



Commissioner Mike Morath

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**Certified Mail
& Regular Mail**

208-902
2019-2020

November 6, 2019

Dr. J. Eddie Bland, Superintendent
Mr. Ralph Ramon, Board President
Snyder Independent School District
2901 37th Street
Snyder, TX 79549

RE: Appointment of Board of Managers and Conservator Due to Campus Performance Ratings

Dear Dr. Bland and Mr. Ramon:

The purpose of this correspondence is to notify Snyder Independent School District ("ISD" or "district") that pursuant to the requirements contained in Texas Education Code (Tex. Educ. Code) §39A.111, I am ordering the appointment of a board of managers as provided by Tex. Educ. Code §39A.202. Additionally, I am appointing a conservator to the district pursuant to the authority in Tex. Educ. Code §§39A.002(7), 39A.051(a) and 39A.102(b), and 19 Texas Administrative Code (Tex. Admin. Code) §§ 97.1059, 97.1065(c) and 97.1073.

Campus Performance Ratings

In 2015, Snyder Junior High was assigned a final academic accountability rating of *Improvement Required*. This was the campus' first unacceptable rating following a 2014 rating of *Met Standard*. The rating of *Improvement Required* was the lowest rating in the accountability system. The campus was required to develop and submit a Targeted Improvement Plan.

In 2016, Snyder Junior High was assigned a final academic accountability rating of *Improvement Required*. This was the campus' second consecutive unacceptable rating. The campus was required to develop and submit a Targeted Improvement Plan and develop a Campus Turnaround Plan.

In 2017, Snyder Junior High was assigned a final academic accountability rating of *Improvement Required*. This was the campus' third consecutive unacceptable rating. The campus was required to develop and submit a Turnaround Implementation Plan.

In 2018, Snyder Junior High was assigned a final academic accountability rating of *Improvement Required*. This was the campus' fourth consecutive unacceptable rating. The campus was required to develop and submit a Turnaround Implementation Plan.

On August 15, 2019, Snyder Junior High was assigned a preliminary academic accountability rating of *F*. This was the campus' fifth consecutive unacceptable rating. The campus is required to develop and submit a Turnaround Implementation Plan and the campus engaged in the Effective Schools Framework Diagnostic in the Fall of 2019.

Appointment of Board of Managers

As you are aware, on September 3, 2019, I notified the district that if the unacceptable 2019 preliminary academic performance rating assigned to the Snyder Junior High became a final rating, I would be required to order either the appointment of a board of managers to govern the district as provided by Tex. Educ. Code §39A.202 or closure of the campus. The district appealed the preliminary performance rating assigned to Snyder Junior High and, on November 5, 2019, the district was notified of the appeal denial and Snyder Junior High received a final 2019 academic performance rating of *F*, the fifth consecutive unacceptable rating assigned to the campus, and the third unacceptable rating assigned to the campus after it was ordered to submit a turnaround plan. Consequently, I am required to take action pursuant to Tex. Educ. Code §39A.111, and I am ordering the appointment of a board of managers as provided by Section 39A.

The long-standing failure of the board of trustees to provide better educational opportunities to the students of this campus, compel me to appoint a board of managers pursuant to Tex. Educ. Code §§39A.111(1), and 19 Tex. Admin. Code §97.1061(g). This action is necessary because the Agency's systems for campus accountability have identified the board of trustees' material deficiencies and inability to implement effective change to improve the performance of students assigned to the campus. See 19 Tex. Admin Code §§ 97.1057(f)(4) and 97.1059(b)(1)(G). These deficiencies have been persistent and long-standing. The SISD Board of Trustees has allowed this campus to operate without an acceptable performance rating since 2015, earning 5 consecutive unacceptable ratings. The district-level failures to address the campus performance compels me to appoint a Board of Managers. See 19 Tex. Admin. Code §97.1059(d).

This intervention is needed to prevent imminent and substantial harm to the welfare of the district's students or to the public interest and because a failure of governance has resulted in an inability of the board to carry out the powers and duties of the board as outlined in Tex. Educ. Code 11.151 and 11.1511, as demonstrated by its inability to address the long-standing academic deficiencies of Snyder Junior High. See 19 Tex. Admin. Code §§97.1073(e)(4), (e)(7), and (e)(8), and 97.1059(b)(1)(E) and (b)(4).

This action is necessary to achieve the purposes of the accreditation system. See Tex. Educ. Code §§39.051, 39.052, and Tex. Admin. Code §97.1053(a), 97.1057(a), 97.1057(e), and 97.1059(a). This action is necessary to inform stakeholders of the district's poor campus academic performance. See Tex. Admin. Code §97.1053(a)(1). This action will encourage the district to improve its academic performance, and will allow stakeholders the ability to assist future board members in improving the district's poor campus academic performance. See Tex. Admin. Code §97.1053(a)(2-3). This action will also encourage other districts to improve their campus academic performance in order to avoid similar action. See Tex. Admin. Code §97.1053(a)(4). Finally, these actions will improve the Texas public school system by allowing a board of managers to address the campus' poor academic performance. See Tex. Admin. Code §97.1053(a)(5).

A majority of the board of managers will consist of members of the Snyder ISD community who are committed to service on behalf of the students of the district and the community. The members of the board of managers will be responsible for overseeing the management of the Snyder ISD, including oversight of the district's efforts to address and correct identified deficiencies, and implementation of effective structural and procedural improvement strategies for long-term positive change. Tex. Educ. Code §39A.202 also requires that I appoint a superintendent. I will announce my appointments in future correspondence.

Conservator Appointment

Tex. Educ. Code §§39A.051(a) and 39A.102(b) provide that the commissioner may appoint a monitor, conservator, management team, or board of managers to a district required to submit a campus turnaround plan under Tex. Educ. Code §39A.101 to oversee district-level support to low-performing campuses and the implementation of the updated targeted improvement plan. Due to the multiple years of unacceptable academic accountability ratings assigned to Snyder Junior High, and because of the potential sanctions that I may be required to order based upon the final 2019 academic performance rating, I am appointing a conservator to the district, pursuant to Tex. Educ. Code §§39A.003, 39A.051(a), and 39A.102(b), and 19 Tex. Admin. Code §§97.1059, 97.1065(c), and 97.1073. This intervention is necessary to encourage the district to improve the academic performance of its campuses, encourage other districts or campuses to improve their performance so as to avoid similar action and to retain their accreditation, and improve the Texas public school system by eliminating poor academic, fiscal, and compliance performance by districts and campuses on the standards listed in 19 Tex. Admin. Code §97.1059. 19 Tex. Admin. Code §97.1053(a)(2), (4), (5). This action is additionally necessary due to the failures of the district's campuses to satisfy the academic performance standards in Tex. Educ. Code §§39.053 or 39.054, the on-going and long-standing deficiencies, and because such intervention is necessary to prevent substantial or imminent harm to the welfare of the district's students or to the public interest. 19 Tex. Admin. Code §97.1059(b)(1), (2), (4). I will announce the individual to be appointed as conservator in future correspondence.

The conservator's role will include, but is not limited to, the following:

- Overseeing the operations of the district to ensure the district complies with state and federal law;
- Attending board meetings, including executive session, and directing the board as necessary; and
- Submitting monthly reports documenting the district's progress and evaluating the district's improvement plan.

Please note that the appointment of a conservator does not relieve the district of the responsibility to, at all times, operate the district in compliance with all applicable statutes and rules. The agency reserves the right to implement all available interventions and sanctions under Tex. Educ. Code, Chapters 39 and 39A, and Title 19, Tex. Admin. Code, Chapter 97, singly or in combination, to address the current, or any future, deficiencies identified for the district and its campuses. The cost of the conservator's services will be paid by the district in accordance with Tex. Educ. Code §39A.903. The conservator's fee shall be \$85 per hour plus necessary travel expenses not to exceed the state per diem rate. Failure to make timely payments to the conservator may result in appropriate amounts being deducted from the district's Foundation School Program (FSP) funds.

Parent Petition

If the superintendent submits to the Commissioner a petition that the superintendent has certified as a valid petition on or before **December 2, 2019**¹, and reflects that the parents of a majority of the students enrolled at Snyder Junior High request that I close the campus or install of board of managers, I must order the action requested. See Tex. Educ. Code §39A.112(b). However, if authorized by a majority of the board of trustees in a meeting conducted in compliance with the Texas Open Meetings Act, the board may request that the commissioner take a different action than the action requested in the parent petition. If the board takes such an action, it must provide a written explanation of the basis for the board's request to the commissioner no later than **December 16, 2019**². See Tex. Educ. Code §39A.112(b). If the parent petition and the board request call for different actions, the commissioner may order either a board of managers or campus closure. See Tex. Educ. Code §39A.112(c).

Review Process

The district has a right to request a formal review regarding a board of managers. 19 Tex. Admin. Code §157.1131(2). The district may also request an informal review of the appointment of a conservator. 19 Tex. Admin. Code §157.1123. In the interest of efficiency, TEA may conduct a formal and informal review in a single proceeding.

A request for a formal/informal review must be in writing and received by TEA no later than **November 20, 2019**. If no formal/informal review is requested by the deadline, a final decision may be issued

¹ 19 Tex. Admin. Code §97.1065(d)(1)(C) provides that if the petition was determined to be valid, it must be submitted by the district superintendent to the commissioner not later than December 1. However, as December 1, 2019 fell on a Sunday, the deadline was extended to Monday, December 2, 2019 per the Parent Petition for Action Guidance Document.

² 19 Tex. Admin. Code §97.1065(d)(3) provides for a deadline of no later than December 15, however as December 15, 2019 falls on a Sunday, the deadline was extended to Monday, December 16, 2019 per the Parent Petition for Action Guidance Document.

without review. 19 Tex. Admin. Code §§157.1123(d), 157.1133(5). Additionally, any information and supporting documentation that the district wishes to submit for consideration during the formal/informal review must be received no later than **November 20, 2019**.

A request for review and any written response and documentation **must be received by the TEA no later than November 20, 2019**, and should be sent to:

Division of Enforcement Coordination
Texas Education Agency
1701 North Congress Avenue
Austin, Texas 78701
Fax: (512) 475-3665
EnforcementCoordination@tea.texas.gov

If both a formal review of the appointment of a board of managers and an informal review of the appointment of a conservator are requested, the formal and informal reviews will be conducted in a single proceeding, and the district is invited to attend the review. Should the district wish to appear in person at the review or attend via telephonic conference, the district must give such notification within its request for review no later than **November 20, 2019**, and subsequent notification from TEA will be issued scheduling the review. The district is not required to attend the review; however, if the district requests a review and chooses not to attend, the review will proceed, and a final decision will be made based upon the documentation that was submitted by the district, if any, with its request for review. If no formal/informal review is requested by the deadline, a final decision may be issued without review. 19 Tex. Admin. Code §§157.1123(d), 157.1133(5). Pursuant to Tex. Educ. Code §39A.116 and 19 Tex. Admin. Code §157.1136, the Commissioner's decision related to the appointment of the board of managers is final and may not be appealed.

Compliance and Cooperation

The board of managers, once installed, will keep me apprised of the conditions in the district and the agency will continue to monitor the district's performance and its cooperation with the agency's interventions, I will appoint a board of managers comprised of a majority of members of the Snyder ISD community because I believe the community is in the best position to effectuate long-term, positive change for the district. It is my sincere desire that all parties work together in a cooperative and productive manner with a focus on assisting the students.

The agency reserves the right to implement all available interventions and sanctions under Tex. Educ. Code, Chapter 39, 39A, and 19 Tex. Admin. Code Chapter 97, to address the current, or any future, deficiencies identified for the campus and district.

Any questions regarding this correspondence may be addressed to the Division of Enforcement Coordination at (512) 463-5899 or EnforcementCoordination@tea.texas.gov.

Any questions regarding the appointment of a board of managers, superintendent, and conservator may be addressed to Jason Hewitt in the Division of Monitors, Conservators & Investigations at (512) 936-5962 or by email at Jason.Hewitt@tea.texas.gov.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mike Morath', written in a cursive style.

Mike Morath
Commissioner of Education

MM/lm

cc: Shane Fields, Executive Director, Region 14, Education Service Center
Jeff Cottrill, Deputy Commissioner, Governance & Accountability, TEA
Kelvey Oeser, Deputy Commission, Educator Support
Mike Meyer, Deputy Commissioner, Finance, TEA
Leo Lopez, Associate Commissioner/Chief School Finance Officer, TEA
Cory Green, Associate Commissioner, Grants and Compliance Oversight, TEA
Joe Siedlecki, Associate Commissioner, Innovation & Charters, TEA
Von Byer, General Counsel, TEA
Christopher Jones, Senior Legal Counsel, TEA
Lizette Ridgeway, Director, School Improvement, TEA
Jason Hewitt, Director, Monitors & Conservators, TEA

TEXAS EDUCATION AGENCY

2015 Accountability Summary

SNYDER J H (208902041) - SNYDER ISD

Accountability Rating

Improvement Required

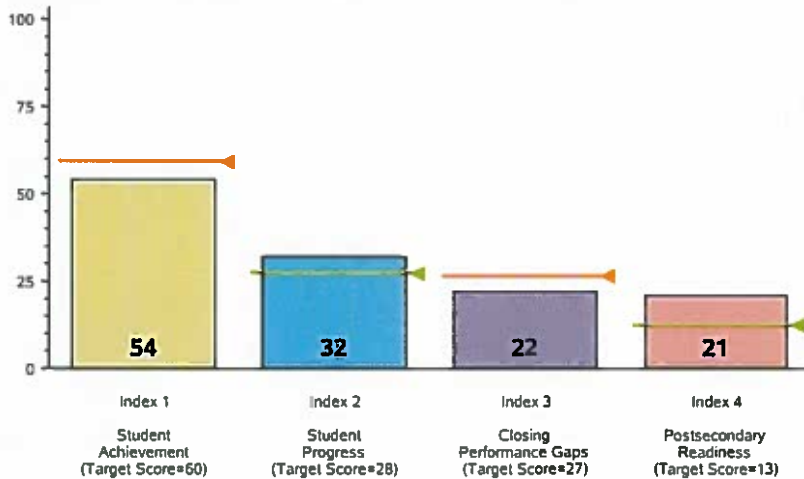
Met Standards on	Did Not Meet Standards on
- Student Progress	- Student Achievement
- Postsecondary Readiness	- Closing Performance Gaps

In 2015, to receive a Met Standard or Met Alternative Standard rating, districts and campuses must meet targets on three indexes: Index 1 or Index 2 and Index 3 and Index 4.

Distinction Designation

Academic Achievement in Reading/ELA
NO DISTINCTION EARNED
Academic Achievement in Mathematics
NO DISTINCTION EARNED
Academic Achievement in Science
NO DISTINCTION EARNED
Academic Achievement in Social Studies
NO DISTINCTION EARNED
Top 25 Percent Student Progress
NO DISTINCTION EARNED
Top 25 Percent Closing Performance Gaps
NO DISTINCTION EARNED
Postsecondary Readiness
NO DISTINCTION EARNED

Performance Index Report



Campus Demographics

Campus Type	Middle School
Campus Size	583 Students
Grade Span	06 - 08
Percent Economically Disadvantaged	47.0
Percent English Language Learners	7.9
Mobility Rate	12.5

Performance Index Summary

Index	Points Earned	Maximum Points	Index Score
1 - Student Achievement	607	1,118	54
2 - Student Progress	258	800	32
3 - Closing Performance Gaps	346	1,600	22
4 - Postsecondary Readiness			
STAAR Score	21.0		
Graduation Rate Score	N/A		
Graduation Plan Score	N/A		
Postsecondary Component Score	N/A		21

State System Safeguards

Number and Percent of Indicators Met	
Performance Rates	5 out of 19 = 26%
Participation Rates	7 out of 7 = 100%
Graduation Rates	N/A
Total	12 out of 26 = 46%

For further information about this report, please see the Performance Reporting Division website at <http://ritter.tea.state.tx.us/perfreport/account/2015/index.html>

TEXAS EDUCATION AGENCY 2016 Accountability Summary SNYDER J H (208902041) - SNYDER ISD

Accountability Rating

Improvement Required

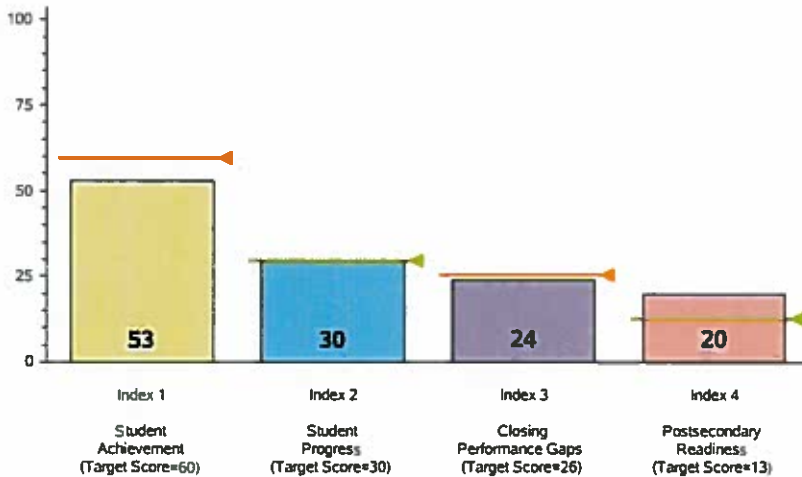
Met Standards on	Did Not Meet Standards on
- Student Progress	- Student Achievement
- Postsecondary Readiness	- Closing Performance Gaps

In 2016, to receive a Met Standard or Met Alternative Standard rating, districts and campuses must meet targets on three indexes: Index 1 or Index 2 and Index 3 and Index 4.

Distinction Designation

Academic Achievement in ELA/Reading
NO DISTINCTION EARNED
Academic Achievement in Mathematics
NO DISTINCTION EARNED
Academic Achievement in Science
NO DISTINCTION EARNED
Academic Achievement in Social Studies
NO DISTINCTION EARNED
Top 25 Percent Student Progress
NO DISTINCTION EARNED
Top 25 Percent Closing Performance Gaps
NO DISTINCTION EARNED
Postsecondary Readiness
NO DISTINCTION EARNED

Performance Index Report



Campus Demographics

Campus Type	Middle School
Campus Size	599 Students
Grade Span	06 - 08
Percent Economically Disadvantaged	47.7
Percent English Language Learners	9.0
Mobility Rate	14.7

Performance Index Summary

Index	Points Earned	Maximum Points	Index Score
1 - Student Achievement	883	1,660	53
2 - Student Progress	365	1,200	30
3 - Closing Performance Gaps	483	2,000	24
4 - Postsecondary Readiness			
STAAR Score	20.0		
Graduation Rate Score	N/A		
Graduation Plan Score	N/A		
Postsecondary Component Score	N/A		20

System Safeguards

Number and Percentage of Indicators Met

Performance Rates	3 out of 24 = 13%
Participation Rates	12 out of 12 = 100%
Graduation Rates	N/A
Total	15 out of 36 = 42%

For further information about this report, please see the Performance Reporting Division website at [/perfreport/account/2016/index.html](http://perfreport/account/2016/index.html)

TEXAS EDUCATION AGENCY

2017 Accountability Summary

SNYDER J H (208902041) - SNYDER ISD

Accountability Rating

Improvement Required

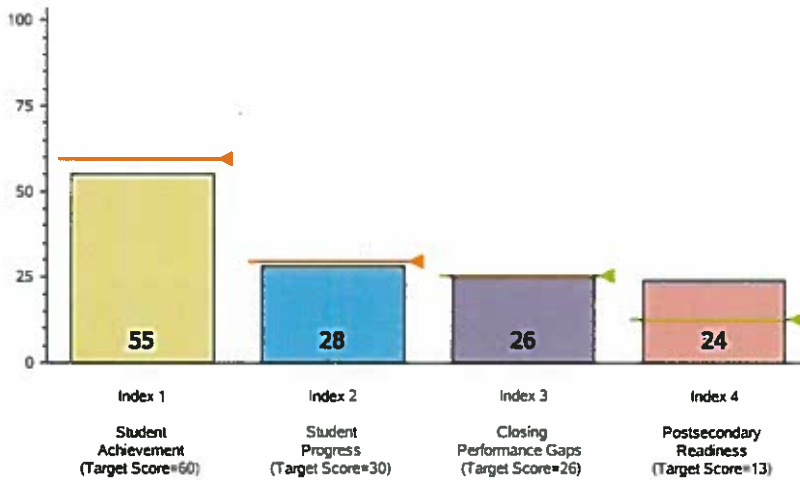
Met Standards on	Did Not Meet Standards on
- Closing Performance Gaps	- Student Achievement
- Postsecondary Readiness	- Student Progress

In 2017, to receive a Met Standard or Met Alternative Standard rating, districts and campuses must meet targets on three indexes: Index 1 or Index 2 and Index 3 and Index 4.

Distinction Designation

Academic Achievement in ELA/Reading
NO DISTINCTION EARNED
Academic Achievement in Mathematics
NO DISTINCTION EARNED
Academic Achievement in Science
NO DISTINCTION EARNED
Academic Achievement in Social Studies
NO DISTINCTION EARNED
Top 25 Percent Student Progress
NO DISTINCTION EARNED
Top 25 Percent Closing Performance Gaps
NO DISTINCTION EARNED
Postsecondary Readiness
NO DISTINCTION EARNED

Performance Index Report



Campus Demographics

Campus Type	Middle School
Campus Size	627 Students
Grade Span	06 - 08
Percent Economically Disadvantaged	50.6
Percent English Language Learners	10.0
Mobility Rate	12.4
Percent Served by Special Education	8.9
Percent Enrolled in an Early College High School Program	0.0

Performance Index Summary

Index	Points Earned	Maximum Points	Index Score
1 - Student Achievement	950	1,742	55
2 - Student Progress	284	1,000	28
3 - Closing Performance Gaps	515	2,000	26
4 - Postsecondary Readiness			
STAAR Score	24.3		
Graduation Rate Score	N/A		
Graduation Plan Score	N/A		
Postsecondary Component Score	N/A		24

System Safeguards

Number and Percentage of Indicators Met	
Performance Rates	4 out of 25 = 16%
Participation Rates	12 out of 12 = 100%
Graduation Rates	N/A
Total	16 out of 37 = 43%

For further information about this report, please see the Performance Reporting website at </perfreport/account/2017/index.html>



- Accountability Data Performance Participation Attendance and Graduation
- Postsecondary Readiness Profile KG Readiness Postsecondary Outcomes
- Finance Data Search

**Texas Education Agency
2018 Accountability Ratings Overall Summary
SNYDER J H (208902041) - SNYDER ISD**

	Component Score	Scaled Score	Rating
Overall		59	Improvement Required
Student Achievement		64	Met Standard
STAAR Performance	34	64	
College, Career and Military Readiness Graduation Rate			
School Progress		59	Improvement Required
Academic Growth	60	59	Improvement Required
Relative Performance (Eco Dis: 62.1%)	34	59	Improvement Required
Closing the Gaps	7	50	Improvement Required

Notes:

- This campus received an Improvement Required rating in three of the four areas: Student Achievement; School Progress, Part A: Academic Growth; School Progress, Part B: Relative Performance; or Closing the Gaps. Therefore, the overall scaled score is limited to an 59.

Distinction Designations

ELA/Reading	Not Earned
Mathematics	Not Earned
Science	Not Earned
Social Studies	Not Earned
Comparative Academic Growth	Not Earned
Postsecondary Readiness	Not Earned
Comparative Closing the Gaps	Not Earned



Accountability Data

Performance

Participation

Attendance and Graduation

Postsecondary Readiness

Profile

KG Readiness

Postsecondary Outcomes

Finance Data

Search

**Texas Education Agency
2019 Accountability Ratings Overall Summary
SNYDER J H (208902041) - SNYDER ISD**

Accountability Rating Summary

	Component Score	Scaled Score	Rating
Overall		55	F
Student Achievement		64	D
<u>STAAR Performance</u>	34	64	
<u>College, Career and Military Readiness</u>			
<u>Graduation Rate</u>			
School Progress		66	D
<u>Academic Growth</u>	61	59	F
<u>Relative Performance (Eco Dis: 71.4%)</u>	34	66	D
<u>Closing the Gaps</u>	0	30	F

Identification of Schools for Improvement

This campus is identified for targeted support and improvement.

Distinction Designations

ELA/Reading	Not Earned
Mathematics	Not Earned
Science	Not Earned
Social Studies	Not Earned
Comparative Academic Growth	Not Earned
Postsecondary Readiness	Not Earned
Comparative Closing the Gaps	Not Earned

November 5, 2019

Dr. Eddie Bland, Superintendent
Snyder Independent School District
2901 37th St.
Snyder, TX 79549

Dear Dr. Bland:

Thank you for your letter dated September 12, 2019, appealing the accountability rating of Snyder Junior High School for the 2018–19 school year. Your appeal has been carefully considered, along with information provided by staff and the recommendations of an independent, three-person appeals panel. Based on this consideration, your appeal is denied; the rating for Snyder Junior High School (208902041) remains an *F*.

The first basis of your appeal is that due to an ill professional service provider (PSP), Snyder Junior High School was without direct PSP support from September 2018 through March 2019. Your appeal requests a reprieve for 2018–19 ratings to allow the campus time to fully engage in the Effective Schools Framework. In addition, it requests the campus receive a *Not Rated* label for 2019.

The second basis of your appeal is Step 10 of the 2018 accountability system which states, "If an *Improvement Required* rating is received in three of the four areas of Student Achievement; School Progress, Part A: Academic Growth; School Progress, Part B: Relative Performance; or Closing the Gaps, the highest scaled score a campus can receive for the overall rating is a 59." Your appeal contends that this provision caused the campus to be Year 4 Improvement Required (IR) in 2018. Additionally, your appeal states that Step 10 was removed from the 2019 accountability system, and if the one-year rule had not been in place for 2018, the consecutive year IR status would have been reset.

The appeals process cannot consider alternate outcomes that may have occurred under different circumstances. Furthermore, modifications adopted in the 2019 accountability system cannot be retroactively applied to 2018 outcomes. For these reasons, your appeal is denied.

Please be aware that in order to preserve its intent and integrity, the accountability system, as prescribed each year in the accountability manual, must be applied to all districts consistently. The provisions set forth in the manual prevent me from granting requests to modify calculations or methodology that are applied to all districts and campuses.

Please direct any questions to the Performance Reporting Division at (512) 463-9704 or performance.reporting@tea.texas.gov.

Sincerely,

A handwritten signature in black ink, appearing to read 'M Morath', with a long horizontal stroke extending to the right.

Mike Morath
Commissioner of Education

cc: Jeff Cottrill, Deputy Commissioner, Governance and Accountability
Jamie Crowe, Executive Director, Performance Reporting