

Union Grove I.S.D.
District Improvement Plan
2024-2025
Home of Lion Pride



Mission Statement

To provide a safe, caring, student-centered learning environment where excellence is measured by individual growth & success.

Vision

Encourage, Empower, Educate

In Union Grove ISD We Believe...

- **Students** shall be in a safe & loving environment where they are challenged to become lifelong learners & leaders of their community.
- **Families** shall be invited & welcomed so that they are informed & respected partners in their children's education.
- **Faculty & staff members** shall be highly qualified, enthusiastic educators, who love & engage students while developing relationships through involvement and collaboration.
- **Campus leadership** shall be well qualified, caring, ethical, active listeners who are accessible & visible in the school community.
- **The superintendent & central office staff** shall provide visible, dedicated leadership in a compassionate, unbiased manner to serve the school & surrounding community, while being open-minded to growth, safety, & financial responsibilities.
- **Members of the board of trustees** shall be caring, trustworthy, visible, student centered leaders who adhere to state, federal, & local policies & are ethical in their governance of the district.

UNION GROVE ISD Site Base

Name	Position
Moore, Kelly	Superintendent
Hogue, Courtney	Community Member
Wright, Zach	Business
Ballard, Sherrill	Elementary Principal
Littlejohn, JB	High School Teacher
Applegate, Jennifer	Counselor
Wallace, Stephaney	Non-Teaching
Swinford, Tori	Parent
Hulsebus, Samantha	Parent
Bilnoski, Susan	Elementary Teacher
Littlejohn, Corie	Elementary Teacher
Smith, Kimber	JH/HS Teacher
Morvan, Jennifer	Non-Teaching
Caperton, Heather	Community
O'Neal, Christina	Parent
Kessler, Tammy	Parent
Smith, Katie	Non-Teaching
Adams, Kyle	Special Programs
Childress, Amanda	JH/HS Asst. Principal

UNION GROVE ISD

Goal 1. Priority 1: Student Success

Objective 1. Student safety & well being Code of conduct incidents & serious discipline reduced, attendance rate above 94%, student satisfaction survey (90% or better satisfaction)

Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation
1. Monitor 9 week discipline incidents, review discipline matrix & seek ways to decrease discipline incidents. (Target Group: All) (CSFs: 6)	Assistant Principal(s), Principal	9 week review	(O)Discipline Records	Criteria: Decrease serious student discipline issues & student survey indicates positive climate & culture among student body. Summative - End of each semester (December & May) 11/28/23 - On Track
2. Monitor attendance daily. Use calling system, phone calls, and emails to address absentism. *9 week attendance & examine methods to maintain 96% attendance rate or better. (Target Group: All)	Assistant Principal(s), Principal	9 weeks	(O)Attendance records	Criteria: Review & examine attendance data each 9 weeks. 11/28/23 - Pending
3. Use CKH, Character Counts & Esteem to address the social/emotional needs of students. (Target Group: All)	Assistant Principal(s), Counselor, Principal, Superintendent(s)	ongoing	(L)Local Funds	Criteria: Social/emotional curriculum & program feedback. 11/28/23 - Pending
4. Educate, prevent and address child abuse through annual professional development and adhering to all legal and local policies. (Target Group: All)	Assistant Principal(s), Paraprofessionals, Principal, Superintendent(s), Teacher(s)	ongoing	(L)Technology Funds (Trans. Fees) - \$200	Criteria: annual training, annual reporting 11/14/24 - Pending
5. Survey to indicate student satisfaction with culture & climate.(Overall 4's & 5's) (Target Group: All)	Principal, Superintendent(s)	EOY		Criteria: positive survey feedback 11/14/24 - Pending (S)
6. Educate faculty & staff annually on trauma informed care to better meet the needs of students. (Target Group: All)	Assistant Principal(s), Principal, Superintendent(s)	annually	(L)Local Funds - \$200	Criteria: Annual training reports
7. Educate staff & students about bullying & adhere to the district bullying policy. (Target Group: All)	Assistant Principal(s), Principal, Superintendent(s), Teacher(s)	ongoing	(O)Discipline Records	Criteria: Bullying reports & incidents of bullying 01/07/25 - On Track (S)

UNION GROVE ISD

Goal 1. Priority 1: Student Success

Objective 2. Student engagement including extracurricular & co-curricular activities. Strive for JH/HS participation 90% or better.

Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation
1. Annually maintain or increase participation in UIL extracurricular & co-curricular activities. Track student numbers & participation. (Target Group: All)	Assistant Principal(s), Faculty/Staff, Principal, Superintendent(s)	Ongoing		Criteria: Seasonal & annual reports pertaining to extracurricular, cocurricular, and CTE.
2. Commit to student success through preparation in all extracurricular & co-curricular activities. Track success. (Target Group: All)				Criteria: Participation, program success

UNION GROVE ISD

Goal 1. Priority 1: Student Success

Objective 3. Academic Achievement - Academic Growth *MAP Student Growth Summary Report (% or better) *Graduation rate - 100% *Passing Rate - 100%

Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation
1. Every Student Grows Every Year (Target Group: All) (Strategic Priorities: 2)	Assistant Principal(s), Principal, Superintendent(s), Teacher(s)	ongoing		Criteria: MAP assessment, CCMR data 11/14/24 - Some Progress
2. Maintain or exceed a 98% graduation rate. (Target Group: 12th) (Strategic Priorities: 3)	Counselor, Principal	Annually		Criteria: Annual graduation rates 11/29/23 - Some Progress (S)
3. Increase the number of students that graduate under the foundation plan with an endorsement from 84% to 90%. (Target Group: 8th,9th,10th,11th,12th) (Strategic Priorities: 2,3)	Counselor, Principal	Annually		Criteria: Annual review of senior graduation plans 11/29/23 - On Track (S)
4. All 3rd grade students on grade level in math & reading. (Target Group: 3rd) (Strategic Priorities: 2)	Assistant Principal(s), Principal, Superintendent(s), Teacher(s)	annually	(L)MAP Data	Criteria: MAP data 11/14/24 - Some Progress
5. Identify, provide service, and track special populations through appropriate programs. (dyslexia, ESL, GT) (Target Group: BI,SPED,GT,Dys) (Strategic Priorities: 2)	Assistant Principal(s), Dyslexia specialist, GT Teacher, Principal, Special Ed Teachers, Superintendent(s)	ongoing	(L)Local Funds - \$73,593, (O)GT screening/testing resources - \$13,234	Criteria: student identification & assessment data 11/18/24 - Some Progress
6. Identify, provide research base curriculum & instruction & monitor progress of special education students. (Target Group: SPED) (Strategic Priorities: 2)	Assistant Principal(s), Intervention Teacher, Principal, Special Ed Teachers, Superintendent(s), Teacher(s)	ongoing	(S)State Funds - \$371,595	Criteria: Special education data and documentation 01/03/25 - Some Progress

UNION GROVE ISD

Goal 1. Priority 1: Student Success

Objective 4. College, Career & Military Readiness*Increase CTSO programs from 1*CCMR above 70%*Foundation with endorsement 90% or better

Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation
1. Increase career & technical student organization opportunities. (Target Group: CTE,8th,9th,10th,11th,12th) (Strategic Priorities: 3)	Counselor, Principal, Teacher(s)	Annually		Criteria: Annual CTSO report & participation 11/29/23 - Pending
2. Annually maintain or increase CTE enrollment. (Target Group: CTE,8th,9th,10th,11th,12th) (Strategic Priorities: 3)	Counselor, Principal	Annually		Criteria: Annual CTE enrollment reports 11/29/23 - On Track (S)
3. External audit of CTE offerings. (Target Group: CTE) (Strategic Priorities: 3)	Principal	Bi-annually	(L)Region 7	Criteria: Report from Region 7 on CTE programs. 11/29/23 - Some Progress (S)
4. Increase the percentage of seniors who meet college & career standards. (Target Group: CTE,7th ,8th,10th,11th,12th) (Strategic Priorities: 3)	Counselor, Principal	Annually	(S)State Funds - \$54,470	Criteria: Annual CCMR report 11/29/23 - Some Progress (S)

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Goal 2. Priority #2: Faculty & Staff Recruitment, Retention & Capacity Building

Objective 1. Retaining great staff*95% or better staff satisfaction survey*reduction in turnover rate, below 10%

Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation
1. Intentional leadership support & incentives (Target Group: All) (Strategic Priorities: 1)	Assistant Principal(s), Principal, Superintendent(s)	Ongoing	(L)Local Funds - \$5,000	Criteria: 95% or better overall staff satisfaction at UGISD based on survey. 11/30/23 - Pending (S)
2. Gradually develop competitive pay scales & benefits among similar districts. (Strategic Priorities: 1)	Superintendent(s)	Annually	(S)State Funds	Criteria: Annual comparison of pay scales and benefits. 11/30/23 - Some Progress (S)
3. TAC team to incorporate staff engagement & decision making. (Strategic Priorities: 1)	Principal, Superintendent(s)	Ongoing	(L)Local Funds - \$3,000	Criteria: Meeting minutes, feedback, planning 11/30/23 - Pending (S)

UNION GROVE ISD

Goal 2. Priority #2: Faculty & Staff Recruitment, Retention & Capacity Building

Objective 2. Recruit highly qualified staff*Fully staffed for school year with certified personnel

Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation
1. Intentional district marketing at job fairs & local colleges (Strategic Priorities: 1)	Principal, Superintendent(s), TAC Team	Ongoing	(L)Local Funds - \$5,000	Criteria: Increase pool of high qualified applicants for jobs. 11/30/23 - Some Progress
2. Online applications through Region 7 (Strategic Priorities: 1)	Principal, Superintendent(s)	Ongoing	(L)Region 7 - \$1,800	Criteria: Online applications through Region 7 11/30/23 - On Track
3. Review benefit & incentive packages annually & advertise through various outlets. (Strategic Priorities: 1)	Board of Trustees, Principal, Superintendent(s), TAC Team	ongoing	(S)State Compensatory (at risk), (S)State Funds	Criteria: Annual review of benefits & incentives packages.

UNION GROVE ISD

Goal 2. Priority #2: Faculty & Staff Recruitment, Retention & Capacity Building

Objective 3. Capacity Building for all staff.*Reduce turnover below 10%*Mentor survey satisfaction

Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation
1. Provide training for all new staff (onboarding) (Target Group: All) (Strategic Priorities: 1)	Mentors, Principal, Superintendent(s)	BOY	(L)Local Funds - \$1,000	Criteria: Annual surveys for new staff 11/30/23 - Pending (S)
2. Implement mentor program with fidelity (Strategic Priorities: 1)	Mentors, Principal	Ongoing	(L)Local Funds - \$10,000	Criteria: MOY & EOY Mentor Surveys 11/30/23 - Pending (S)
3. Develop Lion Conference with staff to present sessions for learning (Target Group: All) (Strategic Priorities: 1,2)	Principal, Superintendent(s), TAC Team	Summer 2024	(L)Local Funds - \$3,000	Criteria: Conference surveys 11/30/23 - Pending (S)
4. Inform staff to seek & attend Region 7 professional development (Target Group: All) (Strategic Priorities: 1,2)	Principal, Superintendent(s), Teacher(s)	ongoing	(L)Region 7 - \$40,000	Criteria: Individual professional development plans 11/30/23 - Pending (S)
5. Professional development days & inservice (Target Group: All) (Strategic Priorities: 1)	Principal, Superintendent(s)	Ongoing		Criteria: PD surveys

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Goal 3. Priority #3: Community Engagement & Partnerships

Objective 1. Parent Engagement*Increase engagement opportunities*Maintain constant communication via text, email*Parent survey satisfaction 90% or better

Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation
1. District & campus text blast & emails (Target Group: All)	Principal, Superintendent(s)	Ongoing	(L)Local Funds - \$10,000	Criteria: Parental involvement survey (communication) 11/30/23 - On Track (S)
2. Host parent involvement activities (Target Group: All)	Principal, PTO, Superintendent(s)	Ongoing	(L)Local Funds - \$5,000	Criteria: Parental involvement surveys 11/30/23 - Pending (S)
3. District & campus level committees (Target Group: All)	Principal, Superintendent(s)	Ongoing		Criteria: Committee agenda & minutes, parental involvement surveys 11/30/23 - Pending

UNION GROVE ISD

Goal 3. Priority #3: Community Engagement & Partnerships

Objective 2. Community Engagement*Continue to add engagement opportunities

Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation
1. Ensure community & businesses have opportunities to participate in district level activities	Principal, Superintendent(s)	Ongoing		Criteria: Number of community & business involvement activities 11/30/23 - Pending (S)
2. Invite local community members to speak to students and/or staff	Principal, Superintendent(s)	Ongoing	(S)State Funds - \$5,000	Criteria: Community member involvement
3. Host family & community activities - homecoming, Veterans day, etc. (Target Group: All)	Board of Trustees, Principal, Superintendent(s), TAC Team	ongoing	(L)Local Funds - \$10,000	Criteria: Annual activities & attendance 01/19/24 - Some Progress

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Goal 4. Priority #4: Fiscal & Operational Systems

Objective 1. Strategic allocation of resources

Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation
1. Internal Budget Review & Workshops (to include student enrollment projections)	Business Manager, PEIMS Coordinator, Superintendent(s)	Annually		Criteria: Budget development 01/12/24 - Pending
2. Board of Trustee budget workshop (Target Group: All)	Board of Trustees, Superintendent(s)	Annually - Summer		Criteria: Annual budget workshop & ongoing review of budget 01/12/24 - Pending
3. Ensure student data is correct & current templates are utilized to accurately project revenue and expenses for budget purposes. (Target Group: All)	Business Manager, PEIMS Coordinator, Principal, Superintendent(s)	Ongoing	(O)Attendance records	Criteria: Ongoing reviews of student data in PEIMS 01/12/24 - On Track

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Goal 4. Priority #4: Fiscal & Operational Systems

Objective 2. Internal controls*FIRST rating -A

Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation
1. FIRST Rating report	Business Manager, Superintendent(s)	Annually		Criteria: Annual FIRST Rating 01/12/24 - On Track
2. Preliminary FIRST Reports to BOE	Business Manager	ongoing		Criteria: Ongoing budget health 01/12/24 - Some Progress
3. Maintain & communicate fiscal manual	Business Manager, Superintendent(s)	Annually		Criteria: Audit reports 01/12/24 - On Track (S)

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Goal 4. Priority #4: Fiscal & Operational Systems

Objective 3. Well maintained facilities/transportation/technology*Tech plans compared to completed projects, staff survey*TASB maintenance projects completed, staff survey

Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation
1. Develop a preventative maintenance plan (Target Group: All)	Maintenance Director, Superintendent(s)	ongoing	(S)State Funds - \$10,000	Criteria: Quarterly report data
2. Maintain fleets & replenish as needed	Maintenance Director	ongoing	(S)State Funds - \$190,000	Criteria: Transportation reports (vehicles & year models) 01/12/24 - Pending
3. Develop & adhere to district technology plan	Superintendent(s), Technology Director	ongoing	(L)Local Funds - \$277,000	Criteria: Evaluation of progress using technology plan 01/12/24 - Pending

UNION GROVE ISD

Goal 4. Priority #4: Fiscal & Operational Systems

Objective 4. Renovating & Updating Facilities* TASB maintenance projects completed

Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation
1. Develop a facility audit plan	Maintenance Director, Superintendent(s)	ongoing	(L)TASB - \$14,000	Criteria: TASB audit report
2. Facility planning committee	Superintendent(s)	ongoing		

U.G.I.S.D. Comprehensive Needs Assessment Documentation

The following information sources provided the data for our comprehensive needs assessment. An on-going review and disaggregation of data by the district site-based committee led to the development of the goals, objectives, and strategies included in the Union Grove ISD 2024-2025 District Improvement Plan. All performance goals identified in the ESSA (Every Student Succeeds Act) have been adopted by the district and are reflective in this District Improvement Plan.

Demographics

Demographics Data Sources

Community Demographics
Drop Out Rates
Federal Program Guidelines
Graduation Records
Multi-Year Trends
PEIMS Reports
Special Student Populations
Staff/Parents/Community/Business members of SBDM

Demographics Strengths

Small class sizes

Demographics Weaknesses

Enrollment of students has become more transient

Demographics Needs

Continual monitoring of students identified as at-risk.
Continual monitoring of students identified as economically disadvantaged
Continual monitoring of student identified as special education

Demographics Summary

Total enrollment: 761 (snapshot 2023)

Approximate breakdown of student population:

White 83%
Asian .1%
American Indian/Alaskan 1.1%
Black/African American 0.8%
Hispanic/Latino 12.1%
Two or more 2.8%

Emergent Bilingual 3.4%
Eco Dis 46.9%
Military Connected 0%
Dyslexia 8.7%

Student Achievement

Student Achievement Data Sources

Benchmark Data
Disaggregated MAP Data
Drop Out Rates & Attendance
Federal Program Guidelines
Graduation Records
Special Ed. Data & 504 Data
IXL
Multi-Year Trends
Promotion/Retention Data
SAT/ACT Data
TELPAS
TPRI

Student Achievement Strengths

Growth in Math in some grades
Above state averages in math & reading
CCMR Growth

Student Achievement Weaknesses

Writing

Student Achievement Needs

At the HS, MS and Elementary level we need to increase student achievement in all areas with an emphasis on math and ELAR.

Student Achievement Summary

UGISD needs to increase academic achievement across the curriculum with an emphasis on math and ELAR - writing.
More emphasis on individual GROWTH in reading & math.

School Culture and Climate Data Sources

Morale Booster Participation
Staff Surveys/Individual Meetings
David's Law Data
Teacher Retention Data
Attendance

School Culture and Climate Strengths

Planned and intentional morale boosters.(students and staff)
Regular and scheduled team, campus and individual meetings
Teacher Advisory Team meetings
Sunshine Committees (students and staff)
Continual monitoring and updating of security enhancements
New Stop-It for anonymous reporting as well as mental support (student, staff, community)

School Culture and Climate Weaknesses

Increase opportunities for student leadership & input
Ability and funds to offer more community/parent involvement.
Continue to improve overall morale & motivation of students

School Culture and Climate Needs

Facility upgrades (safety, security)
Safety training for staff & students
Increase communication with parents/guardians and/or community
Improve education for staff, students, parents on mental health issues that impact students

School Culture and Climate Summary

UGISD has been intentional with safety & security measures for all students & staff. We strive to continue to implement measures to provide a safe and caring environment for everyone.

Staff Quality, Recruitment and Retention

Staff Quality, Recruitment and Retention Data Sources

Community Demographics
Potential growth
Highly Qualified Staff
Staff Development
Staff Surveys/Individual Meetings
Staff/Parents/Community/Business members of SBDM
Teacher Retention Data

Staff Quality, Recruitment and Retention Strengths

Retention Plan
Mentor Program
Professional Development opportunities
District of Improvement Plan to support certification needs
Small Class sizes
District Culture

Staff Quality, Recruitment and Retention Weaknesses

Rural area-limited applicant pool
Limited revenue to support salary increases

Staff Quality, Recruitment and Retention Needs

Seek additional funding sources to support staff salary needs
Monitor opportunities and demands of the school calendar and work day for staff
Provide additional planning time for teachers.
Increased benefits for all staff when funding allows

Curriculum, Instruction and Assessment

Curriculum, Instruction and Assessment Data Sources

Benchmark Data
Disaggregated MAP Data
Federal Program Guidelines
Multi-Year Trends
PEIMS Reports
Promotion/Retention Data
SAT/ACT Data
Special Student Populations
Staff Development
Staff Surveys/Individual Meetings
Staff/Parents/Community/Business members of SBDM
TELPAS
TPRI

Curriculum, Instruction and Assessment Strengths

Continue implementation of benchmarks and local assessments.
Continue implementation student centered academic meetings - Elem, JH, HS
Increase access to CTE courses in MS
Interventionist at the elementary to help close gaps (2 reading, 1 math)
Two highly qualified dyslexia teachers

Curriculum, Instruction and Assessment Weaknesses

Lack of access and funding for supplemental programs & trainings
Funding for additional math interventionist at elementary

Curriculum, Instruction and Assessment Needs

Additional funding for supplemental programs
Additional professional development for teachers to provide effective instruction for all students.

Curriculum, Instruction and Assessment Summary

UGISD will continue to utilize data to drive instruction and focus on individual student growth in math & reading.

Family and Community Involvement Data Sources

Family & Community Input
Federal Program Guidelines
Staff Surveys/Student surveys/Family Surveys
Staff/Parents/Community/Business members of SBDM

Family and Community Involvement Strengths

Parents, business partners, and community members on the SBDM committee.
Weekly communication concerning devents and activities via text, email and social media
Various opportunities on each campus for community and parent engagement

Family and Community Involvement Weaknesses

Limited days for parent and family nights due to the already busy activity schedule.

Family and Community Involvement Needs

Increase opportunities for parent and community involvement that is accessible for all (times, days)

Family and Community Involvement Summary

We have many events and activities in the district for parents and community involvement. We will continue to monitor and adjust our opportunities to meet the needs of all stakeholders.

School Context and Organization

School Context and Organization Data Sources

Community Demographics & input
District Snapshot Data
Federal Program Guidelines
Highly Qualified Staff
PEIMS Reports
Special Student Populations
Staff Development
Staff Surveys/Student surveys/Family surveys & Individual Meetings
Staff/Parents/Community/Business members of SBDM

School Context and Organization Strengths

Teachers are involved in decision making through participation on campus and district teams
Vision & Mission of the district
Leadership meetings (weekly) to discuss actions towards mission, vision and goals
Students have access to academic support before, after and during academic periods during the school day
Extra Curricular activities: UIL Academic, Athletics, Fine Arts (band, drama), AG, Student Council, NHS, CTE programs
Intervention and Acceleration: G/T, interventionist, special education, 504 support, dyslexia, dual credit, honors courses

School Context and Organization Weaknesses

Continued consistency & expectations at the secondary level due to leadership turnover

School Context and Organization Needs

Need for continued professional development to address the needs of staff & students
Consistency in leadership at secondary campus

School Context and Organization Summary

UGISD will strive to implement the training, policies, and procedures to provide a strategic school organization that is student centered.

Technology

Technology Data Sources

Community Input
District Policies
Federal Program Guidelines
Staff Development
Staff Surveys/Individual Meetings
Staff/Parents/Community/Business members of SBDM
Student Interviews/surveys

Technology Strengths

Access to Technology
Go-Guardian for safety monitoring
Access to Region 7 for support
1 to 1 access for all students
Supernet partnership

Technology Weaknesses

Abuse to Chromebooks

Cost of maintaining & replacing Chromebooks

Balance between technology based instruction and face to face instruction

Technology Needs

Additional PD for technology integration in the classroom

Professional development on AI

Funding

Technology Summary

UGISD strives to provide students & staff with latest and best technology necessary.