

A photograph of a woman and a young boy looking at a book together. The woman, on the right, has long brown hair and is wearing a black top with white polka dots and a pearl necklace. She is smiling and looking at the boy. The boy, on the left, has dark hair and is wearing a white shirt with a palm tree pattern. He is looking down at the book. Both are wearing JISD identification badges. The background shows wooden cabinets and a colorful object.

STRATEGIC PRIORITIES



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► OUR PROMISE TO STUDENTS

All students will:

- Receive an equitable education in a safe learning environment.
- Meet or exceed grade level expectations.
- Graduate college, career or military ready.
- Be inspired to discover and develop their unique abilities, talents and voice.

► OUR VISION

Judson ISD is producing excellence!

► OUR MISSION

All Judson ISD students will receive a quality education enabling them to be successful in a global society.

► OUR BELIEFS

- Judson ISD believes in an equitable education that looks beyond academic scores so students feel empowered and capable of developing their identity, dreams and goals.
- Judson ISD believes in creating a culture of service that places respect, honesty, open communication, innovation, and collaboration at the forefront in order to create a safe sense of community and lifelong learners.
- Judson ISD believes that positive relationships among students, staff, families, and community members make them feel valued, safe, and trusted so they will be involved and empowered to make informed decisions about the future of our district and students.



STRATEGIC PRIORITIES

Excellent & Equitable Outcomes for Students

STRATEGIC PLAN GOALS



Effective Instruction

What matters most when it comes to student learning? Great teaching. We will focus on giving teachers the training and support they need to master their craft, and on providing regular feedback to help them continuously improve. We will design a teaching framework aimed at boosting student engagement and excitement about learning, and to provide teachers with a roadmap for success. For students, we will zero in on strengthening foundational skills in the early grades, tracking progress and providing the right supports to meet each student's unique needs.



Involving Families & Community

It takes a village to raise a child. For schools to truly be part of that village, we must build positive, trusting relationships with students, parents and members of our community. We will encourage families to become stronger advocates to ensure their child's social, emotional and academic needs are being met. We will focus on bringing business leaders, faith-based leaders, community leaders and post-secondary institutions to the table to share their perspectives and offer meaningful educational experiences to our students, giving them the chance to positively contribute to their community.



Positive School Culture

Staff, parents and children feel a school's culture when they walk into the building. Do they feel welcomed and safe? Excited to be there? Is it a place where people know them and care? We will focus on creating a positive culture in all of our schools, ensuring that students and staff feel connected and valued. We will help students find their interests and passions and provide extracurricular and leadership opportunities to match. We will work to boost staff morale by listening to their opinions and empowering them to shape the district's culture and contribute to decisions about our collective future.

UNLOCKED BY FOUNDATION FOR SUCCESS



Leadership

Great leadership should not happen by accident. We will define what great leadership looks like in Judson ISD and put systems and supports in place to cultivate those behaviors and characteristics not only in our principals and administrators, but in teachers and students as well. Our best leaders will make it their mission to grow more leaders around them, fueling and sustaining the growth of outstanding leaders over time.



Customer Service

Treat people well. It's simple but powerful, and can make all the difference in building trusting relationships that set students up for success. We will strive to consistently model kindness and empathy, both as a staff and when interacting with our families and community. We will welcome students and their families into our schools with smiles and treat everyone with respect.





EFFECTIVE INSTRUCTION

Effective instruction engages and challenges students, excites their curiosity and builds a sense of ownership over their own learning. To ensure that all Judson ISD students receive effective instruction, we will get to know the unique needs and strengths of each student and provide the support our teachers need to get better every day.

► We will focus on the individual needs of each student.

To achieve this, we will:

- Use different strategies for different learners, and break students into smaller groups to allow for more focused instruction.
- Develop instructional frameworks for Bilingual, Advanced Academics and enhance our Response to Intervention, Special Education and Literacy framework for academics and behavior that will ensure all students get the support they need.
- Leverage summer programs to accelerate, remediate, and enrich learning.

► We will strengthen what we teach and how we teach it.

To achieve this, we will:

- Collaborate across grade levels and campuses to create a powerful instructional framework that targets foundational academic skills in Tier 1 instruction.
- Revise our curriculum guides to update and consolidate best practices, resources and programs.
- Create common lesson plan templates to give teachers access to our best collective thinking and ideas.
- Train teachers and administrators to use new tools or frameworks and to implement new instructional strategies.
- Invest in quality feedback and coaching to help staff hone their craft.

► We will use data to make sure we are providing an equitable education for all.

To achieve this, we will:

- Use input from teachers and administrators and a deep understanding of our data on student outcomes to help make the best decisions.
- Measure the right data to ensure we are providing an equitable education for our students.
- Create a system to track student performance on all core subjects and show students how to use and track their own data.





INVOLVING FAMILIES & COMMUNITIES

Trusting relationships with students, parents and members of our community are at the core of student success. Only by working together can we ensure that each child's social, emotional and academic needs are being met. We want our families to feel welcome, and to know their voice and presence matters. We want business leaders, faith-based leaders, community leaders and post-secondary institutions to share their perspectives and offer meaningful educational experiences to our students, giving them the chance to positively contribute to their community.

► **We will investigate our practices and identify ways we can strengthen community bonds.**

To achieve this, we will:

- Launch a comprehensive review of all the different ways campuses are involving parents and community members in schools through events, committees and more.
- Review the content and frequency of communications to parents and community members, as well as channels used to deliver those messages.
- Engage staff, families, community members, business and government leaders to generate ideas for ways we can improve.
- Unveil a plan with concrete steps we can take toward stronger relationships and communication.
- Develop a process to continually review and revise strategies with the support and engagement of families and the community.





POSITIVE SCHOOL CULTURE

A positive school culture is one that values every student and staff member and makes building relationships the most important part of an educator's job. A positive culture celebrates what makes each person different and unique and helps students develop their identity, voice and passions in a safe and caring environment.

▶ **We will make building positive relationships a top priority.**

To achieve this, we will:

- Invest in research-based practices and programs that will help create stronger relationships between students and adults.
- Focus on social emotional relationship building to ensure an optimal learning environment.

▶ **We will help students find and develop their voice and passions.**

To achieve this, we will:

- Create a District Student Involvement Committee to identify ways to give students more voice in their education and gather input on what students want to make school a more positive and engaging environment.
- Use a student involvement survey to identify ways to align offerings with students' interests.
- Provide resources, support, and training for committees to build and improve positive cultures at their schools.

▶ **We will ensure staff know how much they are valued and support them to do their best work.**

To achieve this, we will:

- Analyze survey and other data on staff engagement and culture.
- Facilitate conversations among staff about the data and brainstorm ways to improve culture and engagement.
- Collect data on how well we are doing retaining our best teachers, especially those who teach and lead at campuses with the highest need
- Create an online repository for ideas and activities to support leaders and campus culture committees.





LEADERSHIP

In Judson ISD, we define leadership as treating everyone well, planning for success, and investing in people. We believe that leadership isn't about titles, it's about actions. We need leaders at every level of our organization who are clearing the path toward our shared mission of delivering an excellent and equitable education to every student.

▶ **We will choose leaders equitably and with greater clarity and transparency.**

To achieve this, we will:

- Use our district's definition of leadership by "Unlocking the Leader in You" to give staff a clear picture of what great leadership looks like in practice.
- Align our hiring practices to the leadership definition so that selection criteria is clear and well understood.

▶ **We will invest in our staff to help them grow as leaders.**

To achieve this, we will:

- Develop the coaching skills of our leaders so they can build deeper relationships with staff and provide high-quality coaching and feedback that helps others grow.
- Tailor professional development and growth opportunities for principals and assistant principals according to individual needs, informed by data and aligned with strategic priorities.

▶ **We will proactively plan for the leadership needs of our district.**

To achieve this, we will:

- Collect data to help us project the number of vacancies we will have in critical leadership roles like principals and assistant principals.
- Identify and recruit a diverse pool of staff with leadership potential and provide them with the growth experiences they need to lead in Judson ISD.
- Consider internal and external candidates who apply to lead our schools through the lens of our leadership definition.





CUSTOMER SERVICE

A culture of service is characterized by respect, honesty, open communication, and collaboration. Service means living up to one of Judson's core leadership values - treating people well - and making parents and community members feel comfortable asking questions and sharing struggles.

► **We will create a sense of safety and community through excellent customer service.**

To achieve this, we will:

- Train all staff on best practices for serving our customers, families and the community.
- Use information from community climate surveys to chart progress and identify areas where we need to improve.
- Live up to Judson ISD's Standards of Excellence for Service:
 - 1) Take pride in our work and know it makes a difference for the students and families we serve.
 - 2) Be proactive solution finders, not problem identifiers.
 - 3) Make it personal. Choose to engage with people and respond professionally and positively.
 - 4) Work as a team. "WE" is stronger than "I".
 - 5) Follow through and "own" the challenge and the action to overcome it.
 - 6) Communicate and listen with respect.

