



LISTENING, LEARNING & LEADING WITH PURPOSE

Superintendent's 90-Day Entry Plan for
the Canutillo Independent School District

Dr. Josué Borrego

Dear Canutillo ISD Familia,



Welcome to a new chapter for Canutillo Independent School District. I am deeply honored and humbled to be superintendent of a district that is widely respected for its tradition of excellence, strong community engagement and unwavering commitment to students. Canutillo ISD is a special place, and its reputation as the Best Small School District in Texas is not accidental. It is the result of generations of educators, families, students and community members working together with a shared sense of purpose and pride.

I recognize the responsibility that comes with this role, and I do not take it lightly. I am committed to working collaboratively with the Board of Trustees, honoring its vision and governance, and ensuring that every decision we make keeps students at the center. Together, we will continue to strengthen a district that already sets a high standard for public education.

At the heart of this work is a simple but powerful promise: I will work tirelessly to help improve the lives of the children of Canutillo and the families who support them. Every student deserves the opportunity to thrive academically, socially and emotionally. Every family deserves a school

system that listens, responds and partners with them. Every employee deserves respect, support and the resources needed to do their best work on behalf of our students.

This document outlines my 90 Day Entry Plan into Canutillo ISD. It serves as a clear road map for how I will begin my tenure by listening, learning and building relationships. The purpose of this plan is to ensure that I develop a deep understanding of the opportunities and challenges facing our district, our campuses and our community. While I bring experience and ideas to this role, I firmly believe that the most effective leadership begins with listening.

Throughout these first 90 days, I will rely heavily on the input of our stakeholders – students, teachers, employees, parents and community members. Your lived experiences are essential as I refine strategies and align goals that reflect the needs and aspirations of Canutillo ISD. This plan is not meant to be static; it is designed to evolve as I learn from you and alongside you.

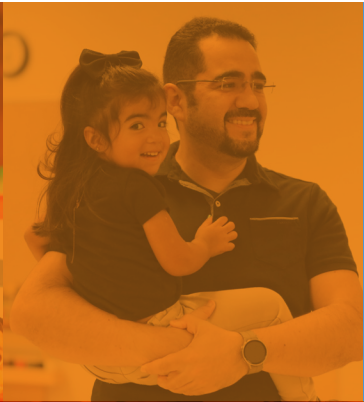
Just as important, this plan will serve as an accountability measure. It will hold me responsible for engaging with the community in a meaningful, visible and authentic way as I begin my service to this district.

I am excited for the journey ahead and grateful for the opportunity to serve the Canutillo ISD community. Together, we will honor the district's proud legacy while boldly shaping its future – always focused on what matters most: the success and well-being of our students.

¡Viva Canutillo!

*Dr. Josué Borrego
Superintendent of Schools
Canutillo Independent School District*

GUIDING PRINCIPLES



Listen first



Protect classroom instruction



Lead with transparency, trust and shared responsibility



Center students, families and community voice



DAYS 1-30

Listen, Learn & Build Trust

Focus: Relationships, clarity
and rapid understanding

Board of Trustees

- › Weekly 1:1 with Board President (60-90 min)
- › Bi-weekly 1:1s with each Trustee
- › Bi-weekly Lone Star Governance training
- › Monthly Board Meeting
- › Agenda review meetings prior to Board meetings
- › Establish communication norms & expectations
- › Deliver Superintendent's First 30-Day Status Report

Teachers & Support Staff

- › “Coffee with the Superintendent” or “Get Social with the Super” on campuses
- › Begin monthly teacher & staff listening opportunities
- › Launch anonymous employee feedback survey
- › Classroom visits during campus walkthroughs

District Staff & Leadership

- › Executive Cabinet orientation
- › Introductory meetings with all department heads
- › Review safety, HR, academics, operations, IT, bilingual/EB, SPED
- › Request and review leadership team resumes
- › Week 3 deep-dive follow-ups with each department
- › Establish Budget Crisis Response Team



Greater Canutillo Community

- › Meet with city, county, military and law enforcement partners
- › Begin community and partner listening sessions
- › Weekly Superintendent Messages:
 - » Internal (staff)
 - » External (families & community)

Financial Stability (Immediate Priority)

Rapid Financial Diagnostic

- › Review last 5 years of audited financials
- › Identify structural vs. one-time deficits
- › Analyze spending patterns and staffing ratios
- › Review fund balance and cash flow
- › Assess enrollment trends & state funding impact
- › Audit vendor contracts and auto-renewals
- › Audit how each department is utilizing their individual budgets

Students

- › Meet student leaders during campus visits
- › Small-group student conversations
- › Launch Student Advisory Panel
- › “Meet the Superintendent Social”

Parents & Families

- › Small-group parent meetings by grade level
- › Begin meetings with all PTO/PTA organizations
- › Release bilingual welcome message
- › Identify language access and communication gaps



DAYS 31-60

Assess All Systems

Focus: Effectiveness,
alignment and
data-driven insight

Board of Trustees

- › Continue standing meetings and governance training
- › Present early findings and emerging themes
- › Begin strengthening governance structures:
- › Agenda-setting process
- › Superintendent evaluation metrics
- › Budget calendar with Board checkpoints
- › Trustee onboarding refreshers
- › Explore Board retreat facilitation
- › Goal: Move from politics to priorities

Teachers & Support Staff

- › Continue monthly listening touchpoints
- › Evaluate campus support structures
- › Review evaluation and feedback systems

District Staff & Systems

- › Meet with:
 - ›› Counseling Services (department heads & campus counselors)
 - ›› Registrars, data and assessment teams
 - ›› SPED, 504, EB/Multilingual program leaders
- › Assess districtwide evaluation systems
- › Identify gaps, duplications and inefficiencies
- › Begin data synthesis and trend analysis

Students

- › Review mental health and counseling supports
- › Assess student engagement and advisory structures
- › Evaluate EB/Multilingual and at-risk student supports

Parents & Families

- › Bilingual listening sessions
- › Community feedback collection
- › Prepare principals with consistent talking points

Greater Canutillo Community

- › Attend neighborhood association meetings
- › Engage nonprofits, colleges and community partners
- › Meet with federal, state and local agencies
- › Begin State of Schools communications

Strategic Work Begins

- › Draft Long-Range Financial Sustainability Plan
- › Revenue & enrollment projections
- › Staffing ratios & benefits trajectory
- › Fund balance recovery timeline
- › Efficiency moves & protected investments



DAYS 61-90

Engage, Align & Set Direction

Focus: Shared vision,
accountability and forward
momentum

“Canutillo Can” or “We Can,
Canutillo!” Initiative

A districtwide community
engagement effort to shape
the future of Canutillo ISD.

Who Participates

- › Students
- › Teachers & staff
- › Parents & families
- › Alumni
- › Business, faith and civic leaders
- › Community partners

How It Works

- › Campus-based in-person sessions
- › Targeted, invited participation for high-quality feedback
- › Virtual and community presentations



What We Will Do Together

- › Assess the current state of the district
- › Identify shared priorities
- › Develop strategies and timelines
- › Establish accountability measures

Outcomes

- › Synthesis of community feedback
- › Clear district priorities and timelines
- › Public accountability documents
- › Community-facing presentations

CONCLUSION

At the conclusion of 90 days, Dr. Borrego will present the “Canutillo Can”/ “We Can, Canutillo!” findings to the Board of Trustees and the community as a clear roadmap for the next chapter of Canutillo ISD.