



Name: **Dustin Marshall**
Job Title: **CEO**
Company Name: Hazel's Hot Shot

2 Describe leadership positions, responsibilities and/or personal experiences that have most prepared you to serve Dallas ISD students as a trustee.

Personally, I feel that my experience growing up poor in a single parent household but with the opportunity to attend a great school has taught me the positive impact that a world class education can have on the life of a child. This experience has instilled in me a strong passion to ensure every child gets a great start in life, regardless of their zip code or their socio-economic status. Professionally, I believe that my business training and my role as the CEO of a national expedited freight company- where I have tripled the size of the business- has taught me the leadership skills required to set a vision, implement policy, and provide the oversight required to steer a large organization towards its goals. From a leadership perspective, I have served as Chair Elect of Reading Partners North Texas, and as a Board member with Uplift Education, Dallas After School, the Woodrow Community Foundation, Dallas Social Venture Partners, and the Education Council at the Chamber.

3 Give three examples of local organizations you are affiliated with that have influenced your thinking regarding the needs of the district.

My thinking on education has been shaped by dozens of organizations including Stand for Children, the Teaching Trust, Teach for America, and the Chamber. From a personal perspective, my affiliations with Reading Partners, Uplift Education, and Commit! have been particularly influential on shaping my perspective on district needs. I have learned during my time at Reading Partners the importance of focusing our resources on early education. Kids who are unprepared to learn on the first day of kindergarten fall quickly behind and require ongoing interventions that are difficult and expensive. From Uplift, I have learned the importance of strong school leadership and the need for accurate and real time feedback for teachers so they can better target their instruction. From Commit!, I have seen firsthand the impact that measurement and data can have on identifying obstacles and devoting resources to overcome challenges.

4 Provide insight into your understanding of the role and responsibility of an individual trustee as well as the Board of Trustees as a whole.

As an individual, a trustee should be working to understand the outlook, desires, and opinions of his/her local constituents in order to be an effective voice. A trustee also has an informal role to play as “District Cheerleader.” The more formal roles of a trustee apply only as part of the larger board as a whole. In this context, the Board should work to 1) Set the vision of the district and to establish policies that provide the direction required to reach this vision, 2) Approve the budget, and 3) Evaluate the primary employee- the Superintendent of Schools (and a second employee, the Board Auditor). It is important that each trustee understands the difference between governance and management. Trustees are tasked with governance; the Superintendent is responsible for management.

5 Explain school board governance and how it impacts student achievement.

Effective school boards should be setting a vision, establishing goals to track progress against that vision, and then measuring the progress. They should be using data to make informed decisions so that the policies they pass are clear and actionable. They should guide the Superintendent to a budget that reflects the priorities of the Board, and then they should support the Superintendent in his/her efforts to implement their policies. It is also critical that the Board hold the Superintendent accountable. If it becomes necessary, they should replace the Superintendent.

A clear vision with associated goals, policies, and funding will arm the Superintendent to 1) Select and support effective leaders for our schools, 2) Recruit, train, measure, and reward great educators, 3) Measure student achievement and redirect resources where necessary to improve student outcomes. Holding all levels of the organization accountable ensures incentives are aligned to maximize student achievement.

6 Analyzing information is a fundamental trustee responsibility. What resources will you rely on to have a full understanding of board issues; and what groups will you call on for perspective?

I will work to understand all perspectives on board issues by listening to the staff, the administration, the teachers, the parents, and the students. I intend to hold regular and recurring meetings with parents and teachers to best understand what is happening in DISD schools; both in District 2 and throughout all of DISD.

I will also rely on internal DISD data from Board Services and external data from reliable third-party organizations like Commit!. I am also an avid reader of educational research, and I feel that it is important to understand what lessons we can learn from our neighboring districts and from other large urban school districts around the country (and the world).

7 Describe your level of familiarity with Dallas ISD's revenue sources and budgetary needs. If you are not very familiar, how will you address that knowledge gap?

I am fairly familiar with DISD’s revenue sources. I have studied public school financing while working as a Board member at Uplift Education and I have been through multiple TEA training courses on Texas public school finance. I have a working understanding of Maintenance &

Operations (M&O) funding, Interest & Sinking (I&S) funding, food service funding, and other special revenue sources. I am also aware of DISD's various accounting methods for viewing the budget (function codes, object codes, and organization codes) and have spent time reviewing the budget each of the last several years. To develop an even deeper understanding of DISD's revenue sources and budgetary needs, I would consult the TEA Office of School Finance and solicit information from the administration via Board Services.

8 Name three recent successes for Dallas ISD and three for your district.

Successes in All of DISD

- 1) Pre-K policy which seeks to expand access to pre-k for eligible families and invest more money in Pre-K each year
- 2) Recess Policy which will require all district elementary schools to provide recess for a minimum of 20 minutes through the remainder of the school year jumping to 30 minutes in the fall
- 3) Social & Emotional Learning which requires the district to find ways to teach and measure social/emotional skills

Successes in District 2

- 1) Rollout of programs of choice (e.g., Two-way dual language at Lipscomb, IB at Franklin/Hillcrest, etc.)
- 2) Pending prioritization of facility repairs in Phase 1 of the Bond (e.g., Woodrow, Long, etc.)
- 3) Significant improvements in morale at many D2 schools (Rogers, Lee, Lipscomb, etc.)

9 What advice and direction would you give a parent considering enrolling their child in Dallas ISD?

I would encourage the parent to think critically about what type of learning environment best meets the needs of their specific child and then to become familiar with all of the options available within DISD before selecting the best school. I would refer the parent to information on schools of choice and their local community school. I would encourage them to evaluate school ratings in order to make the best decision possible for their child.

After the parent selects the best school, I would encourage the parent to get highly involved in the education of their child. I would explain to the parent the value of engaging with the child on their homework, asking lots of questions about school, maintaining a dialogue with their child's teacher, and volunteering when possible with the PTA, SBDM, or other school organization. Parental involvement builds much more effective schools, but often parents need to be educated about how best to engage.

10 A majority of Dallas ISD trustees have supported expansion of the district's pre-K program with several votes over the last year. What is the role of policy in this expansion and do you support a budget priority for continued expansion?

I wholeheartedly believe in the expansion of the district's pre-K program. I'd like to see the district move towards full-day, high-quality pre-K for all 3 and 4 year olds. I believe we need to partner with third-party child care providers in order to expand facility access, and that we need to strengthen our pipeline of teachers trained in early education in order to meet the need for greater access to early childhood education. We know from data that 85-90% of a child's brain is developed before they are five years old, but somehow we are only devoting 5% of our spending to these years. I think the Board needs to use policy to further expand our pre-K initiatives and to speed up the timeline of implementation. I would support prioritizing spending in this area high on the list of budget considerations.

11 The approved plan for teacher evaluation, Teacher Excellence Initiative (TEI) is a three-pronged approach.

*Defining Excellence using teacher performance, student achievement, and student surveys.

*Supporting Excellence through increased classroom observations and coaching.

*Rewarding Excellence with a new model of aligning teacher compensation with student learning and growth.

What is your level of understanding of this initiative? Based on your familiarity, is the current plan moving the district closer to having a highly effective teacher in every classroom? Briefly explain whether you support the plan as a whole or describe parts of the plan that you would guide the administration to review.

I am highly supportive of TEI, and I believe that one of the most important jobs of the new D2 Trustee will be to ensure that the administration implements TEI with fidelity. I have a strong understanding of this initiative and have been involved in advocacy efforts to get it passed and implemented. There is no doubt that the current plan is moving the district closer to having an effective teacher in every classroom. TEI has helped us to identify our best teachers, give them more money, and use them to mentor other teachers. It has also served as a retention tool for good teachers (with over 70% receiving a raise in year 1), and as a recruiting tool to draw excellent educators to the district. TEI also allows us to tailor feedback and coaching to the specific developmental needs of each teacher.

As with any new policy, there are some kinks that need to be worked out (e.g., the 148 high performing teachers that did not get a raise), but overall, TEI has been very successful.

12 The 2013 Parsons report determined that more than \$4 billion in improvements are needed for district facilities by 2020. The recent bond election was for \$1.6 billion. As trustee, how would you address the continuing facility needs of the district?

I believe that it is the responsibility of each trustee to consider all available methods of funding facility improvements. While tax-neutral bond issuances are certainly the preferred method of raising funds, I would also be open to a Tax Ratification Election (TRE). At its current Property Tax rate of 1.282%, Dallas has one of the lowest tax rates in the area. In fact, among the 62 ISDs in Dallas, Tarrant, Collin, and Denton counties, Dallas ranks 58th out of 62.

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- 13 Only 11% of DISD high school students are scoring college-ready (using state standards) on the ACT or SAT. How is this failure to graduate more of our student's college and/or career ready the responsibility of Dallas ISD and/or the Board of Trustees? Please explain.

Dallas ISD must provide the best possible educational outcomes for all of our students. Acting through the administration, the Board must ensure that every child is equipped to pursue their own college or career goals. This means preparing our college-going students to be successful in their post-secondary institutions, and it means providing options to those students that don't go to college which are directly aligned with the needs of the current and future workforce. Each student needs to have a basic foundation of knowledge and they need to have the soft-skills that are needed to succeed in the work force (e.g., communication skills, the ability to overcome obstacles, a solid work ethic, etc.).

DISD has seen a dramatic and encouraging increase in graduation rates over recent years but if our seniors require basic remediation in college and are unprepared for their workforce, then we have done them a disservice.

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- 14 More than 85% of our students are "economically disadvantaged". Can Dallas ISD's challenges be solved with this level of poverty in the district?

Absolutely. All across the district, we see stories of success. We have schools where 100% of the students are economically disadvantaged that are outperforming schools with less than 10% economically disadvantaged students. Poverty is not destiny. Certainly poverty creates a barrier for children to overcome but with a thoughtful and strategic approach, impoverished kids can still get a great education. We know from initiatives like the Harlem Children's Zone in New York, that we can provide "wrap around" services focused on education, family, community, and health that will lift kids up out of poverty and generate predictably higher educational outcomes. There are ways of working past the detrimental impacts of poverty we just need to have the collective will to implement policies that have demonstrated success.

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- 15 If elected, what will be your two primary goals during your term, and how will we know you are working towards these goals?

My two primary goals are: 1) Get an effective teacher in front of every class, and 2) Ensure there is a quality principal in every school. To accomplish the first objective, I will work to ensure TEI is implemented with fidelity, and I will focus on strengthening the teacher pipeline via partnerships with organizations like Teach for America, Urban Teachers, and the Dallas County Community College District. To ensure an effective principal oversees every school, I will work to structure a rigorous principal training program to make sure our principals are the best educational leaders out there.

Ultimately, you should measure my success, and that of every Board member by the educational outcomes of the kids. If we are not successful in improving those outcomes, then we should be held accountable and be replaced by the voters. From a tactical perspective, however, you will know I am working towards this goal by the visibility of my actions and the partnerships I am able to forge.

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- 16 If not elected, do you plan to serve in some capacity to benefit Dallas students and schools? If yes, how?**

Prior to running for trustee, I was serving on many non-profit boards working to impact the lives of Dallas kids. If not elected, I will likely return to my leadership roles with several of those organizations. I have worked with dozens of non-profits over the past 5 years living in Dallas so I know which organizations are moving the needle for kids and I will continue to partner with those organizations as I have always done.