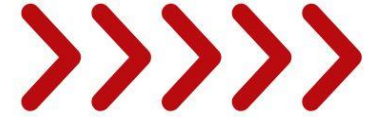




Matthew Gutierrez, Ed.D.
Del Valle ISD
Superintendent of Schools

A District to Emulate



It is a priority to make **Del Valle ISD** a **marquee district** in the state of Texas that will be a proud trademark of not only our community and demographics, but a model for other districts around the nation to emulate.

In joining our **Del Valle ISD** community, it is essential I develop a trusting and collaborative relationship with our board and school community. This includes working authentically with people and organizations who have traditionally been left out of the decision-making and cultivating a culture of community and shared decision-making.

We will work to support their interests on behalf of students and prove that every voice matters when finding ways to make a meaningful difference, with the following entry plan goals:

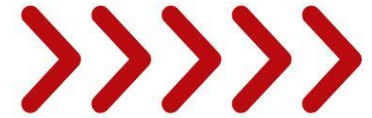




Entry Plan Goals

1. **Develop trusting, cohesive, and productive relationship with the Board of Trustees**
2. **Ensure an effective and orderly transition of leadership, keeping a laser focus on effective practices, continuous improvement structures & increased student achievement**
3. **Assess district's organizational culture to ensure it supports and embraces a commitment towards collective efficacy, accountability, collaboration, and shared decision-making**
4. **Create opportunities to listen broadly and deeply to internal and external stakeholders to gain a comprehensive understanding of key aspects and diverse perspectives**
5. **Understand district's operational efficiency and effectiveness as it relates to our strategic priorities, *enrollment needs*, and programmatic needs**
6. **Establish an innovative recruitment and retention plan that builds upon current practices in an effort to retain talent and increase staff diversity**





Phase I

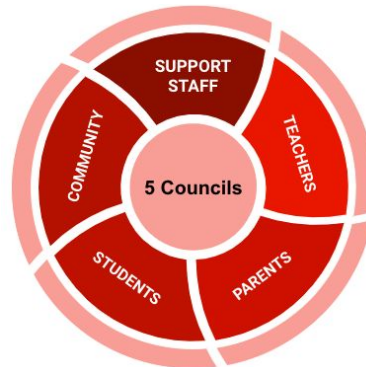
- ❑ Entry Plan development
- ❑ Consistent engagement with Board of Trustees
- ❑ Explore (document & data review)
- ❑ Disseminate information

Phase II

- ❑ Listen
- ❑ Learn
- ❑ Lead
- ❑ Analysis of district data & anecdotal information

Phase III

- ❑ Feedback analysis
- ❑ Action planning
- ❑ Equip for implementation





GOAL 1: Develop trusting, cohesive, and productive relationship with the Board of Trustees

- A relationship in trust between a Board and the Superintendent is vital to our success as an organization and is reflected in the morale of the staff.
- Through effective governance and strategic goals, Del Valle ISD will become the marquee system in the state of Texas.





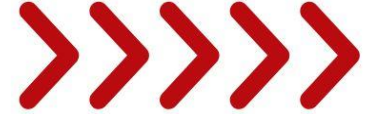
GOAL 1: Develop trusting, cohesive, and productive relationship with the Board of Trustees

Action Steps:

- Begin meeting with Board President and individual Trustees on a frequent basis during transition, conduct individual meetings with Trustees to understand their hopes and dreams, biggest challenges, and preferred method of communication
- Develop Weekly Update report, if it does not currently exist, that updates the Board on key functions, critical student and personnel matters, and key dates
- Discuss superintendent evaluation expectations and procedures
- Attend various community events and make campus visits with members of the Board of Trustees
- Conduct Team of 10 training to discuss and clearly define roles and expectations
- Recognize, celebrate, and honor Trustees at every opportunity for the selfless work they do serving our school community
- Superintendent Accountability: At the end of first 100 days Board reports whether I fulfilled commitments I have made on this plan and posts report on website



GOAL 1: Develop trusting, cohesive, and productive relationship with the Board of Trustees

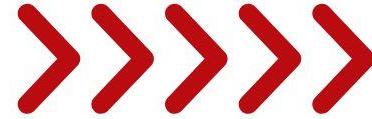


BY THE CONCLUSION OF...		
30 Days	100 Days	365 Days
<ul style="list-style-type: none"> • Meet with individual Board Members to discuss perceptions and priorities • Establish regular communication systems with Board of Trustees to ensure effective communication and timely dissemination of information • Begin Weekly Meetings with Board President during transition • Formalize entry plan and receive feedback from Board of Trustees • Identify with Board critical stakeholders to meet • Develop agenda review structure to ensure transparency with community 	<ul style="list-style-type: none"> • Hold Team Training and/or Board Retreat • Establish a clear understanding of the instrument and measures utilized to evaluate the Superintendent • Attend community events and functions with Board Members • Determine whether Board Operating Procedures need to be updated to reflect current dynamics and needs • 100 Day Entry Plan report presented to Board Members at conclusion (Spring 2025) 	<ul style="list-style-type: none"> • Review progress, success, and areas of needed improvement through evaluation process • Develop shared goals and a strategic focus on improving student learning • Update and/or develop strategic plan



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GOAL 2: Ensure an effective and orderly transition of leadership, keeping a laser focus on effective practices, continuous improvement structures & increased student achievement



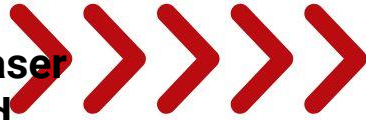
Meet with key constituents from departments to listen, study and learn current structures that are yielding success along with areas for opportunities:

- Patterns of Success: Study Higher Performing Campuses, Grade Levels, Content Areas, etc.
- Effective Leadership Practices & Sustainability
- District/Campus Culture
- District Guidance & Support related to Academics & Instruction
- Strategic Planning i.e. DIP/CIP
- Professional Learning Communities and/or cohesive practices that promote collective efficacy
- Professional Learning Opportunities for Teacher & Leadership
- Response to Intervention & Accelerated Instruction
- Communication & Responsive Support



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GOAL 2: Ensure an effective and orderly transition of leadership, keeping a laser focus on effective practices, continuous improvement structures & increased student achievement

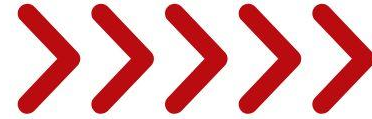


Action Steps:

- Review student academic data, **including data by student groups**, subjects, and schools and evaluate the current courses of action. Consider instructional program alignment and goals, and priority action areas for the district within the context of areas of opportunity (i.e. Accelerated Learning, Response to Intervention/MTSS)
- Begin to conduct individual meetings with Instructional Leadership, campus visits with leadership teams, review improvement plans/outcomes, structures and protocols to better understand campus needs
- Discuss professional learning for all employees; ensure learning is aligned to the Strategic/Improvement Plans and needs outlined in other district and campus level plans
- Support system of innovative approaches, patterns, and practices that respond to the unique needs, interests, and talents of all students ~ support developing the “Profile of a Learner”
- Engage and empower underserved groups and stakeholders
 - Do stakeholders have a real opportunity to shape solutions and strategies?
 - Bilingual, Special Education, Gifted & Talented programmatic reviews



GOAL 2: Ensure an effective and orderly transition of leadership, keeping a laser focus on effective practices, continuous improvement structures & increased student achievement



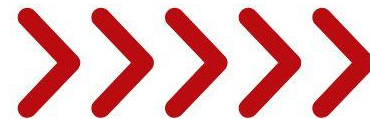
BY THE CONCLUSION OF...

30 Days	100 Days	365 Days
<ul style="list-style-type: none"> • Conduct individual principal meetings • Meet individually with directors and members of the District’s Leadership Team • Review current short-term and long-term district and campus plans and latest Strategic Plan • Understand what makes DVISD a destination - athletics, CTE, Fine Arts, etc. • Programmatic reviews: bilingual, special education, GT, and other state & federal programs • Review Student Achievement Data and equity gaps as <i>aligned</i> to priorities and resources 	<ul style="list-style-type: none"> • Meet with higher education leadership • Visit campuses and conduct classroom walkthroughs with senior leadership • Participate in student led tours of middle and high schools • Begin working toward outcomes as <i>aligned</i> to needs assessment/strategic plans 	<ul style="list-style-type: none"> • Develop/or update profile of a learner, teacher and graduate • Seek Board approval of any strategic plan updates for 25-26 • Provide equitable opportunities and resources at every school • Promote top quality teaching and learning through rigorous and high quality instructional materials • Respond to equity gaps through bold actions and operations • Respond to student data measured and outlined in strategic plans • Deliver strategic and intentional support to students with exceptional needs (SpEd, EL, etc.)



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GOAL 3: Assess district's organizational culture to ensure it supports and embraces a commitment towards collective efficacy, accountability, collaboration, and shared decision-making



Through extensive listening and learning, I will understand how current collaborative structures impact how we operate effectively and efficiently.

In order to become a marquee district we aim to be, we must be committed to a culture of collaboration and cohesion where we work as a **true** professional learning community at every level.

It is my responsibility to ensure we operate as a highly effective, **cross-functional team**, dedicated to a positive, professional culture focused on service and morale, so that the focus remains on meeting the needs of all students.



A decorative header consisting of a horizontal line of eight black dots on the left and five red chevron arrows pointing right on the right.

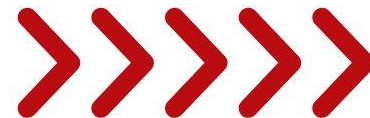
GOAL 3: Assess district's organizational culture to ensure it supports and embraces a commitment towards collective efficacy, accountability, collaboration, and shared decision-making

Action Steps:

- Understand how the current organizational structure contributes or inhibits the commitment to continuous improvement as a whole and among **diverse student populations**
- Review current/past district-wide employee environmental surveys to gain a comprehensive picture of the district culture and needs ~ do we take a collective responsibility
- Participate in leadership professional development and become engaged with district/campus leaders
- Schedule meetings with the established student leadership organizations throughout the year
- Establish the five councils: students, teachers, parents, support staff, and community ~ begin accepting campus nominations based on specified criteria if applicable ~ November 2024
- Meet with teacher focus groups to understand current challenges and begin establishing a transparent relationship



GOAL 3: Assess district's organizational culture to ensure it supports and embraces a commitment towards collective efficacy, accountability, collaboration, and shared decision-making



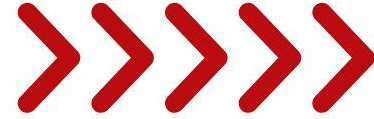
BY THE CONCLUSION OF...

30 Days	100 Days	365 Days
<ul style="list-style-type: none"> Review current and/or past environmental surveys Meet with teacher focus groups Plan for a convocation that focuses on creating a collaborative culture for a positive kick off Understand new teacher support Understand how professional learning aligns to district goals 	<ul style="list-style-type: none"> Establish Key Communicators/ DVISD Ambassadors Establish or understand Superintendent's Teacher Council and Student Advisory Council <i>Glean through interviews how the infrastructure supports collaboration, accountability, and continuous improvement</i> 	<ul style="list-style-type: none"> Develop profile of a learner, teacher, leader, and graduate Seek Board approval of strategic plan or any updates to strategic plan that addresses academic needs and plans for the future ~ plan is the foundation to deliver excellence to support the whole child while setting high expectations for ourselves



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GOAL 3: Assess district's organizational culture to ensure it supports and embraces a commitment towards collective efficacy, accountability, collaboration, and shared decision-making



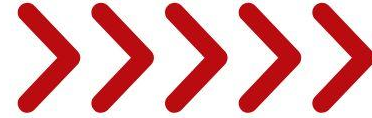
It is through strategic efforts that I will positively engage and listen to diverse stakeholders at all levels in order to establish **transparent** and **trusting** relationships.

It is critical to lead and make decisions based on a comprehensive understanding of current needs through the lens of diverse stakeholders, including students.



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GOAL 4: Create opportunities to listen broadly and deeply to internal and external stakeholders to gain a comprehensive understanding of key aspects and diverse perspectives

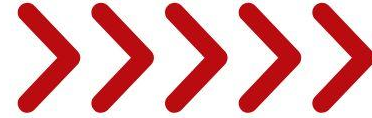


Action Steps:

- Organize daytime and evening meet and greet sessions with teachers, staff, administrators, parents, and community at large
- Schedule meetings with the established community organizations and groups for initial Listening & Learning Tour sessions. Establish routine meetings and communications with these organizations (i.e. local elected officials, faith based leaders, chambers, local NAACP/LULAC, notable organizations, etc.)
 - ***What do you see as DVISD's strengths?***
 - ***What are the challenges facing DVISD?***
 - ***What areas do you believe should be priority?***
 - ***How can we work together to meet the current and future challenges?***
- Establish Key Communicators where Board and the Superintendent engage in dialogue with local business, city/or county local officials, and faith-based leaders who will serve as our ambassadors for DVISD
- Meet families during school functions and community events as extracurriculars begin
- Schedule meetings with the established parent organizations for initial listening and learning sessions
- Work with Communications to develop structures to receive ongoing feedback from stakeholders
- Meet with DVISD leadership to understand current challenges and needs



GOAL 4: Create opportunities to listen broadly and deeply to internal and external stakeholders to gain a comprehensive understanding of key aspects and diverse perspectives



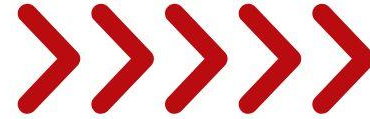
BY THE CONCLUSION OF...

30 Days	100 Days	365 Days
<ul style="list-style-type: none"> Organize daytime and evening meet and greet sessions across the district Schedule meetings with the established community organizations and groups to begin Listening & Learning Tour sessions Assess quality, quantity, and effectiveness of all existing communication forms (i.e., web page, newsletters, social media, press releases, etc.) 	<ul style="list-style-type: none"> Establish routine meetings and communications with key local organizations Schedule meetings with established student leadership organizations Meet staff, students, and families while attending school and community functions ~ understand each school's sense of pride Develop structures to receive ongoing feedback from diverse stakeholders; continue daytime and evening meet and greet sessions (Town Halls (in-person/virtual) 	<ul style="list-style-type: none"> Initiate and review parent and staff survey data and address areas of opportunity Continue to monitor and adjust communication strategies Ensure strong social media presence and build upon present structures ~ highly market our work Conduct biannual "State of the District" in town hall format to share celebrations, challenges, and key updates; first one would focus on Superintendent transition during the first 100 days (April 2024)



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GOAL 5: Understand district's operational efficiency and effectiveness as it relates to our strategic priorities, enrollment needs, and programmatic needs



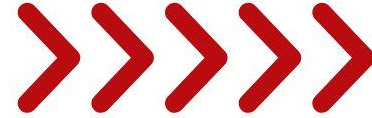
In order to meet the needs of **ALL** students in Del Valle ISD, it is critical that operations and finance are exemplary and aligned to district's high-leverage priorities.

Understanding the current strengths, strategies and opportunities for improvement, in light of current budget challenges, will be a critical focus. Learn how divisions maximize support and services to schools that reflect the current needs of the district.





GOAL 5: Understand district's operational efficiency and effectiveness as it relates to our strategic priorities, enrollment needs, and programmatic needs

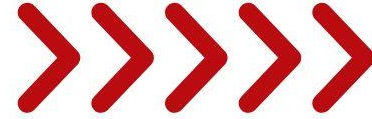


Action Steps:

- Request briefing documents from division leaders providing an overview of their current areas of responsibility, succession plans, and major initiatives underway with projected timelines
- Review the infrastructure of each department including a review of all current policies, operating procedures, departmental protocols and oversight, and school-based systems and structures
- Review budget development and implementation process, including latest financials, and resource allocations.
- Review district/campus plans and budget alignment, alignment to strategic priorities, review certified appraisal values, collaborate with CFO
- Review safety protocols, plans, and needs as well as Texas Safety Center's audit findings and progress towards TEA safety standards
- Review long range facilities and maintenance plan, latest demographic study, and construction projects to understand next steps to address challenges
- Review HR practices and protocols, application through onboarding process, recruitment and retention strategies, systems for employee feedback, and leadership talent pipeline/process



GOAL 5: Understand district's operational efficiency and effectiveness as it relates to our strategic priorities, enrollment needs, and programmatic needs

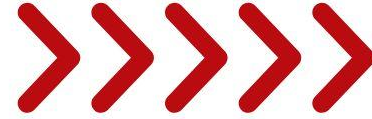


BY THE CONCLUSION OF...		
30 Days	100 Days	365 Days
<ul style="list-style-type: none"> Review briefing documents from division leaders Review adopted budget for 24-25 Review current contracts as well as teacher and leadership vacancies with HR Active role in leadership selection process Review enrollment trends/demographic study and long-range facilities plans to understand needs and building capacities Review safety protocols, plans, and needs 	<ul style="list-style-type: none"> Re-engage in revisiting or updating long-range facilities plan while engaging community Understand departmental big projects for next 6 months, year, and five-years Evaluate HR processes: onboarding, recruitment, retention Review current organizational chart. Are leaders in the best or appropriate position to maximize their leadership strengths and talents - most impact Texas Safety Center's audit findings and progress towards TEA safety standards 	<ul style="list-style-type: none"> Staffing guidelines for 2025-2026 Budget planning for 2025-2026



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GOAL 6: Establish an innovative recruitment and retention plan that builds upon current practices in an effort to retain talent and increase staff diversity



In order to meet the needs of ALL students in DVISE
56% of Del Valle's teachers are minority compared to the **95%** of students who are of color.

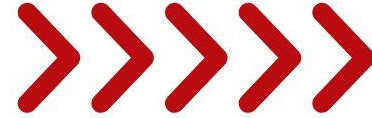
Students spend most of their time in schools without access to four key resources:

- grade-appropriate assignments
- strong instruction
- deep engagement
- and teachers who hold high expectations.



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GOAL 6: Establish an innovative recruitment and retention plan that builds upon current practices in an effort to retain talent and increase staff diversity

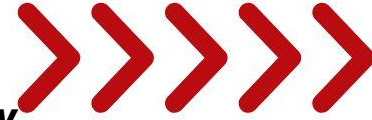


Action Steps:

- Audit and review current hiring practices to ensure equity in all hiring and recruitment processes - highlight Del Valle ISD as THE destination district. Review admin hiring practices and processes (campus & central)
- Conduct TASB staffing and salary study - ensure pay structures are competitive with market districts along with ensuring equity within organization
- Utilize social media platforms to promote and recruit, especially LinkedIn
- Strengthen partnerships with area universities to have the opportunity to meet with aspiring teachers and teachers in residency to highlight DVISD, provide resume and interview tips, and to identify future talent
- Pipeline: Create a Paraprofessional/Teacher Assistant to Teacher Academy that builds on “Grow Your Own” where talented support staff is identified and incentivized to become teachers, included in professional learning and job embedded opportunities
- Ensure staff voice at all levels have opportunities to have a voice ~ environmental surveys ~ proactive approach to addressing issues and concerns
- Establish a clear culture of systemic support strategies that are consistently used to provide timely, targeted, and personalized support



GOAL 6: Establish an innovative recruitment and retention plan that builds upon current practices in an effort to retain talent and *increase staff diversity*



BY THE CONCLUSION OF...

30 Days	100 Days	365 Days
<ul style="list-style-type: none"> ● Hire a Chief Human Resources Officer ● Analyze staff demographic data from last five years ● Review current hiring practices, specifically admin hiring process ● Review TASB salary and staffing study if available ● Utilize social media platforms to market and attract talent ● Review not only recruitment and retention strategies, but understand how talent is leveraged ● Understand staff opportunities to address concerns 	<ul style="list-style-type: none"> ● Meet with Human Resources to learn current recruitment and retention strategies ● Build teacher and leadership capacity by ensuring an understanding of the four key resources that ensure student success: grade-appropriate assignments, strong instruction, deep engagement, and teachers who hold high expectations ● Ensure spring environmental surveys are in place for departments and campuses 	<ul style="list-style-type: none"> ● Human Capital Commission develops a comprehensive and ambitious strategy to recruit world-class talent at all levels ● Invest in talent pipelines to cultivate world-class educators at every level <ul style="list-style-type: none"> ○ Student to DVISD teacher ○ Para to Teacher ○ Teacher to Leader ● Study current structures and systems of personalized support retention of effective teachers



Stakeholder Interview Protocol



01

STAFF

- What is working well in DVISD?
- What is not working?
- What would your top 2-3 priorities be if you were the new Superintendent?
- What can I do to support you in your role?

02

STUDENTS

- What does school expect of you?
- What gets in the way of you doing your best?
- What is one thing you would change about your school that would benefit you?
- How many adults in your school believe all students can learn?

03

PARENTS/
COMMUNITY

- What do you see as DVISD's strengths?
- What are the challenges facing DVISD?
- What areas do you believe should be priority?
- How can we work together to meet the current and future challenges?

