

Superintendent's Report

Strategic Priority Update

Dr. Karen C. Molinar, Superintendent
Tuesday, December 9, 2025

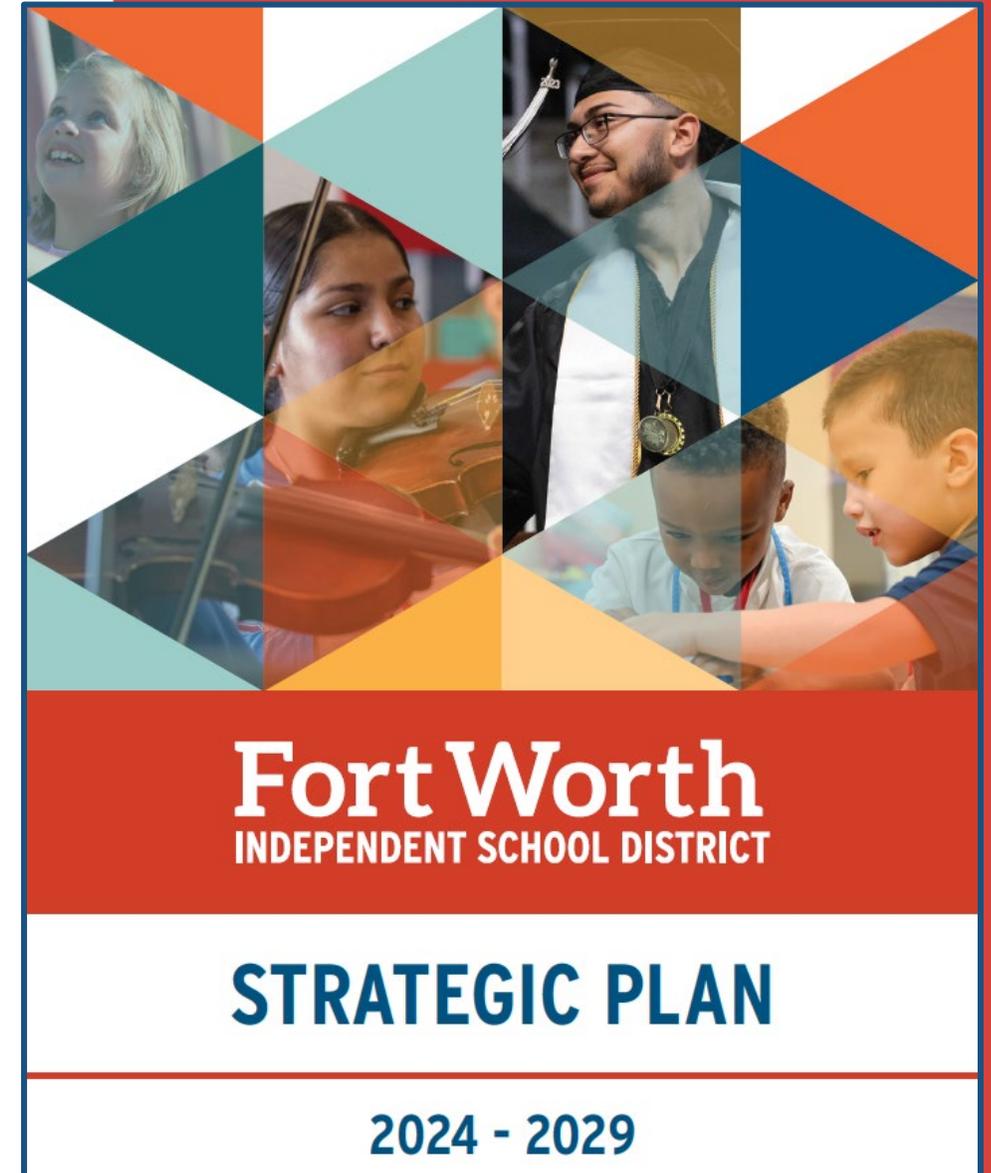


Fort Worth ISD Strategic Plan

Strategic Plan goals have been updated to align with the Lone Star Governance goals that were adopted by the Board.



1 Student
Academic
Excellence



Strategic Plan Student Academic Excellence Goals	2025	Targets					Lone Star Governance (LSG) Goal Alignment
	Actual	2026	2027	2028	2029	2030	
1.1 Increase the percentage of grade 3 students reaching the "Meets Grade Level" standard for English Language Arts and Reading (ELAR) on the annual state performance measurement.	38%	41%	44%	47%	50%	53%	LSG Goal 1: Same goal updated targets.
1.2 Increase the percentage of grade 3 students reaching the "Meets Grade Level" standard for Math on the annual state performance measurement.	35%	37%	39%	43%	46%	50%	LSG Goal 2: Same goal updated targets.
1.3 Increase the percentage of grade 6-8 students reaching the "Meets Grade Level" standard for ELAR on the annual state performance measurement.	39%	36%	40%	45%	50%		Not an LSG Goal.
1.4 Increase the percentage of grade 6-8 students reaching the "Meets Grade Level" standard for Math on the annual state performance measurement.	30%	25%	33%	43%	50%		Not an LSG Goal.
1.5 Increase the percentage of students reaching the "Meets Grade Level" or above standard for Algebra I EOC, English I EOC, and Biology EOC by the end of 9th grade on the annual state performance measurement.	40%	42%	44%	46%	48%	50%	LSG Goal 4: Revised goal to focus on English I only and updated targets.
1.6 Increase the percent of graduates earning a College, Career, and Military (CCMR) indicator. Increase the percentage of graduates that meet the criteria for CCMR Outcomes Bonuses.	19% (Class of 2023)	24%	28%	33%	40%	47%	LSG Goal 3: Revised goal and targets.
1.7 Reduce disproportionality (inequality) in identification of African American (AA) students in discipline reports to be representative of FWISD population.	16 point difference	12 point	9 point	6 point	3 point		Not an LSG Goal.
1.8 Reduce the number of schools that are rated D or F.	9% (11)	8%	7%	5%	3%	0%	LSG Goal 5: Revised goal and targets.

Priority 1 Goals

Student Academic Excellence

Goal 1.1: The percent of 3rd grade students that score meets grade level or above on STAAR English Language Arts and Reading (ELAR) will increase from 38% to 53% by 2030.

Annual Targets				
2026	2027	2028	2029	2030
41%	44%	47%	50%	53%

Goal Progress Measures		
Six-Week Tests	MAP Growth Grades K-3	Benchmark
3rd grade students that score meets grade level or above on ELAR six weeks assessments	K-3rd grade students that meet or exceed grade level norms on MAP Reading EOY assessments	3rd grade students that score meets grade level or above on ELAR benchmark assessments

Priority 1 Goals

Student Academic Excellence

Goal 1.2: The percent of 3rd grade students that score meets grade level or above on STAAR Math will increase from 35% to 50% by 2030.

Annual Targets				
2026	2027	2028	2029	2030
37%	39%	43%	46%	50%

Goal Progress Measures		
Six-Week Tests	MAP Growth Grades K-3	Benchmark
3rd grade students that score meets grade level or above on Math six weeks assessments	K-3rd grade students that meet or exceed grade level norms on MAP Math EOY assessments	3rd grade students that score meets grade level or above on Math benchmark assessments

Priority 1 Goals

Student Academic Excellence

Goal 1.3: The percentage of graduates that meet the criteria for CCMR Outcomes Bonuses will increase from 19% to 47% by 2030.

Annual Targets				
2026	2027	2028	2029	2030
24%	28%	33%	40%	47%

Goal Progress Measures		
Texas Success Initiative Assessment (TSIA)	Industry Based Certification (IBC)	College Applications
10th through 12th grade students scoring at or above the college ready standard on TSIA2 by assessment	10th through 12th grade students on track to complete a Program of Study and earn an associated IBC	12th grade students completing 3 or more college applications

Priority 1 Goals

Student Academic Excellence

Goal 1.4: By the end of 9 grade, the percent of students that score meets grade level or above on STAAR English I EOC will increase from 40% to 50%.

Annual Targets				
2026	2027	2028	2029	2030
42%	44%	46%	48%	50%

Goal Progress Measures		
Six Week Tests	Benchmark	Extended Constructed Responses
9th grade students that score meets grade level or above on ELAR six weeks assessments	9th grade students that score meets grade level or above on ELAR benchmark assessments	6th through 9th grade students that score '0' on extended constructed responses (ECR) on their relevant grade level assessment (decrease)

Priority 1 Goals

Student Academic Excellence

Goal 1.5: The percentage/ number of F-rated campuses will decrease from 9% (11) to 0% by 2030.

Annual Targets				
2026	2027	2028	2029	2030
8%	7%	5%	3%	0%

Goal Progress Measures		
Multi-Year Unacceptable	D-rated Campuses	F-rated Campuses
students that score meets grade level or above on benchmark assessments for all subjects and grades combined at <u>multi-year unacceptable</u> campuses	students that score meets grade level or above on benchmark assessments for all subjects and grades combined at <u>D-rated</u> campuses	students that score meets grade level or above on benchmark assessments for all subjects and grades combined at <u>F-rated</u> campuses

Strategic Plan Fall Baselines



1 Student Academic Excellence

Strategic Priority and Lone Star Governance Goals	Baseline	2026 Target
1.1 Increase the percentage of grade 3 students reaching the "Meets Grade Level" or above standard for English Language Arts and Reading (ELAR) on the annual state performance measurement.	38%	41%
1.2 Increase the percentage of grade 3 students reaching the "Meets Grade Level" or above standard for Math on the annual state performance measurement.	35%	37%
1.3 Increase the percentage of graduates that meet the criteria for CCMR Outcomes Bonuses.	19% (Class of 2023)	24% (Class of 2024)
1.4 Increase the percentage of students reaching the "Meets Grade Level" or above standard for English I EOC by the end of 9th grade on the annual state performance measurement.	40%	42%
1.5 Reduce the number of schools that are rated F.	9% (11 schools)	8%

Strategic Plan Fall Baselines



2 Student & Family Engagement

Strategic Priority 2 Goals	Data Source	Baseline
2.1 Increase student participation rates for Athletics, <u>Fine Arts</u> and JROTC programs.	Student Information System Course Enrollment <u>Fine Arts</u>	53,746 students
2.2 Increase student participation rates for after school and community partnership programs.	Fort Worth After School As of October 30, 2025	3,048 students
2.3 Reduce the percent of students who are chronically absent (absent more that 10% of the school year).	Student Information System	17.08% October 31
2.4 Increase Parent Portal usage.	Student Information System Count of active students having enabled parent portal accounts	50,000 students
2.5 Increase the percentage schools with PTA / PTO organizations to improve family engagement with our schools.	Parent Partnerships	91 PTA / PTO
2.6 Improve parent perceptions based on school improvement survey.	District Survey Launch December 2025	Coming Soon

Strategic Plan Fall Baselines



3 Employee Effectiveness and Retention

Strategic Priority 3 Goals	Data Source	Baseline
3.1 Increase the Retention Rate for Teaching Staff.	Talent Management Annual Resignation/ Retirement Data for Teachers (087)	10.35% Separation Rate
3.2 Reduce the turnover rate for auxiliary staff (support staff).	Talent Management Annual Resignation/ Retirement Data for Auxiliary Staff	12% Separation Rate
3.3 Increase the percentage of employees who report job satisfaction and a strong culture on staff perception surveys.	District Survey Launch December 2025	Coming Soon
3.4 Increase the percentage of employees who would recommend FWISD to colleagues or friends on staff perception surveys.	Employee Exit Survey Recommended / Strongly Recommended	46 % Aug 1 – Oct 31

Strategic Plan Fall Baselines



4 Operational Alignment and Efficiency

Strategic Priority 4 Goals	Data Source	Baseline
4.1 Increase the percentage of campus staff who report strong customer service from the District Service Center on organizational survey.	District Survey Launch December 2025	Coming Soon
4.2 Increase on time bus transportation. (transportation management program implementation)	Transportation System Implemented	On Track
4.3 Reduce response time for maintenance work order service request completion.	Operations Average of Submit Days to Close	18.39 Days
4.4 Reduce response time for technology service request completion.	Technology Department Average Resolution Time by Priority	Critical – 2 hrs. High – 5.5 hrs. Moderate – 19.5 hrs. Low – 15.5 hrs.
4.5 Adopt, implement and monitor the Facility Master Plan	Operations Annual Update	On Track
4.6 Maintain the fund balance at GFOA and TEA recommended levels or higher. (75 days) Fiscal Year End Date June 30 (end of every fiscal year)	General Fund Balance Days of Operational Expenditures	149 Days Fiscal Year Ending 2024

2026-2027 District Calendars

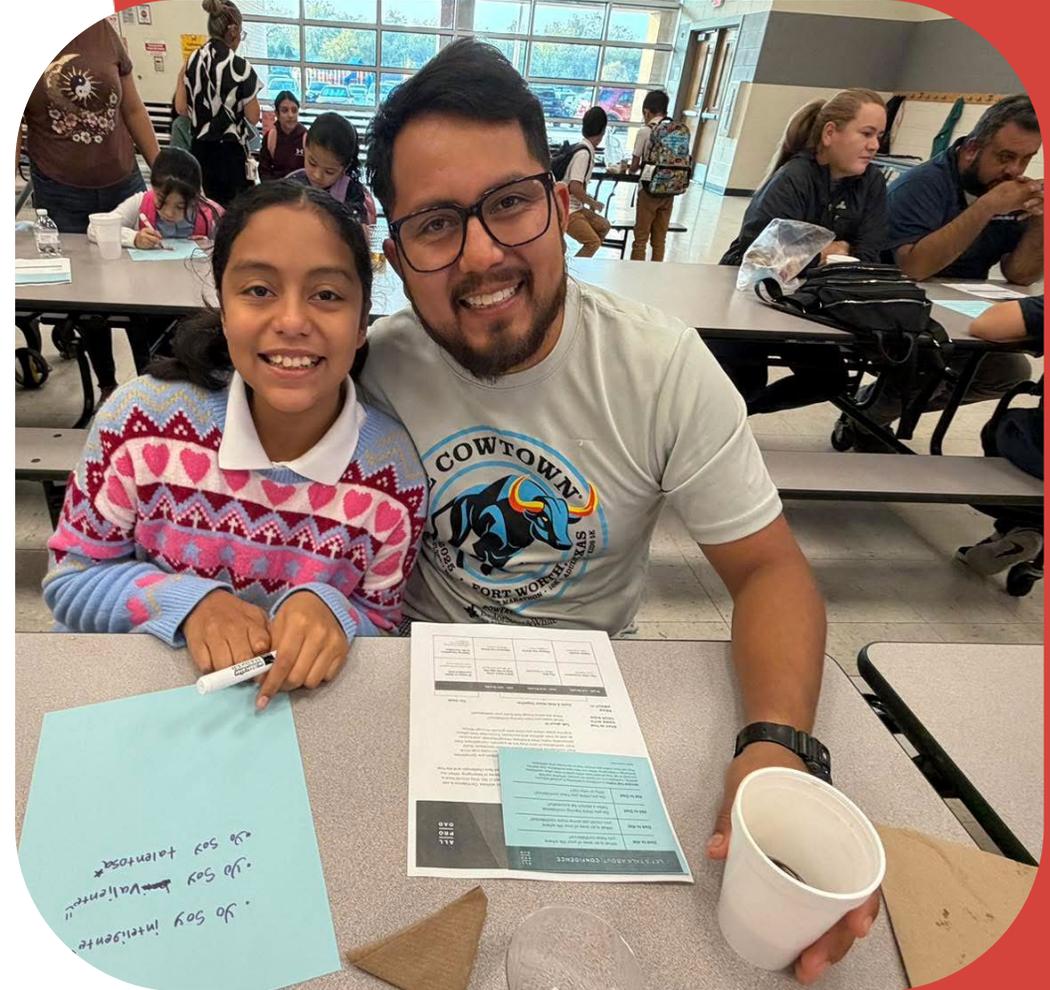
Traditional
Early College High School
Intersessional
Additional Days School Year (ADSY)



1 Student
Academic
Excellence



2 Student
& Family
Engagement



- Student Days Increased to 175 Days for Districtwide Alignment with ADSY Requirements
- Fall (November 11) and Spring (February 15) Parent/Teacher Conference Days would be non-school days for all students on the Traditional, Intersession, and ADSY calendars.
- Fall Break holiday (October 9) has been added in addition to the October 12 holiday instead of a Teacher Flex Day. Teachers will not be required to complete training to earn the day off for Fall Break.
- An Election Day holiday (November 3) has been added due to the use of campuses as polling sites for the midterm elections.
- The Chavez Huerta holiday (March 29) was changed from a Staff Day to a holiday for both students and staff on the Traditional, Intersession, and ADSY calendars for 2026-2027.
- Summer School days for elementary and middle school have been designated on the 2026-2027 Traditional calendar to allow more time for families and staff to plan for summer learning.

ADSY Full Year Redesign

The full year calendar includes weekly ADSY days **integrated into the calendar**, rather than isolating them in summer or intersession.

AUGUST 2026						
SU	M	TU	W	TH	FR	SA
2	3 STAFF DAY	4 START FIRST DAY	5	6	7	8
9	10	11	12 ADSY	13	14	15
16	17	18	19 ADSY	20	21	22
23	24	25	26 ADSY	27	28	29
30	31					
20 Student Days 21 Teacher Days						

ADSY
Wednesdays

SEPTEMBER 2026						
SU	M	TU	W	TH	FR	SA
		1	2 ADSY	3	4	5
6	7 Labor Day	8	9	10	11	12
13	14	15	16 ADSY	17	18	19
20	21	22	23 ADSY	24	25	26
27	28	29	30 ADSY			
21 Student Days 21 Teacher Days						

Student Days = 200

Staff Days = 212

School hours will not change.

Elementary Schools:

7:40 a.m. – 3:10 p.m.

Middle Schools:

9 a.m. – 4:30 p.m.

Campuses will implement an **adjusted daily schedule** on “ADSY Wednesdays” that include the following components:

- increased student brain breaks
- enrichment activity opportunities
- increased teacher planning time

Examples of “ADSY Wednesday” Activities:

Academic Acceleration or Intervention

- Project-based learning in reading, math, or science.
- Targeted tutoring for specific learning gaps.
- STEM Mobile Innovation Lab.

Arts and Enrichment

- Art projects, visual arts, drama or dance.
- Music lessons or band practice.
- Community service projects.

Example of Strategic Scheduling

Traditional Calendar Day	ADSY Calendar Day
30 minutes of recess	30 minutes of recess
30 minutes of Leadership/Brain Breaks	
45 minutes of specials	90 minutes of project-based learning time
290 minutes of academic instruction	210 minutes of accelerated math and reading learning time
20 minutes of individualized learning time	30 minutes of individualized learning time

Train-the-trainer rollout model, developing deep expertise at the central level and a campus-based cadre of teacher leaders who can internalize, model, and coach the Academic Writing Program across Grades 3–English II

Systemwide Professional Learning

- Central Office Literacy Team: **November**
- Campus Leadership (Principals and Assistant Principals): **October**
- Reading Demonstration Teachers: **November**
- ELAR Teacher Leaders (Grades 3–English II)
Two teachers/teacher leaders per campus
 - Elementary: Nov 20, Dec 1, Dec 9
 - Secondary: Nov 19, Dec 11, Dec 15

Non-Negotiable

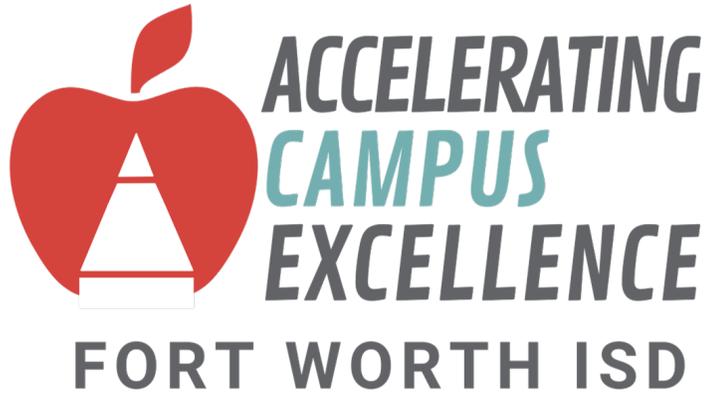
Academic Writing instructional lessons were integrated into the Instructional Planning Calendar (IPC) and rolled out Districtwide starting **December 8**



- Standards-Based Grading Pilot was launched last fall with a steering committee meeting that brought together multiple departments to align on a shared vision. Teacher training began in May 2025 with professional development sessions that continued throughout the summer.
- Pilot Campuses: Luella Merritt, Alice Contreras and CC Moss (Grades K and 1 Only)
- Teachers began implementation of proficiency scales for standards-based grading this fall with ongoing monitoring and support from Curriculum and Instruction.
- The report card focuses on mastery across core subjects – reading and math. Performance is rated on a 1 to 4 scale, providing a clear and consistent measure of student progress toward mastery of grade-level standards.
- Pilot will expand to ADSY campuses next school year.



ACE Reminders Timeline & Next Steps



Nov	ACE Principal Positions Posted on FWISD.org
Nov – Dec	Informational Meetings for Staff
Dec - Jan	2026-2027 Academic Calendars Presented to the Board
Jan	Compensation Plan Presented to the Board
Jan	Selected ACE Principals Announced
Jan	ACE Teaching Positions Posted
Feb	Red Carpet Recruiting Event
March	Parent and Community Meetings



What Parents Need to Know

GRADUATION DATES ARE POSTED

Las fechas de graduación están publicadas.

<https://www.fwisd.org/students/graduation>



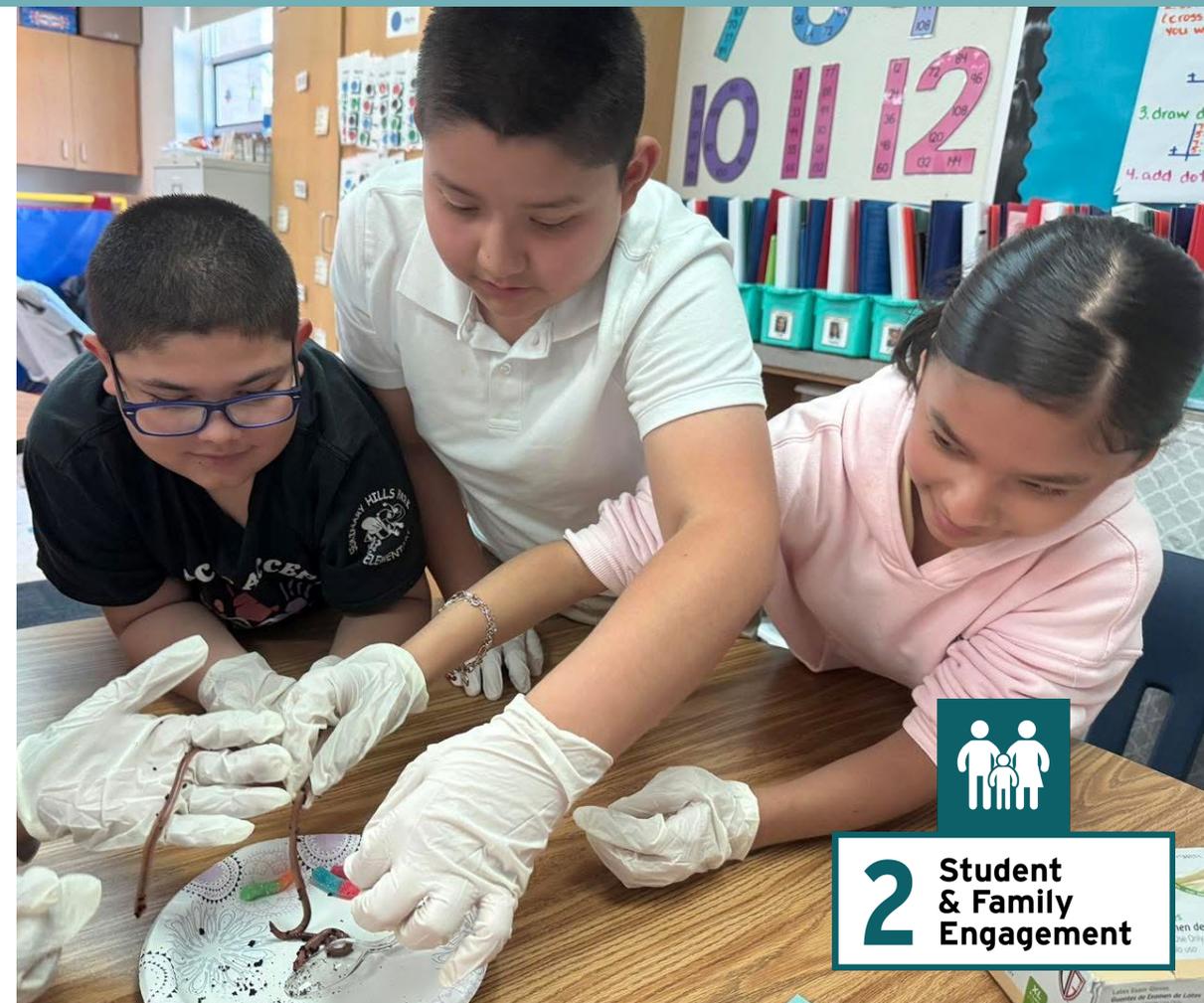
2 Student
& Family
Engagement

Avoid Winter Break Slide with i-Ready

Students can log-in from home!

Visit the i-Ready Family Center to Learn More

<https://i-readycentral.com/familycenter/>



2 Student
& Family
Engagement

Fort Worth

INDEPENDENT SCHOOL DISTRICT

MISSION

*Preparing ALL students for success
in college, career, and community leadership.*