



## 2026-2027 Marion County Schools Superintendent Goals

### Dr. Donna Heston, Superintendent

On September 9, 2026, the Marion County Board of Education and Dr. Heston mutually established goals for the 2026-27 school year.

#### **Goal 1: Student Achievement and Academic Growth**

Advance student achievement across Marion County Schools through a focused, **data-informed approach that promotes continuous academic growth, strengthens instructional practices**, and ensures that schools are responsive to the individual needs of students.

##### **Measurable Outcomes**

1. Demonstrate measurable academic growth in English language arts, mathematics, and science at the district level, as evidenced by state assessment data and/or other approved measures of student progress.
2. Maintain or improve the district's performance in areas in which Marion County Schools currently demonstrates relative strength.
3. Require each school to identify at least one academic priority area based upon current achievement data and implement an aligned improvement strategy during the 2026–2027 school year.
4. Conduct periodic reviews of student performance data with school curriculum leadership teams to monitor progress and identify areas requiring additional instructional support.
5. Provide targeted district support, professional learning (i.e. Third Grade Success Act, Math Instructional Practices, STEAM/CTE, facilitated book studies), resources, or intervention to schools and student groups demonstrating the greatest academic need.

**Evidence of Success:** Success will be demonstrated through district and school-level achievement data (benchmarks and summative assessments), documented academic growth in trend data, school goals and improvement plans, data-review processes at points during the school year, and evidence of targeted instructional supports implemented throughout the year.

#### **Goal 2: Organizational Effectiveness and Relationships**

Provide effective leadership and organizational oversight to ensure that Marion County Schools **uses processes and protocols to strengthen district operations, governance, accountability, and long-term organizational effectiveness**.

##### **Measurable Outcomes**

1. Provide monthly progress updates and communications to the Marion County Board of Education regarding student achievement, finances, facilities, and general operations, including accomplishments, concerns, and status updates
2. Establish clearly defined protocols to strengthen district procedures, protocols, administrative guidelines, and internal systems necessary to sustain improvements and positive relationships that benefit Marion County Schools students

3. Collaborate professionally and engage at least quarterly with stakeholders and partners beyond Marion County Schools in a variety of methods (i.e. advisories, employee summits, student summits, meetings with union representatives, and digital footprint) to improve relationships

**Evidence of Success:** Success will be demonstrated by regular Board updates, agendas, and digital footpaths

### **Goal 3: Comprehensive Educational Facilities Plan and Long-Range Alignment for Fiscal Realities**

Lead a comprehensive review and update of Marion County Schools' long-range facilities planning to ensure that the Comprehensive Educational Facilities Plan **reflects current enrollment, demographic trends, educational programming, facility conditions, fiscal realities, school district finances and resources, and the future needs of students and communities.**

#### **Measurable Outcomes**

1. Initiate and substantially complete an update and review of the district's Comprehensive Educational Facilities Plan (CEFP) using current enrollment, utilization, facility, programmatic, and demographic data.
2. Conduct a districtwide stakeholder-engagement process and survey, including opportunities for input from parents, employees, students where appropriate, community members, and other stakeholders regarding the future educational and facility needs of Marion County Schools.
3. Review school enrollment, building utilization, projected enrollment trends, educational programming, transportation considerations, and facility needs to identify opportunities for greater efficiency and stronger alignment of district resources.
4. Develop recommendations for the Board of Education regarding the long-term alignment and utilization of district schools and facilities, supported by objective data and stakeholder input in surveys and other input.
5. Present the Board with a documented summary of findings, priorities, and recommended next steps for future facility improvements and planning.

**Evidence of Success:** Success will be demonstrated by documented stakeholder participation, analysis of enrollment and facility-utilization data, identification of long-range facility priorities, and presentation of data-supported recommendations to the Board of Education at least quarterly.

**Overall Standard of Performance:** The superintendent will demonstrate successful progress toward these goals through documented implementation, measurable improvement, transparent communication, responsible stewardship of district resources, and evidence that Marion County Schools is positioned for continued academic and organizational improvement and fiscal responsibilities.