

Donna I.S.D.

AE Local

Vision: The vision of Donna I.S.D. is to be a bold district at the forefront of educating all students to be passionate, motivated leaders who will be a powerful force for positive change in our community, state, and nation.

Mission: The mission of Donna I.S.D. is to provide a rigorous and supportive learning environment with meaningful and relevant learning experiences that inspire creativity, character development, and critical thinking that ensures educational excellence for all students.

Board's Role: The Board will:

1. **Ensure creation of a shared vision that promotes improved student outcomes.**
 - The Board shall accomplish this by incorporating the community's vision and values into Student outcome goals, Superintendent constraints, and Board constraints.
2. **Measure and communicate how well the vision is being accomplished.**
 - The Board shall accomplish this by collectively ensuring accountability through monthly monitoring of school system performance to ensure progress toward the vision, values and by regular communications with the community.
3. **Provide guidance and direction for accomplishing the vision.**
 - The Board shall accomplish this by creating structure for the school system through distinct Board and Superintendent roles and responsibilities, which includes selecting the Superintendent, delegating to the Superintendent the authority and responsibility to implement the Board's goals within law and the Superintendent constraints, and considering and voting on the Superintendent's recommendations.
4. **Promote the vision.**
 - The Board shall accomplish this by providing advocacy for students, families, staff, and stakeholders.
5. **Work with the superintendent to lead the school system toward the vision.**
 - The Board shall accomplish this by behaving in a manner that demonstrates the unity of the Board and the school system.

In carrying out the above activities, the Board shall rely on the support of a Lone Star Governance coach and shall always comply with the Education Code and other laws, as applicable.

Superintendent's Role: The Superintendent, as the Board's sole delegate (excluding the internal auditor) for managing school system operations, shall be responsible for accomplishing any reasonable interpretation of the Board's student outcome goals within the boundaries provided by the Board and Superintendent constraints and state and federal law.

State and federal law require board adoption of policies on a variety of topics. The Board's adopted policies in the school system's local policy manual constitute compliance with these legal requirements. In accordance with state law, the Superintendent shall be responsible for preparing recommendations for policies to be adopted by the Board, overseeing implementation of adopted policies, and developing

appropriate administrative regulations. In recommending policy for Board adoption, the Superintendent shall identify when the Board is required to adopt policy or has statutory decision-making authority that cannot be delegated to the Superintendent. Required board policy addressing administrative issues shall be handled by consent agenda, with the Superintendent informing the Board of substantive changes. Any operational issues not required to be Board adopted shall be addressed in administrative regulations and the Board shall take necessary steps to remove such issues from all policies in the C-G Local Policy series.

The Board's Student Outcome Goals for the Superintendent:

The Board's student outcome goals, as aligned with the school system vision, are:

- G1. The percentage of Kindergarten- Grade 2 students reading on or above grade level will increase from 64% to 90% by the year 2023.
- G2. The percentage of students who achieve meets and/or masters performance level on the STAAR exam identified in the Texas State Accountability report will increase from 37% to 60% by 2023.
- G3. The percentage of graduates demonstrating college/career/military readiness will increase from 43% to 90% by 2023.

The Superintendent shall interpret and implement the Board's student outcome goals and, in consultation with the Board, select goal progress measures (GPMs) for each student outcome goal [see AE (exhibit)]. For any school year during which the Board's student outcome goals are not met, the Superintendent shall make reasonable progress toward meeting the student outcome goals. The Board's student outcome goals shall be the Superintendent's first priority for resource allocation.

Board Constraints for the Superintendent: In attaining the Board's student outcome goals, the Superintendent shall not:

- C1. The superintendent shall not hire any new campus principal with fewer than three years of demonstrated successful experience in a campus/district leadership role. (i.e. Dean, Assistant Principal).
- C2. The superintendent shall not approve changes in academic programs arbitrarily or without an annual evaluation and supporting data of program effectiveness.
- C3. The superintendent shall not allow excessive staffing ratios throughout the district.

The school system will pursue a System of Great Schools theory of action where central administration devolves autonomy to schools, empowers parents to make choices, creates performance contracts with campuses, annually evaluates performance of and demand for schools, and makes strategic decisions regarding growing access to high performing schools and addressing low performers. Campus performance contracts will require the campus to accomplish the Board's student outcome goals while operating within the Board's other constraints. The Superintendent shall interpret the Superintendent constraints and, in consultation with the Board, select constraint progress measures (CPMs) for each constraint [see AE (EXHIBIT)].

Board Constraints for the Board: The Board shall operate within the Board's role, as defined above, and the Board's operating procedures. The Board, either collectively or through the actions of individual Board Members, shall not:

BSC 1. The board will not modify the AE local policy not more than once in a 24-month period.

BSC 2. During regularly scheduled board meetings, the board will not spend less than 50% on items invested in progress monitoring the Board's student outcome goals or setting student outcome goals and Goal Progress Measures.

BSC. 3 The board will not allow the cost of staff time spent on governance to exceed \$5,400 with a goal decreasing to \$1,800 per board meeting.

Board Self-Evaluation: The Board shall conduct formative self-evaluations at least quarterly and, within 45 days prior to conducting the annual Superintendent evaluation, an annual summative evaluation. The Board shall self-evaluate using the most current version of the Board's Quarterly Progress Tracker found in the Lone Star Governance manual.

Superintendent Evaluation: The Board shall annually evaluate the Superintendent based on the school system's achievement of the Board's student outcome goals and compliance with the Superintendent constraints. Accomplishment of at least 75 percent of either the student outcome goals' or adopted progress measures' (GPMs and CPMs) annual targets shall be an automatic indicator of success; below that threshold, the Board's judgment shall be the indicator of success.

Donna I.S.D. AE Local [Exhibit]

- G1.** The percentage of Kindergarten- grade 2 students reading on or above grade level will increase from 64% to 90% by the year 2023.
- **Goal 1 Annual Targets:** SY18/19= 70%, SY19/20= 75%, SY20/21=80%, SY21/22=85%, SY22/23=90%
 - **GPM1.1:** Percentage of Kindergarten students reading on or above grade level will increase from 72% to 90% by 2023.
 - **GPM 1.1 Annual Targets:** SY18/19= 76%, SY19/20= 80%, SY20/21=84%, SY21/22=88%, SY22/23= 90%
 - **GPM 1.2:** Percentage of first grade students reading on or above grade level will increase from 55% to 90% by 2023.
 - **GPM 1.2 Annual Targets:** SY18/19= 63%, SY19/20= 70%, SY20/21=77%, SY21/22=84 %, SY22/23= 90%
 - **GPM 1.3:** Percentage of second grade students reading on or above grade level will increase from 65% to 90% by 2023.
 - **GPM 1.3 Annual Targets:** SY18/19= 70%, SY19/20= 75%, SY20/21=80%, SY21/22=85%, SY22/23= 90%
- G2.** The percentage of students who achieve meets and/or masters performance level on the STAAR exam identified in the Texas State Accountability report will increase from 37% to 60% by 2023.
- **Goal 2 Annual Targets:** SY18/19= 42%, SY19/20= 47%, SY20/21=52%, SY21/22=57%, SY22/23=60%
 - **GPM 2.1:** The percentage of students in grades 3-5 who achieve meets and/or masters performance level on the district cumulative assessments will increase from 26% to 60% by 2023.
 - **GPM 2.1 Annual Targets:** SY18/19= 33%, SY19/20= 40%, SY20/21= 47%, SY21/22=54%, SY22/23= 60%
 - **GPM 2.2:** The percentage of students in grades 6-8 who achieve meets and/or masters performance level on the district cumulative assessments will increase from 29% to 60% by 2023.

- **GPM 2.2 Annual Targets:** SY18/19= 36%, SY19/20= 41%, SY20/21= 47%, SY21/22= 53%, SY22/23= 60%
 - **GPM 2.3:** The percentage of students in STAAR End of Course subjects who achieve meets and/or masters performance level on the district cumulative assessments will increase from 41% to 60% by 2023.
 - **GPM 2.3 Annual Targets:** SY18/19= 45%, SY19/20= 49%, SY20/21= 53%, SY21/22= 57%, SY22/23= 60%
- G3.** The percentage of graduates demonstrating college/career/military readiness will increase from 43% to 90% by 2023.
- **Goal 3 Annual Targets:** SY18/19= 51%, SY19/20= 60%, SY20/21=70%, SY21/22=82%, SY22/23=90%
 - **GPM 3.1:** The percentage of graduates meeting Texas Success Initiative (TSI) in both ELA/Reading and Mathematics will increase from 19% to 43% by 2023.
 - **GPM 3.1 Annual Targets:** SY18/19=24%, SY19/20= 29%, SY20/21= 34%, SY21/22= 39%, SY22/23= 43%
 - **GPM 3.2** The percentage of graduates meeting earning an industry-based certificate will increase from 9% to 20% by 2023.
 - **GPM 3.2 Annual Targets:** SY18/19= 12%, SY19/20= 15%, SY20/21= 17%, SY21/22= 19%, SY22/23= 20%
 - **GPM 3.3:** The percentage of graduates earning AP/IB/Dual Enrollment credits and/or an Associate’s Degree will increase from 38% to 60% by 2023.
 - **GPM 3.3 Annual Targets:** SY18/19= 43%, SY19/20= 48%, SY20/21= 53%, SY21/22=58%, SY22/23= 60%

Superintendent Constraints:

- C1.** The superintendent shall not hire any new campus principal with fewer than three years of demonstrated successful experience in a campus/district leadership role. (i.e. Dean, Assistant Principal).
 - **CPM 1.1:** The percentage of new campus principals with fewer than three years of demonstrated successful campus/district leadership will be maintained at 0% by 2021.
 - **CPM 1.1 Annual Targets:** SY18/19= 0%, SY19/20=0 %, SY20/21=0%
- C2.** The superintendent shall not approve changes in academic programs arbitrarily or without an annual evaluation and supporting data of program effectiveness.

- **CPM2.1:** The number of changes to academic programs made arbitrarily or without an annual evaluation and supporting data of program effectiveness will be maintained at zero by 2021.

- **CPM 2.1 Annual Targets:** SY18/19=0%, SY19/20=0%, SY20/21=0%

C3. The superintendent shall not allow excessive staffing ratios in the district.

- **CPM 3.1:** The percentage of the district budget spent on staffing will decrease from 81% to 75% by 2021. (In SY18/19; decreasing staffing ratios using attrition began)

- **CPM 3.1 Annual Targets:** SY18/19=81%, SY19/20=78%, SY20/21=75%

Board Self-Constraints

BSC 1. The board will not modify the AE local policy not more than once in a 24-month period.

- **BSCPM 1.1:** The board modifications to AE local policy will decrease from 1 to 0 by 2020.

- **BSCPM 1.1 Annual Targets:** SY18/19= 1, SY19/20= 0

BSC 2. During regularly scheduled board meetings, the board will not spend less than 50% on items invested in progress monitoring the Board's student outcome goals or setting student outcome goals and Goal Progress Measures.

- **BSCPM 2.1:** The percentage of time the board spends on items invested in progress monitoring the Board's student outcome goals or setting student outcome goals and Goal Progress Measures will increase from 0% to 50% by 2020.

- **BSCPM 2.1 Annual Targets:** SY18/19= 25%, SY19/20=50%

BSC 3. The board will not allow the cost of staff time spent on governance to exceed \$5,400 with a goal decreasing to \$1,800 per board meeting.

- **BSCPM 3.1:** The cost of staff time on governance will decrease from \$5400 to \$1800 by 2021.

- **BSCPM 3.1 Annual Targets:** SY18/19=\$3600, SY19/20=\$2700, SY20/21=\$1800