology Services Technology Planning Committee	Purchase orders, usage reports, help desk reports			
3) Maintain a District Technology Plan/Committee to continually assess the technology needs of the district.	Superintendent Deputy Assistant Superintendent Technology Services Technology Planning Committee	Review purchase orders, usage reports, help desk reports to determine needs. Develop technology plans that support the district needs and growth.			
					

Goal 6: Marion ISD will strive to have facilities that support our growing population and its needs.

Performance Objective 4: The district will provide resources to students for continue enhancement of technology in the classroom.

Evaluation Data Source(s) 4: Schedules, usage reports, purchase orders

Summative Evaluation 4:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Increase student access by providing technology devices and applications, such as Google Classroom, ipads, chrome books, computer labs and software.	Superintendent Deputy Assistant Superintendent Curriculum Coordinator Technology Services Coordinator of Digital Learning Principals Teachers	Device inventory, device assignment reports, and usage reports			
2) Increase student access to technology devices and applications with student-based training, such as technology courses and technology specials rotation.	Superintendent Deputy Assistant Superintendent Curriculum Coordinator Technology Services Coordinator of Digital Learning Principals Teachers	Lesson plans, campus schedules, course curriculum plans			
					






Goal 6: Marion ISD will strive to have facilities that support our growing population and its needs.

Performance Objective 5: The district will continue to provide safe and healthy learning environments for students.

Evaluation Data Source(s) 5: Updated emergency operating plan, updated MSDS and asbestos plans, documented checks of safety and emergency equipment, documented maintenance repairs

Summative Evaluation 5:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Formative Reviews		
			Jan	May	Aug
1) Review Emergency Operating Plan yearly.	Superintendent Deputy Assistant Superintendent Principals School Resource Officer	All staff will have a revised copy of all emergency plans and will practice plan according to policies			
2) Ensure updated MSDS, asbestos plan.	Superintendent Deputy Assistant Superintendent Principals Facilities and Maintenance	Updated asbestos plan Updated MSDS plan and binders appropriately placed			
3) Ensure regular checks of emergency equipment including AEDs, fire extinguishers, sprinkler systems, security cameras, elevator, science lab and mechanic shop safety.	Superintendent Deputy Assistant Superintendent Principals Facilities and Maintenance School Nurse Teachers	Documented checks of all equipment			
4) Maintain exterior security through the use of School Resource Officers/Exterior Security.	Superintendent Deputy Assistant Superintendent Facilities and Maintenance Principals All Staff School Resource Officers	Regular checks to maintain exterior school security			

5) Ensure maintenance and repair of existing facilities and grounds.	Superintendent Deputy Assistant Superintendent Superintendent Principals Facilities and Maintenance	Documentation of repairs and projects completed by maintenance			
6) Continue yearly procedural review to accommodate facility changes.	Superintendent Deputy Assistant Superintendent Superintendent Principals All Staff Facilities and Maintenance Technology Services School Resource Officers	Updated procedures to ensure student safety as facilities change			
7) Increase compliance and awareness of campus-based wellness plans.	Principals Campus Nurse Counselor CSI Counselor	Attendance Records Nurse Records Counselor Records			
8) Promote the "See Something, Say Something" at each campus and in the community to increase safety and security for staff and students.	Superintendent Deputy Assistant Superintendent Superintendent Principals	Students and community members will contact district or campus personnel if they see or hear something that poses a safety or security concern. Students and community members will use the Quick Tip link on the district and campus websites.			
9) Continue to assess and complete facility upgrades to enhance safety and security.	Superintendent Deputy Assistant Superintendent Superintendent Principals Director of Maintenance	Facility upgrades will be added at each campus to ensure the safety of all staff and students throughout the school day.			
 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue					

District Improvement Committee

Committee Role	Name	Position
Administrator	Kelly Lindholm	Superintendent
Administrator	Cesily Peeples	Curriculum Coordinator
Administrator	Susan Thetford	Middle School Principal
Administrator	Paul Goetzke	Karrer Campus Principal
Administrator	Rachel Robertson	Primary Campus Principal
Administrator	Stacia Snyder	High School Principal
Non-classroom Professional	Susan Hales	High School Librarian
Classroom Teacher	Ashley Williams	Karrer Campus Teacher
Non-classroom Professional	Elizabeth Bentzen	Secondary Instructional Coach
Classroom Teacher	Lindsay Elmore	Karrer Campus Teacher
Paraprofessional	Margaret Long	High School Administrative Assistant
Non-classroom Professional	Robyn O'Bryan	High School Counselor
Classroom Teacher	Karen Schneider	Karrer Campus Teacher
Non-classroom Professional	Karen Townsley	Middle School Counselor
Classroom Teacher	Jodi Smith	Middle School Teacher
Paraprofessional	Nancy Schneider	Primary Campus Paraprofessional
Classroom Teacher	Tracie Reeves	High School Teachers/College & Career Counselor
Classroom Teacher	Tiffany Wurzbach	High School Teacher
Classroom Teacher	Peter Thompson	Middle School Teacher
Administrator	Jeffery Stevens	Middle School Assistant Principal
Classroom Teacher	Kelly Bigley	Middle School Teacher