

STRATEGIC PLAN 2023-2028

Opportunities for **ALL**



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Vision

Every PSJA ISD student is prepared to participate, compete, and excel in a global society to foster multi-generational prosperity.

Mission

As educational leaders, the PSJA ISD team is engaged and empowered to connect all students with innovative instruction, outstanding facilities, technology, skills, and social-emotional support while prioritizing health and safety for all – from early childhood through their chosen career.

As one PSJA ISD family, we build on our legacy of academic excellence, renowned college and career readiness, biliteracy and extracurricular programs, and our multicultural heritage to ensure every student has the experiences and resources necessary to achieve the highest levels of success.



BOARD OF TRUSTEES

The PSJA ISD Board of Trustees are dedicated to inspiring and empowering every student to achieve their full potential. Through a commitment to academic excellence, innovative practices, and nurturing and safe educational environments, we prepare our students to compete and excel in a global society.

With the unwavering support of our educators, staff, and community partners, we cultivate lifelong learners and responsible caring citizens who are equipped to lead and succeed in an ever-changing world. Together, we are building a brighter future and offering life-changing opportunities for ALL students.



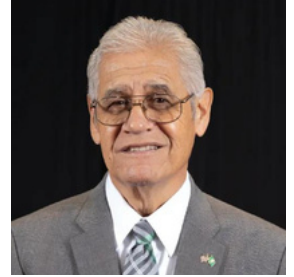
Carlos Villegas Jr.
President



Diana Serna
Vice-President



Yolanda Castillo
Secretary



Jesus "Jesse" Vela, Jr.
Assistant Secretary



Jorge Zambrano
Member



**Jesus A. "Jesse"
Zambrano**
Member



Dr. Cynthia A. Gutierrez
Member

SUPERINTENDENT'S CABINET

Dr. Alejandro Elias, Superintendent of School
Ranulfo Marquez, Assistant Superintendent for Academics
Dr. Rebeca Garza, Assistant Superintendent for Human Resources
Roel Faz, Assistant Superintendent for School Operations
Dr. Orlando Noyola, Assistant Superintendent for Student Services
Dr. Lauro Davalos, Assistant Superintendent for Technology

SENIOR STAFF

- Dr. Nora Cantu, Executive Officer for Academics
- Dr. Linda Uribe-Treviño, Executive Officer for College & Career Readiness
- Dr. Iris Guajardo, Executive Officer for Secondary Schools
- Dr. Nora Rivas-Garza, Executive Officer for Secondary Schools
- Claudia Gonzalez, Executive Officer for Elementary Schools
- Virna M. Bazan, Executive Officer for Elementary Schools
- Dr. Susana Arredondo, Executive Officer for Elementary Schools
- Yolanda Gomez, Executive Officer for Learning Acceleration
- Alfredo Carrillo, Executive Officer for Human Resources
- Rafael Gonzalez, Administrator for Operations
- Mario Bracamontes, Sustainability Administrator

SUPERINTENDENT'S MESSAGE

Dear PSJA ISD Family,

I am excited to share the significant progress and impact of our strategic planning efforts as we continue our journey towards excellence in education. The strategic leadership plan, meticulously crafted in collaboration with Region One Education Service Center and aligned with the Texas Education Agency's Effective District Framework (EDF), stands as a testament to our commitment to ensuring continuity, fidelity, and opportunities for ALL students for years to come.



At PSJA ISD, our strategic planning process is not just a procedural step but a transformative journey that embodies our core values of inclusive leadership and collaborative decision-making. The establishment of the Steering Committee, comprised of Representative Leaders, Thought Partners, and Champions, reflects our dedication to embracing diverse perspectives and fostering a culture of excellence and innovation within our district.

Our timeline, strategically designed and adaptable, has guided us through key milestones, from setting the foundation with the Steering Committee to engaging in Learning Labs, executing Classroom and Campus Walks, and now, drafting our comprehensive Strategic Plan. Each phase has been instrumental in gathering insights, identifying priorities, and aligning initiatives with the EDF's levers of impact, ensuring that our strategic priorities are not just met but surpassed.

PSJA ISD's commitment to innovation and academic excellence is deeply rooted in our history of strategic planning and initiatives such as Early College for All. Our alignment with TEA's Effective District Framework, combined with learnings from The Holdsworth Group and TEA's Lonestar Governance, positions us on a trajectory of success that directly benefits ALL students.

As we move forward, let us continue to champion equity, excellence, and inclusivity in all our endeavors, knowing that our strategic leadership plan will guide us towards a future where ALL students have the opportunity to thrive.

Thank you for your continued support and dedication to the success of PSJA ISD.

Sincerely,

Dr. Alejandro Elias

Superintendent of Schools

ABOUT PSJA ISD

Pharr-San Juan-Alamo Independent School District (PSJA ISD) is a leading force in providing diverse academic opportunities for students, earning recognition at both state and national levels. Serving a student population of over 30,000 across three cities and spanning from pre-kindergarten to 12th grade, PSJA ISD is committed to graduating students who are ready to succeed in today's global landscape.

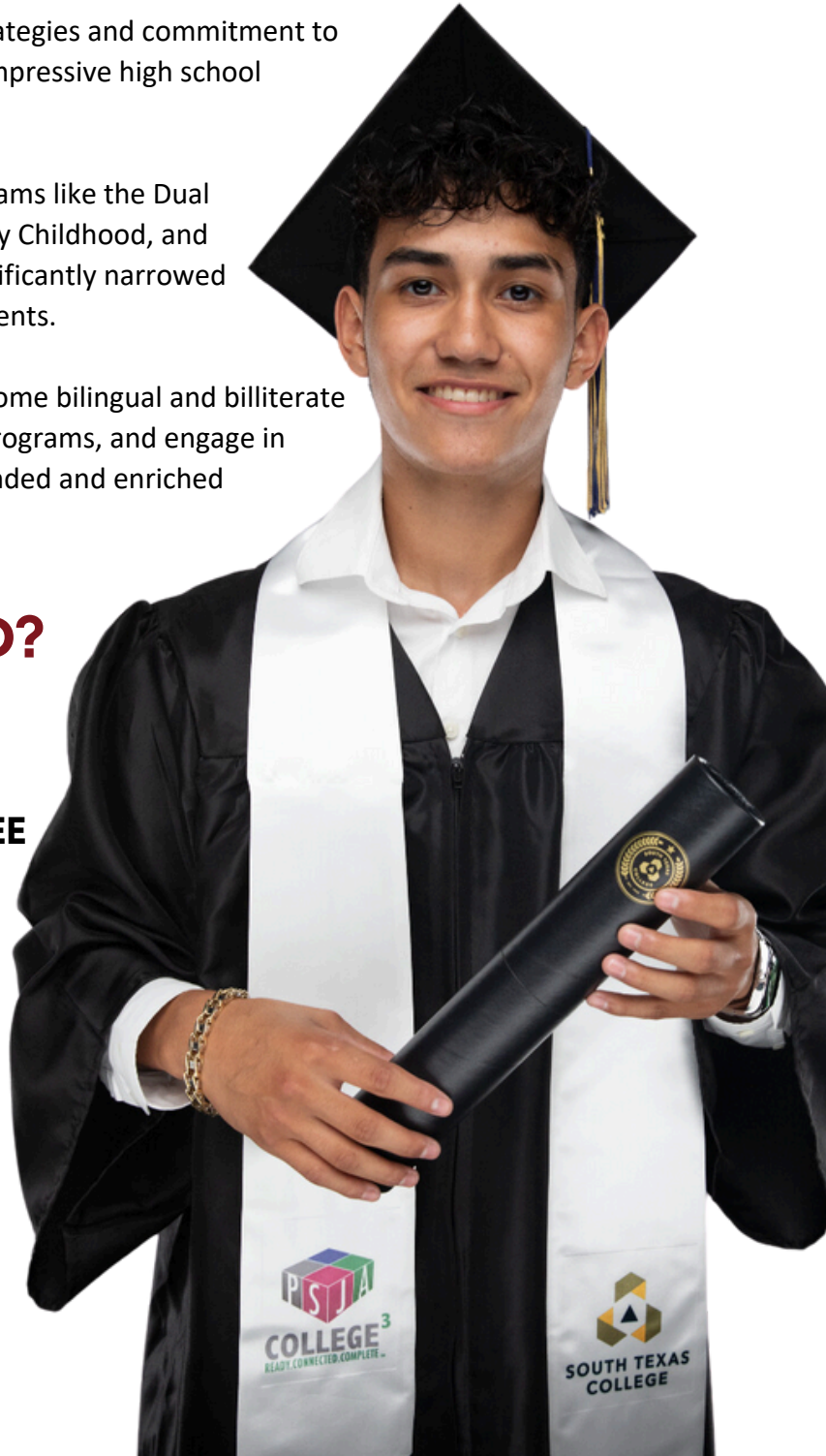
Renowned for its effective dropout prevention strategies and commitment to college and career readiness, PSJA ISD boasts an impressive high school completion rate of nearly 97 percent.

PSJA ISD's success stories include innovative programs like the Dual Language Enrichment Program, Early College, Early Childhood, and Dropout Recovery Program, all of which have significantly narrowed the pathway to post-secondary education for students.

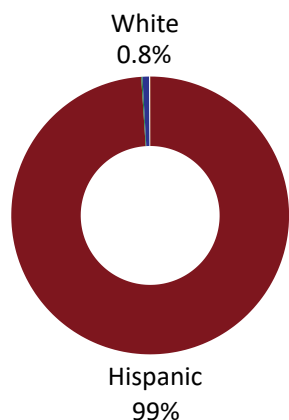
At PSJA ISD, students can earn college credits, become bilingual and biliterate graduates, participate in award-winning athletic programs, and engage in renowned fine arts programs, ensuring a well-rounded and enriched educational experience.

WHY CHOOSE PSJA ISD?

- ✓ **FULL-DAY PRE-K 3 & 4**
(At all Elementary Schools)
- ✓ **EARN 2 YEARS OF COLLEGE FREE**
(Associate Degree or up to 60 college credits)
- ✓ **MASTER 2 LANGUAGES**
(Graduate Bilingual & Biliterate)
- ✓ **EXTRACURRICULARS**
(Competitive Athletics & Fine Arts)



IMPACT BY THE NUMBERS



Educating
30,008
Students, EE-12



97%
4-Year Graduation
Rate (State 90%)

2023 TAPR District



Employing
4,870
Staff Members



93%
Economically
Disadvantaged

2023-2024 Data



Number of Students per
Teacher: **14.5**



41%
Limited English
Proficient



44 Schools
Serve Our Students

- 28 Elementary Schools
 - 25 elementary campuses
 - 3 Early Childhood Schools
 - PSJA Early Start
 - PSJA Sonia M. Sotomayor Building Blocks Academy
 - PSJA Alamo Building Blocks Academy
 - 8 Middle Schools
 - 8 High Schools
 - 4 comprehensive high schools
 - 3 special purpose campuses
 - 1 DAEP
- *Programs:
- PSJA Early Head Start Program
 - PSJA College, Career & Technology Academy

ABOUT PSJA ISD

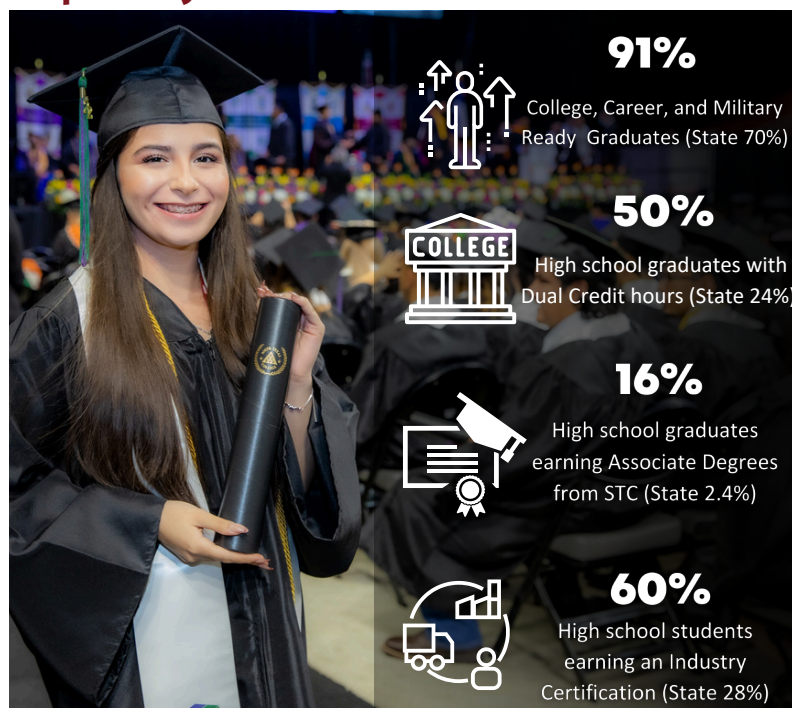
College, Career & Military Readiness Student Opportunities

Through PSJA ISD's nationally recognized Early College Program, in partnership with South Texas College (STC) and other higher education institutions, high school students can graduate with up to an Associate Degree or 60 college credit hours before their high school graduation, at no cost.

With an equity-focused approach, the success of the PSJA ISD Early College Program is rooted in a holistic approach, offering rigorous academics alongside unwavering support from dedicated teachers, counselors, and mentors. With all high schools designated as Early College, PSJA ISD boasts one of the only wall-to-wall Early College Programs in the state and nation.

Each semester, over 3,000 high school students are enrolled in college-level courses. Additionally, over 50% of all PSJA ISD high school students graduate with dual credit hours and nearly 16% graduate with an Associate Degree from STC, positioning PSJA ISD as a leader in the Region (5.4%) and State (2.4%).

Impact by the Numbers



12+ CAREER PATHWAYS

25+ SPECIALIZED PROGRAMS

Fields of Study:

School of Science, Technology, Engineering & Mathematics (STEM)

- Biology Academy ◇
- Computer Science Academy ◇
- Cybersecurity Technology Academy *
- Electrician Assistant Technology Academy *
- Mathematics Academy ◇
- Renewable Energy Academy **
- Veterinary Technician Academy *

School of Business & Industry

- Precision Manufacturing Technology Academy
- Automotive Maintenance & Light Repair Technology Academy *
- Carpentry Academy *
- Culinary Arts
- Diesel Technology Academy
- Heating, Ventilation, Air Conditioning & Refrigeration Technology Academy (HVAC) *
- Plumbing & Pipefitting Academy **
- Real Estate Academy
- Welding Technology Academy *

School of Public Service & Health Services

- Criminal Justice Academy ◇
- Cosmetology Academy **
- Dental Assistant Academy
- Education Academy ◇
- EKG Technician Academy **
- Emergency Medical Technology (EMT) Academy *
- Fire Science Technology Academy *
- Nurses Aide Academy **
- Pharmacy Technician Academy **
- Phlebotomy Technician Academy **

School of Arts & Humanities

- Graphic Arts Academy ◇

◇ Associate of Arts/Science

* College Certificate

** Industry-Based Certifications

STUDENT EXPERIENCES

PSJA ISD aims to provide a positive, student-centered experience, fostering engagement, excellence, empowerment, and adaptive innovation aligned with the expectation of providing ***Opportunities for ALL***.

ALL PSJA ISD students:



Experience **positive engagement** by actively participating in building relationships, modeling ethical behavior, cultivating self-awareness, and engaging in effective communication, fostering an environment where every student feels valued and connected.



Experience **student-centered excellence** by gaining expertise and contributing to a shared vision, expecting and achieving results, and implementing comprehensive plans that ensure academic and personal success.



Experience **joint empowerment** through opportunities for capacity building, collaboration, leadership skill development, and meaningful action, fostering a community where each student contributes significantly to their own growth and that of others.



Experience **adaptive innovation**, learning to proactively scan their environment, champion creative solutions, acknowledge outcomes, and effectively manage change, preparing them to thrive in an ever-evolving global landscape.

Profile of a PSJA ISD Graduate

A PSJA ISD graduate is a globally prepared individual, proficient in innovative learning, equipped with technical expertise, and socially and emotionally resilient, thriving in a positive learning environment, excelling academically through a rigorous academic plan, surpassing college readiness standards, and gaining a profound understanding of diverse career pathways, all while contributing to a multi-generational legacy of prosperity and success.

KEY ATTRIBUTES

Leader

A PSJA ISD graduate, as a leader, empowers others by building capacity, exemplifies ethics, and communicates effectively with emotional intelligence to build collaborative and positive relationships.

Community Advocate

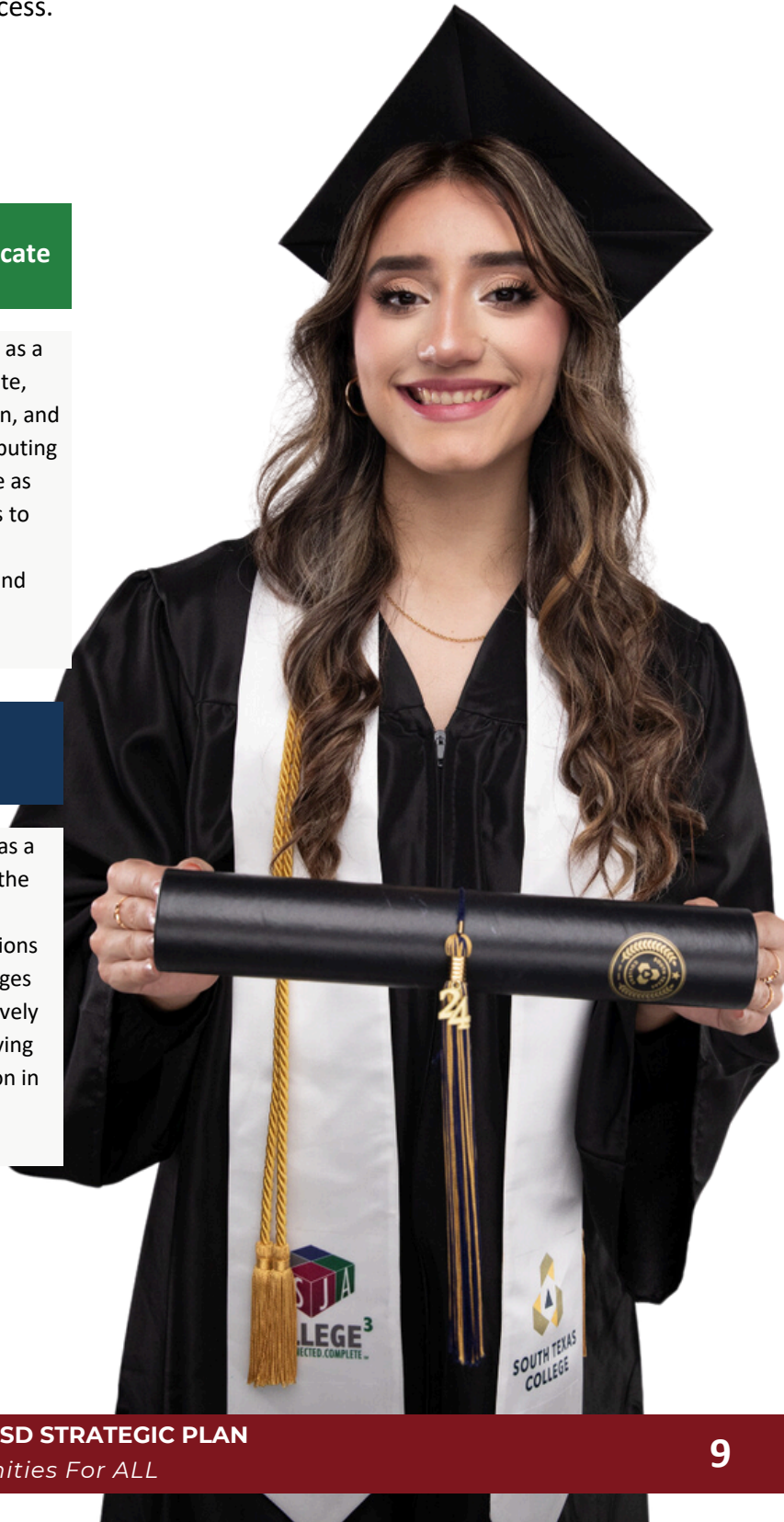
A PSJA ISD graduate, as a community advocate, promotes collaboration, and inspires action, contributing to a positive culture as responsible citizens to support their community and environment.

Visionary

A PSJA ISD graduate, as a visionary, establishes a shared vision and implements strategic plans effectively to foster innovation and positive change.

Change Agent

A PSJA ISD graduate, as a change agent, scans the environment for opportunities, champions solutions, acknowledges outcomes, and effectively manages change, driving positive transformation in diverse contexts.



STUDENT OUTCOME GOALS

The strategic plan for Pharr-San Juan-Alamo ISD is a comprehensive guide that reflects our commitment to student success. Within this plan, we have established specific and measurable student outcome goals that align directly with the requirements outlined in House Bill 3 (HB 3). This bill, which amends the Texas Education Code, emphasizes the importance of early childhood literacy and mathematics as well as college, career, and military readiness (CCMR).

These goals are not just aspirations; they represent our dedication to providing the highest quality education for every student in our district. By integrating HB 3's mandates into our strategic objectives, we ensure that our efforts concentrate on key areas of student growth and achievement. This approach is essential for meeting state standards and equipping our students with the skills they need to succeed in today's world.



Goal 1

The percentage of all students that score meets grade level or above on STAAR combined Reading and Mathematics will increase from 45.5% (47% Reading, 44% Math) in January 2023 to 58% by June 2028.

Goal 2

HB3 Early Childhood Literacy: The percent of 3rd grade students that score meets grade level or above on STAAR Reading will increase from 43% in January 2023 to 55% by June 2028.

Goal 3

HB3 Early Childhood Mathematics: The percent of 3rd grade students that score meets grade level or above on STAAR Mathematics will increase from 43% in January 2023 to 58% by June 2028.

Goal 4

HB3 College, Career, and Military Readiness: The percent of graduates that meet or exceed the criterion for College, Career, and Military Readiness Performance Status will increase from 91.2% in January 2023 to 100% by June 2028.

Goal 5

The percentage of all students reporting positive learning experiences in the climate survey will increase from 81% in March 2024 to 90% by June 2028.

Goal 6

The percentage of students identified as EB performing at Advanced High on TELPAS will increase from 14% in January 2023 to 18% by June 2028.



STRATEGIC PLANNING

Blueprint



COLLEGE³
READY. CONNECTED. COMPLETE.

OUR VISION & MISSION

STUDENT OUTCOME GOALS

STRATEGIC PRIORITIES



**EFFECTIVE TEACHING
& LEARNING**

SP 1



**STUDENT
SUPPORTS**

SP 2



**LEADERSHIP
GROWTH**

SP 3

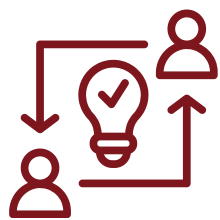


**FAMILY &
COMMUNITY
EMPOWERMENT**

SP 4

STRATEGIC INITIATIVES

OUR PSJA FAMILY



STRATEGIC PRIORITY 1.0

Effective Teaching & Learning

Effective Teaching & Learning emerges as PSJA ISD's primary strategic priority, underscoring the fundamental role of high-quality instruction in driving student achievement and success. PSJA is poised to cultivate a dynamic learning environment that equips all students with the skills and knowledge necessary for postsecondary readiness and lifelong success.

SP 1.1

TIER I INSTRUCTIONAL STRATEGIES & SUPPORTS FOR ALL

At PSJA ISD, Tier 1 Instructional Strategies and Supports for All Learners embody our commitment to excellence in teaching and learning. We empower our staff with an instructional framework steeped in research-based practices, aligned to our curriculum, and tailored to meet diverse student needs. This personalized approach fosters memory formation, deeper learning, and equitable support for all learners in our district.

SP 1.2

ADVISING

At PSJA ISD, our commitment to student success extends beyond the classroom to encompass comprehensive advising services. We prioritize personalized and high-quality advising to ensure each student has access to college, career, and military preparation-aligned opportunities. By offering tailored guidance, we empower students to navigate their academic journey and graduate fully prepared for postsecondary success.

SP 1.3

MATERIALS USE EXPECTATION-SETTING & COMMUNICATION

At PSJA ISD, we prioritize clarity and coherence in our curriculum decision-making. We establish clear guidelines for decision-making authority, ensuring alignment across the district. Through transparent communication, we empower educators to effectively utilize instructional materials, enhancing teaching and learning for all students.





STRATEGIC PRIORITY 2.0

Student Supports

Prioritizing Student Supports underscores the critical role of comprehensive support systems in fostering student success. PSJA ISD aims to create a nurturing and inclusive environment where every student can thrive academically, socially, and emotionally.

INITIATIVES

SP 2.1

ROUTINES FOR A PRODUCTIVE LEARNING ENVIRONMENT

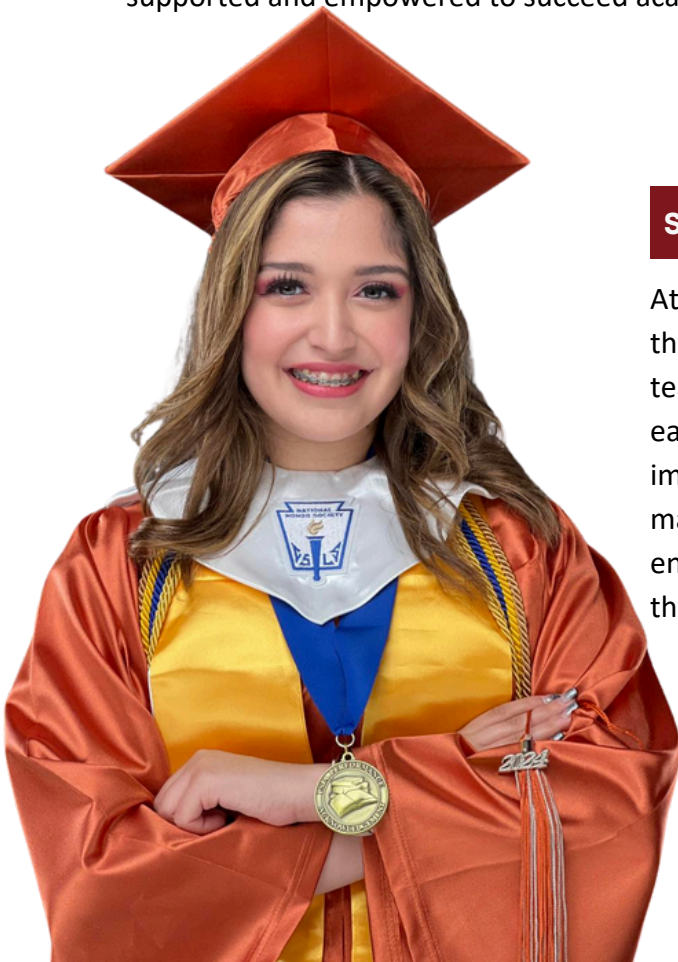
At PSJA ISD, we prioritize establishing clear expectations to foster a safe and productive learning environment across our schools and classrooms. We are committed to implementing comprehensive procedures tailored to our unique community, ensuring that every student feels supported and empowered to succeed academically.



SP 2.2

STUDENT SUPPORT TEAMS

At PSJA ISD, we are dedicated to fostering student success through the implementation of student support teams. These teams engage with families and external partners to identify each student's unique strengths and needs, enabling us to implement tailored support strategies. By utilizing a robust case management system, we closely monitor student progress, ensuring that every student receives the individualized support they need to thrive academically and beyond.





STRATEGIC PRIORITY 3.0

Leadership Growth

Leadership Growth plays a crucial role in promoting educational excellence and student achievement. PSJA ISD is committed to empowering leaders at all levels to cultivate a culture of continuous improvement and innovation, ultimately enhancing the student learning experience and achieving our desired outcomes.

INITIATIVES

SP 3.1

YEARLONG DEVELOPMENT & COACHING PLAN

At PSJA ISD, we prioritize a yearlong professional development plan and ongoing coaching tailored to educators' unique needs. This plan aligns with our vision for student learning, ensuring targeted support for every team member to contribute to student success.

SP 3.2

INSTRUCTIONAL PLANNING SUPPORTS

At PSJA ISD, we provide ongoing job-embedded support and calibration for instructional leaders and coaches, ensuring they effectively support teachers in planning and facilitating Professional Learning Communities (PLC). Our leaders and coaches ensure equitable access to high-quality education for all students.

SP 3.3

COHERENT PLACEMENT, STUDENT SUPPORT & INTERVENTIONS STRATEGY

At PSJA ISD, we prioritize comprehensive training and ongoing support for data-driven student placement, interventions, and targeted support, ensuring educators can meet diverse student needs. We're committed to fostering family engagement and frequent monitoring for student success.





STRATEGIC PRIORITY 4.0

Family & Community Empowerment

The role of family and community partnerships is integral in student success. PSJA ISD is committed to fostering meaningful relationships with parents, caregivers, and the community to support overall student development and academic achievement.

INITIATIVES

SP 4.1

FAMILY SUPPORT & PARTNERSHIP

We are dedicated to providing comprehensive family support through our Family Support and Partnership initiative. We implement research-aligned best practices, including home visitation and instruction support, to ensure families have resources for active participation in their child's education and well-being. Through these efforts, we strengthen partnerships, enhancing student success and academic achievement.

SP 4.2

STUDENT RECRUITMENT & MARKETING

At PSJA ISD, we prioritize student recruitment and outreach to ensure that all students have access to our educational opportunities. Through strategic marketing and communications, we aim to share the diverse opportunities available at our schools. By engaging families and students, we promote enrollment and community connection, enriching educational experiences for all.



COLLEGE³
READY. CONNECTED. COMPLETE.

STRATEGIC PLANNING PROCESS

Pharr-San Juan-Alamo Independent School District (PSJA ISD) has embarked on a strategic planning journey in collaboration with Region One Education Service Center, aligning meticulously with the Texas Education Agency's (TEA) model for school district excellence, known as The Effective District Framework (EDF). This strategic alignment ensures that the priorities and initiatives developed for PSJA ISD not only meet but surpass the standards set by TEA, focusing on impactful levers, essential actions, key practices, and success criteria.

The strategic planning process commenced with the establishment of a Steering Committee in August 2023, embodying the district's commitment to inclusive leadership and collaborative decision-making. This committee, comprising Representative Leaders, Thought Partners, and Champions, ensures a diverse range of perspectives are considered, fostering a culture of excellence and innovation within the district.

The timeline of the strategic planning process is both strategic and adaptable, starting in Fall 2023 and includes:

- 1. Establishment of the Steering Committee:** Setting the foundation for collaborative leadership and exploring the rationale behind adopting the strategic planning process, in line with EDF's principles.
- 2. Engagement in Learning Labs:** Involving stakeholder engagement and the collection of landscape analysis artifacts, paving the way for Classroom and Campus Walks. This phase is crucial for understanding the current educational landscape and laying the groundwork for strategic initiatives aligned with EDF's levers of impact.
- 3. Execution of Classroom and Campus Walks:** Conducting guided observations and reflections on landscape analysis to derive actionable insights. This period focuses on identifying priority areas and key practices aligned with EDF's framework for excellence.
- 4. Drafting of the Strategic Plan:** Encompassing student outcome goals, strategic priorities, and aligned initiatives. This stage involves translating insights and priorities into tangible actions and success criteria as outlined in the EDF.

Throughout this process, PSJA ISD's alignment with TEA's Effective District Framework ensures a forward-thinking approach tailored to achieve high-impact outcomes. Building upon its longstanding engagement in strategic planning, including initiatives such as Early College for All dating back to 2008, PSJA ISD's rich history underscores its commitment to innovation and academic excellence. Rooted in the foundation of work from numerous district-led initiatives, PSJA ISD's mission of providing "Opportunities for ALL" reflects its dedication to providing equitable opportunities for all students.



TEXAS
STRATEGIC
LEADERSHIP



COLLEGE³
READY. CONNECTED. COMPLETE.

OUR VISION

Every PSJA student is prepared to participate, compete, and excel in a global society to foster multi-generational prosperity.

OUR MISSION

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As one PSJA family, we build on our legacy of academic excellence, renowned college and career readiness, biliteracy and extracurricular programs, and our multicultural heritage to ensure every student has the experiences and resources necessary to achieve the highest levels of success.

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STRATEGIC PRIORITIES & INITIATIVES

SP 1.0 EFFECTIVE TEACHING & LEARNING

- SP 1.1 Tier I Instructional Strategies and Supports for All
- SP 1.2 Advising
- SP 1.3 Materials Use Expectation-setting & Communication

SP 2.0 STUDENT SUPPORTS

- SP 2.1 Routines for Productive Learning Environment
- SP 2.2 Student Support Teams

SP 3.0 LEADERSHIP GROWTH

- SP 3.1 Yearlong Development & Coaching Plan
- SP 3.2 Instructional Planning Supports
- SP 3.3 Coherent Placement, Student Support, & Interventions Strategy

SP 4.0 FAMILY & COMMUNITY EMPOWERMENT

- SP 4.1 Family Support & Partnership
- SP 4.2 Student Recruitment & Marketing



OUR VISION & MISSION

STUDENT OUTCOME GOALS

STRATEGIC PRIORITIES



STRATEGIC INITIATIVES

OUR PSJA FAMILY

ACKNOWLEDGEMENTS

A sincere gratitude to the PSJA ISD School Board, Cabinet, Senior Staff, and TSL Steering Committee for their support and invaluable contributions to developing the PSJA ISD Strategic Plan 2023-2028.

Your dedication to fostering partnerships and guiding our vision has been instrumental in shaping the future of education in our community.

STEERING COMMITTEE & SUPPORT

TSL STEERING COMMITTEE MEMBERS

Ranulfo Marquez, Assistant Superintendent for Academics

Virna M. Bazan, Executive Officer for Elementary Schools

Yolanda Gomez, Executive Officer for Learning Acceleration

Patty Delgado, Math Coordinator

Catarina Espinoza, Elementary Principal

Raquel Morin, Teacher

Academic Focus Group

Ranulfo Marquez, Assistant Superintendent for Academics

Dr. Nora Cantu, Executive Officer for Academics

Dr. Linda Uribe-Treviño, Executive Officer for College & Career Readiness

Dr. Nora Rivas-Garza, Executive Officer for Secondary Schools

Dr. Iris Guajardo, Executive Officer for Secondary Schools

Claudia Gonzalez, Executive Officer for Elementary Schools

Virna Bazan, Executive Officer for Elementary Schools

Dr. Susana Arredondo, Executive Officer for Elementary Schools

Yolanda Gomez, Executive Officer for Learning Acceleration

Communications Focus Group

Dr. Lauro Davalos, Assistant Superintendent for Technology

Haissam Mayasi, Data Services Director

Claudia V. Lemus Campos, Communications & Marketing Director

Talent Focus Group

Dr. Rebeca Garza, Assistant Superintendent for Human Resources

Alfredo Carrillo, Executive Officer for Human Resources



PHARR-SAN JUAN-ALAMO ISD

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