

REFLECTIVE AND COLLABORATIVE PRACTICES

DISTRICT STRATEGIC PLANNING EFFORTS
2022 - 2023

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ACKNOWLEDGEMENTS

We would like to acknowledge the commitment and support of students, parents, community members, teachers, support staff, campus and district leadership. Their active engagement makes this journey possible.

Irving ISD's strategic planning efforts through *Reflective and Collaborative Practices (RCP)* represent the guiding framework within which the organization will operate. It also reflects the district's commitment that all students graduate prepared and future-ready.

Through high expectations, excellence for all, and continuous improvement; we will achieve our goals, fulfill our mission and embody the ambitious vision that we have set forth. The *Reflective and Collaborative Practices* framework is designed to engage all members of the Irving ISD community on a common journey that inspires all toward collective action and ownership to carry forth the efforts required to succeed together.



A MESSAGE FROM THE SUPERINTENDENT



The one constant in education is change. Every day, our teachers build on students' skills to ensure that they can navigate the many changes that they will encounter in their lives. School provides a safe place for students to take risks and expand their potential for growth in a nurturing environment.

The past few years have shown us the importance of building everyone's ability to adapt and innovate. We have also learned how interconnected we really are. To be successful as a district and to deliver on our commitment to the students and families we serve, ***we must be able to grow and change together.***

A strategic plan can be a powerful tool for all of us to work together to bring about greater success in our district because it allows us to define what success is and set a course for how we will get there. Because this is about our shared success, our strategic plan must reflect the perspectives of the community we serve. Everyone in Irving ISD has a role to play – students, parents, teachers, staff and community members.

Putting together this strategic plan is just the first step in our journey. The district's strategic planning efforts are the foundation for our ongoing commitment to continuous improvement through the implementation of our *Reflective and Collaborative Practices*. We are leveraging our strategic planning process to reflect on our individual roles and how they connect and fit together. We are creating conditions so that every stakeholder in Irving ISD has a voice and can talk about what works well and what can be improved.

Many of us already do this in our daily lives – we ask ourselves what we can do to improve our classrooms and make a greater positive impact on our community. We are putting together a framework so that we can support each other as we keep working together to meet our goals. Our shared commitment to *Reflective and Collaborative Practices* allows us to come together and truly harness the "Power of Us."

Sincerely,

Magda Hernandez
Irving ISD Superintendent

BOARD OF TRUSTEES

We are grateful to have the support, guidance and active engagement of our Board of Trustees in this strategic planning process.

The Irving ISD seven-member Board of Trustees is focused on student achievement and the overall success of the school district. School board members are elected by the public to serve a three-year term during general elections held in May. Trustees are elected by voters in the single-member voting district in which they reside.

The Board of Trustees usually holds one meeting and one work session each month. Board meetings are open to the public, as well as televised on the district's cable channel, streamed live on the district website and archived on the ISTV portal.

Trustees serve the Irving community on the school board without financial compensation.



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EXECUTIVE SUMMARY

This report documents the journey that Irving ISD has taken to establish a strategic plan through *Reflective and Collaborative Practices*. The Mission, Vision, Goals, Values, and Strategic Priorities of the district outlined below represent the shared dedication and thoughtful contributions of many district stakeholders.

MISSION

We empower today to excel tomorrow.

VISION

To become the premier district for educational excellence, fostering the full potential of students and empowering educators.

DISTRICT GOALS

Goal 1: In Irving ISD, each student will reach their highest potential and be college and career ready.

- **Sub Goal 1:** In Irving ISD, we will increase the percentage of third-grade students who score “Meets Grade Level” or above on STAAR Reading from 26.7% to 39% by June 2024.
- **Sub Goal 2:** In Irving ISD, we will increase the percentage of third-grade students who score “Meets Grade Level” or above on STAAR Math from 20.4% to 49% by June 2024.
- **Sub Goal 3:** In Irving ISD, we will increase overall CCMR Meets from 60% to 65% by 2024.

Goal 2: In Irving ISD, we will increase parent and community engagement in the city of Irving.

Goal 3: In Irving ISD, we will provide state-of-the-art facilities that rethink the present design of education for all students.



BACKGROUND OF IRVING ISD

The Irving Independent School District was established by the Texas State Legislature in 1909 in response to the rapid growth and annexation of small farming communities in the region. Irving ISD has grown from a student population of 190 in its first year to a current student population of nearly 32,000.

The city of Irving is home to nearly a quarter of a million residents. It has been identified as one of the most diverse cities both in Texas and the nation and boasts the region's second-largest concentration of public and private companies, after the city of Dallas.

Irving ISD reflects the diversity of the community it proudly serves. More than three-fourths of the student population are Hispanic-Latino (76.54%), with Black-African American students (12.32%) and White students (5.81%) representing the second-and third-largest racial-ethnic demographic groups, respectively.

Among Region 10 school districts, Irving ISD serves the fourth-highest proportion of Economically Disadvantaged students with 86% of its student population identified as eligible for free or reduced-price lunch. With 51% of students identified as Emergent Bilingual students, Irving serves the second-highest percentage of English Learners in Region 10. Two in three students (66.61%) are classified as At Risk.

There are 4,555 students identified as Gifted and Talented, representing 14.29% of the student population. There are 2,934 students served by Special Education (9.21%), 2,165 students (6.79%) served by Section 504 and 1,876 students (6.39%) who receive dyslexia services.

Out of approximately 4,600 staff, Irving ISD has 1,902 teachers as of September 2022, which maintains a 15:1 student-to-teacher ratio that keeps pace with the state average. Robust talent development initiatives focus on community-based recruitment and internal promotion opportunities that have yielded early positive results – Irving ISD was able to fill 147 teacher vacancies in the first six weeks of the 2022-2023 school year. Teacher years of experience remain evenly distributed, with approximately one-third of teachers having five years of experience or less and 10% having over 20 years of experience.

OUR PROCESS

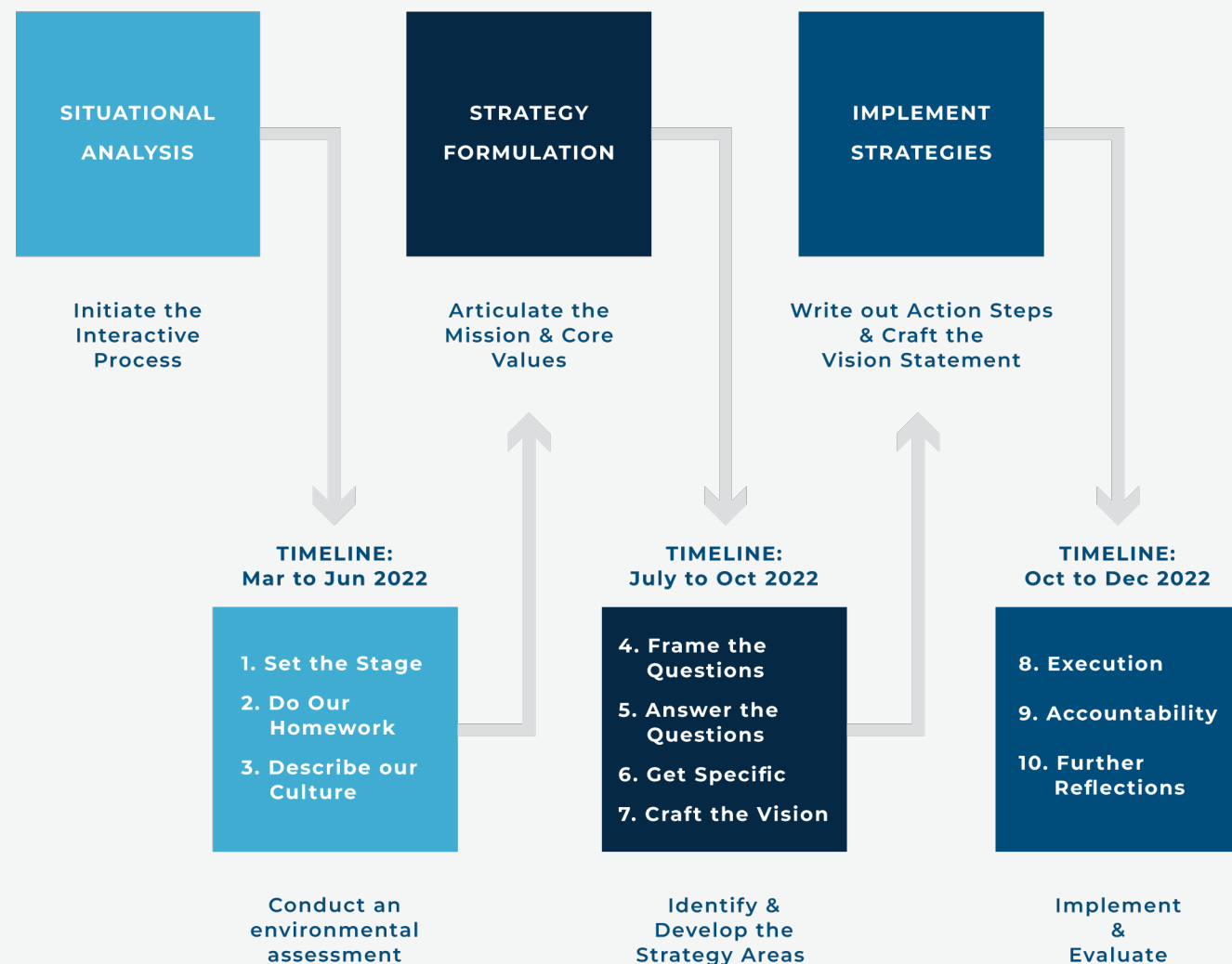
Reflection and collaboration are skills our students practice every day in the classroom. Just because a student gets a 100% on a test or a perfect score on the SAT does not mean that they are finished learning and growing. Likewise, the successful delivery of Irving ISD programs and services cannot rest on past success.

The district is committed to ensuring that we regularly reflect and collaborate across stakeholder groups to explore what is going well and what can be improved so that we as a district can continuously learn, improve and grow.

In building our strategic plan, we are working to build a roadmap that outlines where we want the district to go and how we will get there. By integrating an ongoing commitment to Reflective and Collaborative Practices, we can develop strategies to both manage risk and spark innovation.

IRVING ISD RCP PLANNING MODEL

Guiding Steps Towards the Development of Our District's Vision



SITUATIONAL ANALYSIS

The Reflective and Collaborative Practice process began in February 2022 with a Situational Analysis – taking stock of the district’s current and desired state and articulating the purpose and framework of what the process would look like moving forward.

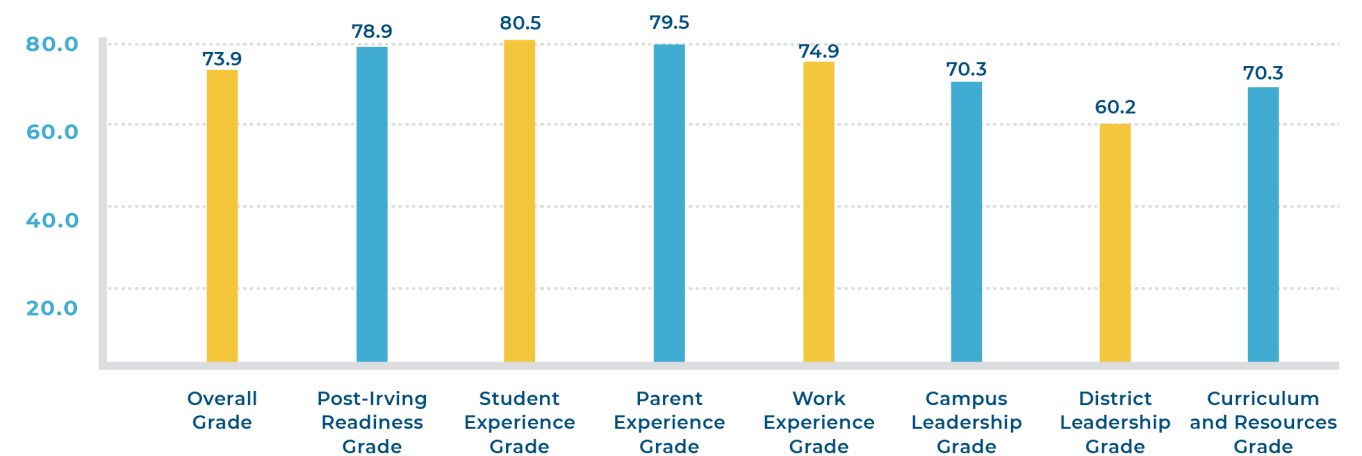
From March through June 2022, the district launched two complementary initiatives designed to assess the current state of the district by engaging a range of stakeholder groups. We launched SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) sessions to engage district and campus leadership and a temperature check survey to directly engage students, parents, teachers, administrators, staff and community members. Our guiding questions for both efforts were: “What are we doing well?” “What is success for our district?” and “What can we be doing better to achieve that success?”

TEMPERATURE CHECK: KEY FINDINGS

In May 2022, a temperature check survey was conducted to allow all stakeholder groups an opportunity to provide direct feedback and a climate overview across the district. It was distributed to parents, staff, students and community members. This survey was a diagnostic tool to highlight areas of improvement as well as provide a baseline to measure the effectiveness of the adoption of Reflective and Collaborative Practices.

Out of 40,000 invitations sent, the survey generated a 19% response rate, engaging 7,415 stakeholders (comprised of approximately 41% students, 31% parents, 15% teachers, 11% staff members and 2% community members). While the overall satisfaction grade across respondents was 73.9 out of a 100-point scale, there was a range in satisfaction levels across different areas of district service.

OVERALL DISTRICT SUMMARY SATISFACTION GRADE



In addition to overall satisfaction grades, the Performance Outcomes and Data team partnered with consulting firm Hanover Research to independently analyze a representative sample of the open-ended survey responses. The analysis included the development of several key themes which provided insight into the current state of the district.

SWOT ANALYSIS: KEY FINDINGS

A SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) is an opportunity for organizations to reflect on internal processes and external factors that impact success. The Performance Outcomes and Data team conducted multiple interactive sessions with district and campus leadership to identify internal strengths and weaknesses, as well as external opportunities and threats. These responses were combined with feedback from the organization-wide temperature check survey and compiled into themes, which were used to identify areas of growth and development (strengths and opportunities that can be leveraged) as well as obstacles that should be overcome or minimized (weaknesses and threats).

Strengths

Strengths within a SWOT analysis focus on internal attributes and resources that support a successful outcome. When beginning a SWOT analysis, it is important to begin by reflecting on what is going well so that success can continue to grow and improvements toward positive change can be built on a strong foundation.

SWOT analysis participants expressed that Irving ISD has a strong, student-focused organizational culture that provides effective tools, technology and resources to support teaching and learning. Based on this exercise, the district excels at the ability to celebrate big and small successes. Participants also noted strong growth and development of leadership. Further, the teachers, staff and students in Irving ISD were noted for their ability to adapt and persevere, which is supported by many opportunities to collaborate within the organization.

WHAT DO WE DO WELL?

- Celebrate big and small successes
- Student-focused
- Great curriculum, support and training
- Technology- and resource-rich
- Strong district culture
- Growth and development of leadership is strong
- Collaboration opportunities
- Adaptability and perseverance

Weaknesses

Weaknesses are internal factors that make success more difficult to attain. In taking stock of the current state of the district, it is critical to discuss opportunities for growth and improvement.

One of the biggest barriers to improvement identified by SWOT analysis participants was a lack of communication. This likely contributes to the lack of cohesion and the difficulty in implementing programs with fidelity. **Participants also noted that the district has several aging facilities, which was also a key finding in the temperature check survey analysis.**

WHAT CAN WE IMPROVE?

- Communication
- Innovation
- Be evaluative of programs
- Data access
- Old campus buildings
- Collaboration

Opportunities

Opportunities are external factors that the organization can capitalize on or take advantage of. Participants in the SWOT analysis expressed a desire to build a competitive district that provides differentiated instruction to support the district's diverse community and prepares students to be college and career ready.

WHAT TRENDS CAN WE LEVERAGE?

- Pursue strategies to increase nationwide district competitiveness
- Increase enrollment and attendance
- Offer differentiated learning opportunities for all students
- Renovate and improve facilities
- Prepare students to be college and career ready

Threats

Threats are external factors that could jeopardize the district's success. While the district does not have control over the emergence or prevalence of threats, discussing these obstacles can allow us to identify ways to mitigate risks and make plans to better adapt to challenges. Participants in the SWOT analysis exercised identified challenges related to declining enrollment and attendance rates as well as potential contributing factors to these trends, such as learning gaps exacerbated by the COVID pandemic and increasing competition from expanded school options. The potential impact of economic factors and unfunded state and federal mandates could pose direct threats to the district's fiscal outlook.

WHAT OUTSIDE FORCES CAN DISRUPT OUR SUCCESS?

- External competition
- Enrollment and attendance
- COVID pandemic
- Significant student learning gaps
- Economy / housing market
- State and federal mandates
- Teacher and staff shortages
- Social and political climate





STRATEGY FORMULATION

From the information gathered from our analysis, we see several opportunities to grow and improve. As we start working to build capacity for growth and collect more information on an ongoing basis, we are establishing our mission, vision, values and goals to keep us focused and anchored in our work.

After conducting a SWOT analysis and studying the current state of the district, we worked collaboratively to develop a vision, formulate a mission statement and review our current goals to ensure alignment with our mission and vision. These key components form the base of our strategic plan – together they articulate our aspirations for the district and set a roadmap toward achieving them.

A vision statement articulates the shared aspiration of a future state for the district. It serves as a guiding beacon for positive organizational change. The vision adopted by the district is **“To become the premier district for educational excellence, fostering the full potential of students and empowering educators.”**

A mission statement is a collaboratively developed statement of purpose and commitment to that purpose by the stakeholders. Mission statements allow us as a community to maintain focus and guide decision-making. We have established our mission statement, **“We empower today to excel tomorrow.”**

From the development of our updated vision and mission statements, the district worked collaboratively to revise our current goals for better alignment. In our strategic planning journey, we realized that we needed a more robust goal to enhance academic achievement, which is supported by three subgoals to better capture the continuum of learning provided in Irving ISD. In October, the Board approved the revised goals.

IRVING ISD CORE VALUES

Now that the foundational guidelines have been established, we worked to identify the core values that capture the heart of Irving ISD.

Values serve as guideposts that state what we care about most. They will help us guide our decision-making efforts and keep us grounded in our day-to-day interactions.

- 
INTEGRITY
 Act at all times with integrity.
- 
EMPATHY
 Act with empathy.
- 
AMBITION
 Create an ambitious teaching and learning environment.
- 
ACCOUNTABILITY
 Model accountability for all.
- 
SAFEGUARD
 Safeguard the well-being of our community.

REFLECTIVE COLLABORATIVE PRIORITIES 2022-2025

Based on the Mission, Vision, Goals, and Values, we built a set of strategic priorities to anchor our decision-making. These strategic priorities reflect the critical commitments we will be making toward realizing our goals.

1. Replace outdated facilities and invest in critical campus renovations across the district.
2. Focus on retention of staff and students by cultivating a positive teaching and learning environment.
3. Facilitate meaningful collaboration and planning between departments, administrators and educators.
4. Establish standard procedures to evaluate programs and processes throughout the district.
5. Commit to continuous improvement and communication across departments, administrators and educators.
6. Ensure high quality instruction by supporting educators in the use of curriculum, instruction and assessment.
7. Engage in meaningful conversations with stakeholders to inform organizational direction and district decision-making.

IMPLEMENTATION STRATEGIES: ENGAGEMENT AND NEXT STEPS

As the district has developed and adopted the components of this strategic plan, we have begun efforts to align the work we do with our new mission, vision, goals, values, and strategic priorities. This phase of implementation will create cohesion and focus, anchor efforts to increase effectiveness and maximize efficiency, to establish accountability across departments, campuses and leaders so that the district's goals are met.

This work is supported by an Organizational Collaboration Team of district leaders, who have assembled a group of campus-level leaders to continuously work on Reflective Collaborative Planning. These groups will work on organization-wide and cross-departmental opportunities for growth and improvement.

We invite all Irving ISD stakeholders to remain engaged in this work, as this is only the beginning of the journey. Please visit the Irving ISD webpage for *Reflective and Collaborative Practices* and follow our district's social media channels.

Our hope is that this plan provides a common language for all stakeholders as we build a community that empowers today to excel tomorrow and realizes our vision to become the premier district for educational excellence, fostering the full potential of students and empowering educators.



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