Judson Independent School District Turnaround Plans

Kirby Middle School

TAP STRUCTURE



School Improvement Strategy

Milestones & Performance Management

Resources







STAKEHOLDER ENGAGEMENT

Kirby MS

Campus Staff Meeting: September 9, 2025, 3:45 p.m.

Community Meeting: September 23, 2025, 5:45 p.m.

Campus Site-Based Meeting: September 15, 2025, 5:45 p.m.

Coffee with the Counselors/Principal & Parent Teacher Association Meetings:

- September 15, 2025, 4:30 p.m.
- September 16, 2025, 8:15 a.m.

Kirby Turnaround Plan Community Letter and Survey: September 25, 2025

Collaborative TAP Planning Meeting with Kirby School Community: October 7, 2025, 3:45 p.m.

Draft Turnaround Plan and feedback form shared electronically and printed at campus: September 16, 2025

Post Public Hearing in Newspaper: October 1, 2025

Public Hearing: October 16, 2025

SCHOOL IMPROVEMENT STRATEGY

Kirby MS

Upon the release of the 2025 State Accountability Ratings Kirby MS has three consecutive unacceptable campus ratings (Fs). Campuses with three consecutive unacceptable ratings are required to write a turnaround plan.

District Improvement Strategy:

LASO STEM Grant Recipient Implementation of HQIM for Reading & Math

MILESTONES AND PERFORMANCE MANAGEMENT: MPM (SY 25/26 - 26/27) Weekly Cycle

Milestone	Priority Focus Area	Timeline	Resources Needed	Person(s) Responsible	Evidence used to Determine Progress toward Milestone	Evidence Collection Data
Observation/Monitoring calendar for each admin indicating which class will be observed on which day and what will be monitored (ex: Judson ISD instructional model: objective, gradual release model, questioning, accountable talk, HQIM implementation)	5.2	Week of 8/18/2025	Observation Calendar; Feedback Rubric	Admin, Academic Trainers	Observation Calendar Feedback Rubric Completed	Bi-Weekly
Create a calendar of accelerated and small group instruction within the regular school day for students with low mastery	5.4	Beginning week of 8/18/2025	Master Schedule MTSS period	Principal, Academic Trainers, Classroom Teachers	Attendance of Students, Unit Assessments, Screener Data	Monthly
Create common campus assessments using Progress Learning to assess the mastery of spiraled low-performing TEKS	4.1	Beginning week of 9/15/2025	Progress Learning, data trackers, Lead4ward Field Guides, and Lead4Ward IQ documents	Academic trainers Core teachers	Copies of common assessments w/retested standards and student performance	4 weeks 9 weeks
Facilitate daily PLC meetings for Math and RLA to ensure alignment with content to context to assessment to written and taught curriculum Facilitate weekly PLC meetings for Science and Social Studies to ensure alignment with content to context to assessment to written and taught curriculum	5.3	Beginning week of 8/18/2025	PLC meetings on the calendar; PLC weekly agendas, PLC coaching/Solution Tree	Campus leadership Academic trainers	PLC agenda and sign-in sheets	Weekly

Milestone	Priority Focus Area	Timeline	Resources Needed	Person(s) Responsible	Evidence used to Determine Progress toward Milestone	Evidence Collection Data
Create student data tracking protocols and forms for ELA and Math providing low-performing students with tools to track their progress	1.3 5.3 5.4	Beginning week of 8/18/2025	JISD student progress monitoring tool	Elementary RTI, Middle School MTSS	Data tool tracking spreadsheet, NWEA MAP student progress report	4 weeks 9 weeks
Review teacher past STAAR performance and T-TESS evaluations to determine teacher placement; ensure only high- performing teachers are in core STAAR tested areas	1.1 1.2 1.3	July 2025	2025 STAAR performance and TPESS evaluations	Campus Leadership	NWEA MAP screeners, unit assessments, Classroom Observations PLC Observations, BOY, MOY, EOY, TPESS	Throughout year
Redesigned Middle School master schedule to incorporate a daily MTSS (double-block Reading and Math periods for low-performing students and optional for on-grade level students) and PLC period (daily protected time for teacher collaboration)	5.3 5.4	Week of 8/13/2025	HQIM Bluebonnet Math, guide to PLC document	Campus Leadership	NWEA MAP screeners, unit assessments	BOY, MOY, EOY, monthly
Restructured professional development to include a focused approach for improving Tier I instruction and student performance	5.1	Week of 6/2/2025	HQIM lesson structure PLC implementation model	Campus Leadership Academic Trainers	Agenda, PLC observation form, HQIM observation form	Weekly
Creating common exit tickets for tested subjects and track the data daily	5.3	Week of 9/15/2025	Access to TFAR Academic Leader Training Data Tracker	Campus Leadership Academic Trainers	Agenda, Exit Tickets, Data Tracker	Weekly
Create teacher data tracking protocols and forms for RLA and Math enabling teachers to track low-performing students and develop purposeful groups for small group instruction	5.3	Week of 8/18/2025	Campus teacher tracking protocol tool	Campus Leadership Academic Trainers	Data tracking sheets Small group rosters	After each assessment

Individual coaching for struggling teachers	5.1 5.2	Week of 8/18/2025	Teacher feedback, Action steps & documentation	Campus Leadership Academic Trainers	Improved practice through walkthrough and observation data	Monthly
NMSI Training for Science	5.1	Week of 8/15/2025	NMSI Content Workshop and Curriculum Implementation Training	Academic trainers Science teachers	Agendas, Sign in Sheets, Observations	Monthly

MPM: Talent Strategy - Staffing and Talent

Effective teachers are identified through statistical analysis of student growth data, administrator observations. Both principals and teachers benefit from additional professional development at the beginning of the year and ongoing targeted support.

- Teachers are redistributed by placing our highest performing teachers in our lowest performing campuses. Teachers identified as effective based on a statistical analysis of student assessment growth STAAR Performance data along with administrator observations.
- To minimize the negative impact on campuses contributing their teachers to this initiative, no more than 2 teachers per campus will be allowed to move to a turnaround campus.

MPM: Administrator Development (Experience)

The chart below outlines professional learning sessions designed to support campus administrators. These sessions include topics such as the Foundational Leadership Instructional Practices and Systems (FLIPS) and the encompassing milestones: establishing a Campus Leadership Team, strong systems for planning, establishment of CLT calendar and systems, establishing a Professional Learning Community, alignment of rigor, assessment calendar, and goal, and long-term planning. Our C&I Department will support follow-up implementation.

Upfront Training for School Year 2025-2026			
Date	Content	Audience	
June 2 – 5, 2025 JISD C&I Summer Institute	Upfront and targeted professional learning plan and support for all campuses on understanding the state and federal accountability systems, Campus Needs Assessment, middle school initiative, Campus Improvement Plan, Principal Data Dashboard, strategic staffing, Bluebonnet Learning Math implementation (HQIM), Professional Learning Communities, and Tier 1 instructional monitoring tools.	Campus administration Academic trainers	
July 21 – 23, 2025 JISD Leadership Summit	Three days of intense focus on accountability, legislative updates, Texas Teacher Evaluation and Support System (T-TESS), documentation protocols, special education, progress monitoring, and instructional practices tied to high leverage indicators, and discipline management.	Campus Administration Academic trainers	
August 2025 Professional Learning	In-depth training on Multi- Tiered Student Support, data	Campus Administration Academic trainers	

Communities: Year 1	protocols, protected, and powerful team conversations to increase teacher efficacy and student academic achievement.	
Upfront	Training for School Year 2026-20	27
Date	Content	Audience
June 1 - 4, 2026 JISD C&I Summer Institute	Upfront and targeted professional learning plan and support for all campuses on understanding the state and federal accountability systems, Campus Needs Assessment, middle school initiative, Campus Improvement Plan, Principal Data Dashboard, strategic staffing, Bluebonnet Learning Math, Professional Learning Communities, and Tier 1 instructional monitoring tools.	Campus administration Academic trainers
July 20 - 22, 2026 JISD Leadership Summit	Three days of intense focus on accountability, legislative updates, Texas Teacher Evaluation and Support System (T-TESS), documentation protocols, special education, progress monitoring, and instructional practices tied to high leverage indicators, and discipline management.	Campus Administration Academic trainers
August 4, 2026 Professional Learning Communities: Year 2	In-depth training on Multi- Tiered Student Support, data protocols, protected, and powerful team conversations to increase teacher efficacy and student academic achievement.	Campus Administration Academic trainers
Ongoing Profession	nal Learning Cohorts for School Ye	ear 2025-2026
Date	Content	Audience
Professional Learning Communities (PLC) Year 1	Introduction to the PLC protocols, systems, and outcomes (DuFour) to improve teacher efficacy and	Campus teachers Academic trainers

	student performance			
Ongoing Professional Learning Cohorts for School Year 2026 – 2027				
Date	Content	Audience		
Professional Learning Communities (PLC) Year 2	Year 2 of the PLC implementation protocols, systems, and outcomes (DuFour)	Campus teachers Academic trainers		
Curriculum & Instru	uction Learning Supports for Scl	hool Year 2025-2026		
Date	Content	Audience		
	Analyze academic data, campus discipline data, and attendance data.			
2025 – 2026 Weekly review of	Discuss challenges and brainstorm solutions.	Campus Leadership Team		
campus data	Calibrate and debrief walkthroughs on test areas with campus and district leadership. Determine areas of strength and areas of need.	Assistant Principal, Academic Leaders		
2025 – 2026 Ongoing monthly Data to Action (DTA) meetings with campus leaders	Provide training to strengthen data analysis and their effective application at the campus level. Deep dive into campus level assessment data to set goals and plan for improvement. Collaborate with peers on high yield instructional strategies that positively impact instruction.	Principals, Assistant Principal Academic Trainers		
Curriculum & Instru	nction Learning Supports for Sch	nool Year 2026 - 2027		
Date	Content	Audience		
2026 – 2027 Weekly review of campus data	Review and refine Campus Improvement Plans based on 2025-2026 outcomes. Discuss and adjust school-wide instructional initiatives and their impact.	Principals, Assistant Principals, Academic Trainers		
	Analyze progress towards			

	established goals and identify necessary adjustments Review previous 2025-2026 staffing model and adjust to benefit student academic achievement.	
2026 - 2027 Ongoing monthly Data to Action (DTA) meetings	Provide training to strengthen data analysis and their effective application at the campus level. Deep dive into campus level assessment data to set goals and plan for improvement. Determine the high yield instructional strategies that positively impact instruction.	Principals, Assistant Principal Academic Trainers

MPM: Teacher Development (Experience)

The chart below outlines professional learning opportunities for Judson ISD elementary and middle school staff. The content of the sessions revolves around teacher efficacy with district-adopted High Quality Instructional Materials (HQIM), lesson planning, including the use of research, high impact instructional strategies, and differentiation to support all learners.

Upfront Training for School Year 2025-2026			
Date	Content	Audience	
May 13 th – 15 th May 20 th – 21 st	Introduction to Judson ISD HQIM, Bluebonnet Learning in Math overview of resources, supports, and processes for structures implementation.	6 th – 8 th Math teachers	
July 29 th – 30 th	Introduction to Judson ISD HQIM, Bluebonnet Learning in Math, with a focus on lesson plan internalization and effective team planning.	6 th – 8 th Math teachers	
August 5 – 7, 2025	Introduction to Judson ISD HQIM, Bluebonnet Learning in Math, with a focus on research-based and high impact instructional strategies tailored to each grade level.	6 th – 8 th Math teachers	

August 7, 2025	Introduction to Multi-Tiered Student Support and the MTSS period within master schedule to support struggling students	Middle school Reading Language Arts and Math teachers			
September 29, 2025	Professional learning focused on data analysis, collaborative planning, high impact instructional practices, differentiated instruction, and data analysis	Judson ISD core content teachers			
September 22 October 14 October 15 November 6 November 7 December 12 January 12 January 13 March 4	Bluebonnet Learning campus coaching by Carnegie Learning to focus on implementation of curriculum, guidance on internalization, MTSS planning, classroom coaching conversations, collaborative lesson cycle, professional support, and lesson planning support.	Kirby MS			
October 31, 2025	Parent Engagement Event: parent conferences regarding student performance data in Reading and Math based on BOY data as well as first nine weeks report card	Judson ISD core content teachers			
November 4, 2025	Professional learning focused on data analysis, collaborative planning, high impact instructional practices, differentiated instruction, and data analysis	Judson ISD core content teachers			
February 27, 2026	Professional learning focused on data analysis, collaborative planning, high impact instructional practices, differentiated instruction, and data analysis	Judson ISD core content teachers			
Upfro	Upfront Training for School Year 2026 - 2027				
Date	Content	Audience			
July 2026 New Teacher Academy	Phase II of Bluebonnet Learning in Math, Phase I Introduction to HQIM in Reading with a focus on lesson plan internalization and effective team planning. New Teacher Academy:	Novice or New to JISD teachers			
	THOW I CAUTOL ACAUCITY.				

	induction into Judson ISD systems, supports, process, and HQIM	
August 2026 JISD Staff Development Day	Phase II of Bluebonnet Learning in Math, Phase I Introduction to HQIM in Reading with a focus on research-based and high impact instructional strategies tailored to each grade level and content level	Judson ISD teachers
	Judson ISD Staff Development Day	
November 2026 JISD Staff Development Day	Phase II HQIM in Reading with a focus on research-based and high impact instructional strategies tailored to each grade level and content level	Judson ISD teachers
Job-Embed	dded Coaching for School Year	2025 - 2026
Date	Content	Audience
September – October 2025	Monthly classroom observation, coaching, and PLC support from C&I Department for HQIM planning, implementation, and fidelity	Core teachers
November 2025 – May 2026	Monthly classroom observation, coaching, and PLC support from C&I Department for HQIM planning, implementation, and fidelity	Core teachers
Job-Embed	dded Coaching for School Year	2026 - 2027
Date	Content	Audience
September – October 2026	Monthly classroom observation, coaching, and PLC support from the Curriculum and Instruction for HQIM planning and JISD curriculum guides, implementation, and fidelity	Core teachers
November 2026 – May 2027	Monthly classroom observation, coaching, and PLC support from the Curriculum and Instruction for HQIM planning and JISD curriculum guides, implementation, and fidelity	Core teachers

Ongoing Professional Learning Cohorts for School Year 2025 - 2026				
Date	Content	Audience		
Ongoing 2025 – 2026 Professional Development	Strategic launches into upcoming curriculum and research-based instructional strategies	Core teachers		
Ongoing Professional Learning Cohorts for School Year 2026 - 2027				
Ongoing 2026—2027 Professional Development	Strategic launches into upcoming curriculum and research-based instructional strategies	Core teachers		

MPM: Secondary Academics

Curriculum and Instruction Coordinators: The district will leverage the C&I Coordinators to support the implementation of the turnaround plan. The roles of these coordinators will include providing strategic and align support to campus-based academic trainers through Professional Learning Communities and content-based professional development, including:

- o Rigorous curriculum Design and using the JISD curriculum documents
- o JISD Instructional Model and research-based instructional strategies for literacy and numeracy
- o Understanding the instructional frameworks for JISD reading language arts and math
- o Direction on how to access and differentiate instruction using the JISD curriculum and adopted HQIM

The chart below outlines the actions that will be taken by the Department of Teaching and Learning to support school turnaround. These actions align with the Texas Effective School Framework. Our goal is to provide support and training to campus leaders, teachers, and instructional support staff, empowering them to implement changes in their beliefs and behaviors.

Category	Items
High Quality Professional Learning Communities	Year 1: 2025 – 2026
that focus on results	Designate PLC lead by department/grade
	level, create training, and deliver training
Aligns with:	Campus leaders, academic trainers,
	Curriculum, and Instruction coordinators will
ESF Lever 3:	attend the PLC Coaching and
3.1	Implementation Academy during the SY 25
3.2	 – 26. Along with district leaders, campus
3.3	administrators will:
	 Define expectations for the focus of PLC
ESF Lever 4:	(Questions 1 – 4) and how to plan for
4.1	high quality Tier 1 instruction in

	classrooms
ESF 5:	
5.1	Action plans for June / Introduction and defining
	- June (introduction and defining
5.2	systems)
5.3	- August (implementation)
5.4	- October (implementation)
	 November (data analysis protocols
	and reflection)
	 January – April (full implementation
	with continuous improvement)
	Progress Monitoring Planning
	- DuFour 4 Questions
	 Interventions and Enrichment
	Create and administer PLC Survey every
	nine weeks to ascertain time spent on
	instruction and student support
	Create master schedule that allows for small
	group support on daily/weekly basis
	Weekly campus leadership meeting to track
	student progress
	Year 2: 2026 – 2027
	 Summer 2026: Year 2 PLC Implementation
	 Analyze PLC surveys for patterns and
	trends—successes and challenges
	Continue PLC Lead training
	Improve upon systems from Year 1
	Provide ongoing learning experiences for
	teachers on:
	- Unpacking TEKS and utilizing
Implementation of Written Curriculum and Adopted	vertical alignment documents
HQIM and Instructional Model Framework	- Internalizing unit guides, unit
	modules, and lesson modules
ESF 4:	- Identify misconceptions and
4.1	scaffolds during planning using
	Lead4Ward field guides
ESF 5:	- Incorporating JISD Instructional
5.1	· •
5.2	Model and aligned high-impact
5.3	instructional strategies
	- Train and support campus leaders
	and academic trainers on curriculum
	study protocols into weekly PLC
	meetings

Cycle for Poviowing Accoment Date	 Examine student work and formative assessment data to adjust instruction Conduct regular Tier 1 observations focused on fidelity of curriculum and HQIM implementation Align walkthrough tools with HQIM instructional routines and TEKS alignment Provide targeted coaching to campuses based on observational data Provide monthly reports on implementation successes and next steps.
Cycle for Reviewing Assessment Data	Create an assessment calendar by school level and
ESF 4.1	content level that includes all required assessments
ESF 5 5.1 5.3 5.4	 Implement PLC data review protocol SY 2025 – 2026 Implement assessment plan Utilize Eduphoria to monitor student performance Create intervention groups and/or MTSS periods Monitor student performance, attendance, and needs throughout year September – December: Meet to discuss student performance on 3 weeks January – April: weekly meetings by campus leadership Review PLC survey data SY 2026 – 2027 Summer – Adjust plan/calendar based on feedback from Year 1 Implement Phase II of the plan with
	identified adjustments
Professional Learning for Multi-Tiered Student Support (MTSS) and Response to Intervention (RtI) ESF 4 4.1 ESF 5 5.3 5.4	 Implement clear protocols and structures for providing academic interventions to students identified as in need Track effectiveness of intervention strategies and make needed adjustments.

Professional Learning for Content and Pedagogy	Judson University: ongoing unit launches	
	for upcoming curriculum including HQIM and	
ESF 5	research-based instructional strategies	
5.1	(August 2025 – May 2026)	
5.2	New Teacher Cohort: monthly training for	
5.3	teachers new to teaching on content and	
5.4	pedagogy	
	New Teacher Lead Campus Mentor:	
	Monthly meetings to support mentors and	
	mentees	
	Assistant Principal Cohort:	
Academic Coaching Support	Academic trainers will support campus	
	teachers within the Professional Learning	
ESF 1	Communities	
1.3	Academic trainers will conduct daily	
	classroom visits to monitor implementation	
ESF 5	of the curriculum and provide timely support	
5.1	to teachers	
F 2		
5.2		

	SY 2024 - 2025	SY 2025 - 2026
Schedules	Middle School: • 7 period day • 90-minute block for Reading and Math	Middle School: 8-period day 90-minute block for Reading and Math
Content	Reading Language Arts & Math daily	Reading Language Arts & Math daily
Support for Students	Middle SchoolTier 3 in advisoryStudents lost elective for RTI	 Middle School Tier 3 built into course schedule: MTSS 2 electives for all students
Support for Teachers	Support from academic trainers in Reading Language Arts and math Support from C & I Coordinators	Assigned support from C & I Coordinators for Tier 3 campuses HQIM Training beginning May 2025 MTSS Training and Support PLC: support and structure (additional planning time) Campus assessments built in Progress Learning Revision of curriculum guides

MPM: Educator Course Correct

Ensuring Teacher Effectiveness

- Classroom Observations:
- Performance Data:
- Data-Driven Instruction

Course Corrections

- Professional Development provided through high quality external partners
- Teachers will be expected to implement new strategies in their Tier 1 instruction with support from academic trainers.
- Lesson plans, student work samples, and grading practices will be reviewed to ensure alignment to TEKS standards and level of rigor.
- Weekly visits from C & I director, C & I coordinator, and academic trainers to provide monitoring, coaching, planning, and instructional modeling.
- Development of individual support plans will be implemented if teacher practice does not change.

MPM: Assessments

The campus leadership team will be responsible for the ongoing review of assessment data, including:

- **Frequency: Data** will be reviewed at least three times a year following the administration of the Fall MAP (BOY), Winter MAP (MOY), and STAAR Assessments. TEA Interim assessment data will also be reviewed upon availability.
- **Data Collection:** Student performance data from MAP assessments and STAAR will be collected and analyzed using the Judson ISD Accountability Data Tracker. This tracker will also be utilized to create student intervention lists aligned with Domain 2A cut point and the Domain 3 growth targets for all students, the high-focus group, and the two lowest-performing racial groups.
- **Review Process**: The campus leadership team will analyze the data to identify student growth trends, impact of implemented interventions, and campus progress towards goals for Domain 2A and Domain
- Reporting and Communication: Progress data and analysis will be shared with:
 - o Campus Leadership: Monthly analysis to inform instructional practices and resource allocation.
 - Superintendent and Key District Leadership: During a semester, leadership will provide an overview of progress towards targets and performance goals. This will include the review of MAP BOY and MOY data along with interim and summative STAAR results.

Assessment Strategy

- District-created unit assessments for grades 3 5 and 6 8 Math and ELA, 8th grade science and 8th grade social studies.
- Unit assessments will cover unit targeted TEKS and include 10 20 items.
- o Assessment items will be released STAAR questions and test bank items that include:
 - ELA: revising and editing, short constructed response, extended constructed response, reading passages with MC items, and technology enhanced items
 - Math: multiple choice and technology
 - Science: multiple choice, technology enhanced items, and short constructed response items
 - Social Studies: multiple choice, technology enhanced items, and short constructed

response items

- o Unit assessments for targeted grades will be accessible in Eduphoria.
- Each unit assessment will evaluate content covered in the current instructional unit guide and include spiraled, high-leverage TEKS to reinforce ongoing learning and mastery

