



You matter!

VISION

Memphis ISD will establish itself
as the leader in educational excellence.

MISSION

Memphis ISD, partnered with family
and community, exemplifies a wide range
of rigorous and engaging experiences
that guarantee students choices
and opportunities for a successful life.

You matter!

A LEADER IN EDUCATIONAL EXCELLENCE

Memphis ISD, a small district located in a rural, agricultural community, is fully committed to providing our students with a wide range of rigorous and engaging educational experiences that guarantee them choices and opportunities for a successful life.

With this steadfast commitment in mind, Memphis ISD embarked on a transformative journey through the Texas Strategic Leadership (TSL) initiative, aimed at identifying and fortifying our strategic priorities for our student success.

Partnering with the Region 16 Education Service Center to navigate the TSL process, we successfully developed a customized five-year strategic plan designed to establish Memphis ISD as the leader in educational excellence. Core elements of the TSL journey included visioning, stakeholder engagement, landscape analysis, meticulous data review, goal setting, priority and initiative identification, as well as performance monitoring.

This was an opportunity for our trustees, principals, teachers, support staff, students, business partners, families, and community members to provide feedback through surveys or face-to-face interactions. Their collective input was instrumental in charting a course wherein Memphis ISD ensures all students have the skills and tools necessary to prepare them for success in college, trade schools, and the workforce, with an intentional emphasis on becoming productive citizens.

Based on how our stakeholders collectively envisioned the future of our district, we were able to develop a new vision and mission statement by aligning aspirations with actionable objectives. Memphis ISD established a clear direction for growth and development that guarantees students a wealth of choices and opportunities for a successful life.

In a small community, Memphis ISD recognizes the importance and value of community involvement. We actively engage stakeholders, including educators,

parents, students, community businesses, and leaders' participation in various activities, ensuring that diverse perspectives are continually considered.

Throughout our TSL journey, data analysis served as the backbone of strategic decision-making within Memphis ISD. We identified trends, accessed performance metrics, and pinpointed areas of improvement and resource allocation. In bringing to life the goal setting and monitoring area of our plan, we must ensure the lessons taught in all classrooms are engaging and rigorous, preparing students for success in life.

Memphis ISD established goals that are clear, attainable, meaningful, and regularly monitors progress toward their attainment while supporting our staff and keeping our stakeholders informed about our progress and successes.

In summary, Memphis ISD embodies a commitment to excellence, innovation, and collaboration. By harnessing the collective expertise of stakeholders, leveraging data-driven insights, and prioritizing continuous improvement, Memphis ISD is poised to achieve its objectives and empower student success.

You Matter,



William Alexander

Superintendent, Memphis ISD



EXECUTIVE SUMMARY

Memphis ISD partnered with the Region 16 TSL Team within the Texas Strategic Leadership Pilot, and created a customized Strategic Plan to steer the district's forthcoming endeavors and goals. The 2024-2025 strategic blueprint is poised to guide district initiatives for the next 3-5 years, embodying a dynamic approach as a living document. This plan will be continually implemented, evaluated, and adjusted to cater to the evolving needs of students, staff, and the wider community. Developed through comprehensive stakeholder feedback, a thorough district landscape analysis, and under the guidance of a dedicated district steering committee, the plan reflects a robust foundation rooted in diverse perspectives and insights.



PURPOSE

A Strategic Plan serves as a roadmap that defines the district's vision, mission, and goals over 3-5 years. Its purpose is to set clear priorities, improve performance by establishing measurable benchmarks, enhance accountability, and align resources effectively. By engaging stakeholders and adapting to changing educational needs and trends, the plan guides decision-making to ensure the success and well-being of all students.

SCOPE

The scope of the Memphis ISD Strategic Plan provides strategic priorities, aligned initiatives, and measurable goals aligned to the district vision, mission, and envisioned student experience.



“ Memphis ISD feels like family to me. We have a unique opportunity to empower and shape our youth. I don't take this opportunity lightly, therefore, each student and their education is top priority to me. ”

Dick Hutcherson
Principal, Memphis High School

TEXAS STRATEGIC LEADERSHIP PROCESS

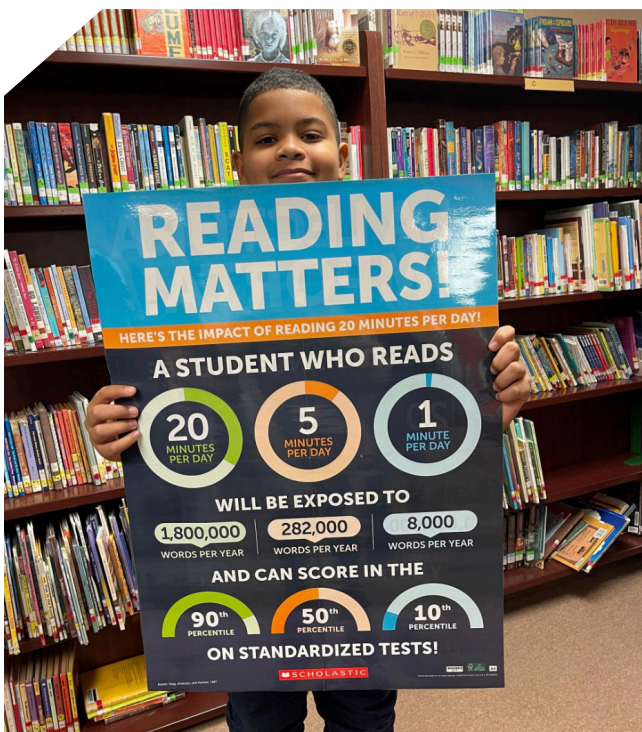
1 Memphis Independent School District (ISD) embarked on a comprehensive Texas Strategic Leadership process throughout the academic year 2023-2024 to position itself as a trailblazer in delivering high-quality education to its students. The process began with an initial customization meeting to tailor the approach to Memphis ISD's unique needs. Key stakeholders, including the superintendent, steering committee, board of trustees, and internal stakeholders, played pivotal roles in shaping the district's strategic direction.

2 A landscape analysis was conducted to understand the current state of the district, followed by a thorough data review to identify strengths, opportunities for growth, and possible barriers. From there, a vision, mission, and envisioned student experience were developed to guide future endeavors.

3 Internal and external stakeholders provided invaluable input through surveys, face-to-face conversations, and participation in feedback committees, ensuring a holistic understanding of community needs and aspirations.

4 Strategic priorities were determined based on data analysis, and strategic initiatives were aligned with these priorities using the Effective District Framework as a guide. A Call to Action of "You Matter!", representative of the strategic plan in full, was developed to rally stakeholders around common goals.

5 The final phase involved the development of specific goals, including measurable student outcome goals, culminating in the finalization of a 5-year strategic plan. This plan serves as a roadmap for allocating district resources effectively and achieving the overarching objective of educational excellence. Through this process, Memphis ISD seeks to solidify its position as the leader in educational excellence.





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MEMPHIS ISD Leadership Team & Texas Strategic Leadership Steering Committee



William Alexander
Superintendent, Memphis ISD



Leigh Ann Hawthorne
Director of Curriculum & Instruction



Richard Hutcherson
High School Principal



Wes Hardin
Middle School Principal



Misty Parr
Austin Elementary Principal

Internal Stakeholders

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Autumn Stevens
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Austin Elementary School

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Kayla Gilcrest
Brett Prince
Debbie Roberts



Envisioned Student Experience

Every student deserves:

to receive engaging, rigorous, high-quality instruction in every classroom, every day.

the opportunity to understand choices that exist for their future.

to be seen, heard, valued, and empowered every day.

a safe, secure, and loving environment in which to learn.

“What I like about Memphis ISD is the family-like atmosphere. When there is a need in the district people automatically help where they can. The staff at the schools just pitch in to help wherever is needed throughout the school year.”

Wes Hardin

Middle School Principal, Memphis ISD

WE ARE MEMPHIS

Nestled in the southeast corner of the Texas Panhandle, between Childress and Clarendon, lies Memphis Independent School District (MISD), a rural educational hub. Memphis, primarily an agricultural community with a population of 2,055, is a place where hard work is valued and opportunities are sought after.

As we prepare for the 2024-2025 school year, MISD is shifting to three campuses. Travis Elementary and Austin Elementary will merge, catering to students from Pre-Kindergarten through 5th grade. Memphis Middle School will guide students in grades 6 through 8, while Memphis High School will lead students from 9th to 12th grade.

MISD is committed to preparing Memphis children for success in the global economy of the 21st century. Through rigorous academics and strong community partnerships, we aim to equip our students with the skills and knowledge they need to thrive. This is our mission. ***This is Memphis ISD, where you matter!***



420 Students



3 Campuses

12

Average Class Size



120 Total Staff



43 Teachers



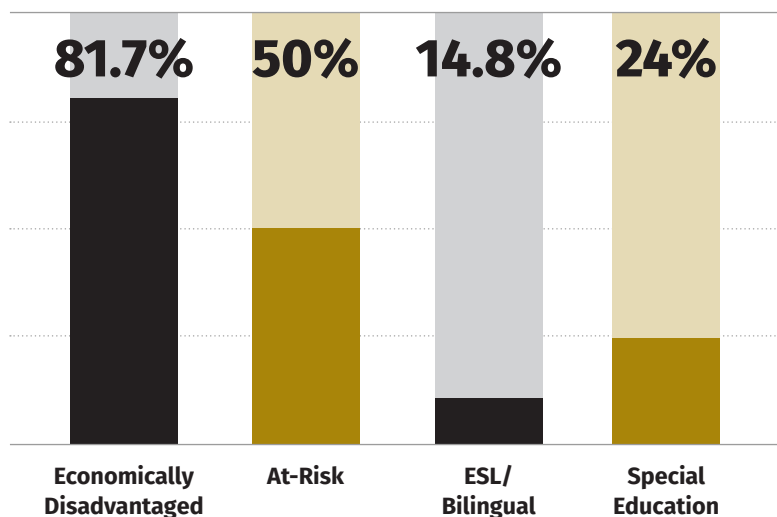
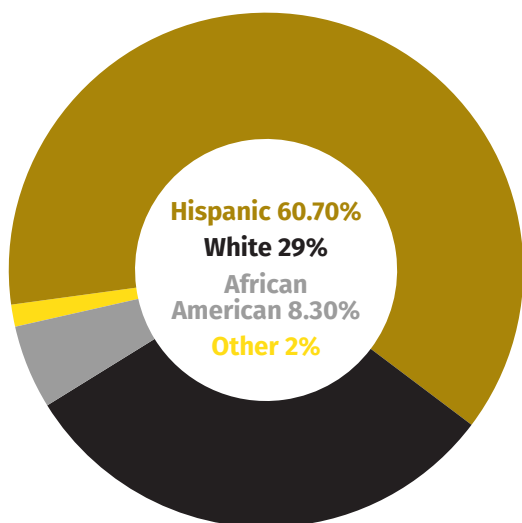
27 Paraprofessionals

16.2

**Average Years of
Teacher Experience**

Annual Budget: \$8.3 million

OUR STUDENTS



ACCOUNTABILITY RATINGS

2021-2022 School Year

B

Overall District Rating

B

Austin Elementary

A

Memphis Middle School

DISTINCTION DESIGNATIONS EARNED:

- Academic Achievement in English/ Language Arts/Reading
- Academic Achievement in Mathematics
- Academic Achievement in Science
- Academic Achievement in Social Studies
- Postsecondary Readiness
- Top 25 Percent: Comparative Academic Growth
- Top 25 Percent: Comparative Closing the Gaps

B

Memphis High School

CTE PROGRAMS OF STUDY

(Career & Technical Education)

CLUSTER PROGRAM OF STUDY

Human Services	Family and Community Services Health and Wellness
Architecture & Construction	Carpentry
Agriculture, Food & Natural Resources	Plant Science Animal Science Agribusiness
Manufacturing	Welding
Arts, Audio/Video Technology, and Communication	Graphic Design & Multimedia Arts



“

That's how I see this plan. In education we are notorious for recycling ideas and calling them something else! This plan is full of possibilities.

Now the question is, what will we do with those possibilities?
That's what our staff, students, and parents are to me....possibilities!

”

Misty Parr

Austin Elementary Principal, Memphis ISD



DISTRICT SYSTEMS

District systems form the
backbone of effective education,
placing ***students at the center***
while providing
clear expectations and outcomes.

They're ***replicable*** across campuses,
acting as ***playbooks for success***
with a ***common language.***

Aligned vertically and horizontally,
they're ***user-friendly*** yet agile,
allowing quick pivots based on data.

Crucially, they ***define roles for stakeholders,***
fostering accountability and trust.

In essence, they're the HEART
of a THRIVING educational community,
embodying our COMMITMENT
to student success.

PRIORITIES & INITIATIVES

STRATEGIC PRIORITY

High Expectations for All

In Memphis ISD, the strategic priority of “High Expectations for All” permeates every aspect of education. This phrase represents a deeply ingrained belief in the potential of every student, regardless of background or ability. Teachers, administrators, and staff, partnered with families and the community, are dedicated to nurturing each individual student’s talents and fostering a culture of excellence. Barriers to success are systematically dismantled to ensure success for all. Through relentless dedication and innovative approaches, the district stands as a beacon of hope, committed to shaping a brighter future for every student.

STRATEGIC PRIORITY

Engaging, Rigorous Student Experience

In Memphis ISD, our strategic focus on enhancing an “Engaging, Rigorous Student Experience” stands as a pillar of our dedication to academic excellence. Through this initiative, we are committed to creating vigorous and interactive learning settings that ignite students’ passion and enthusiasm for learning. Through collective efforts and a steadfast commitment to elevating engagement and rigor, we aim to foster an environment where every student is motivated, empowered, and prepared to excel academically and personally.

STRATEGIC INITIATIVE

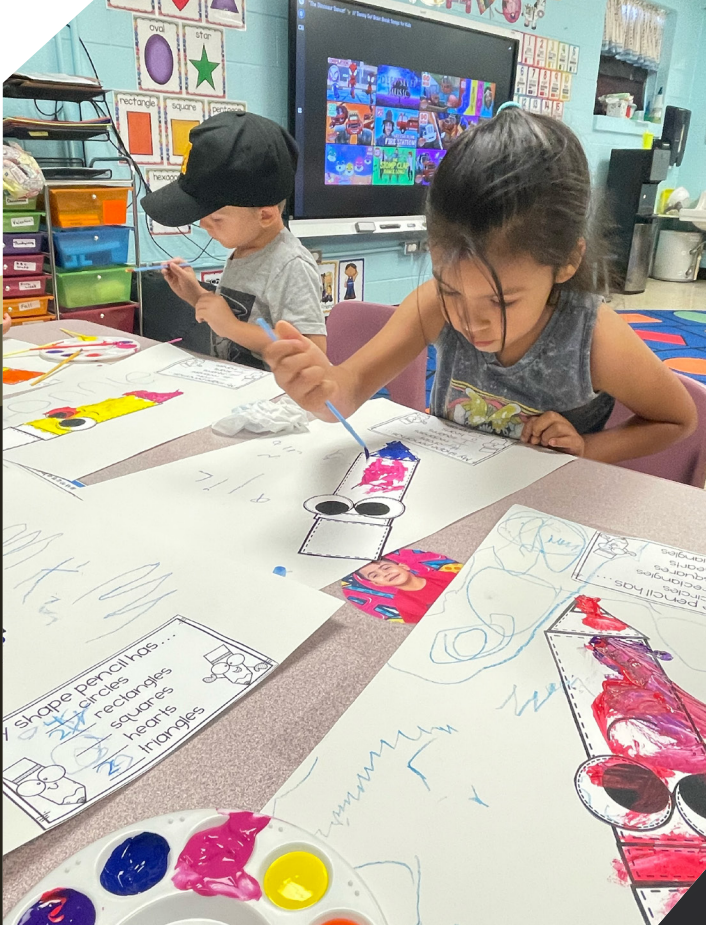
Create a System of Accountability for All

In Memphis ISD, the strategic initiative of “Creating a System of Accountability for All” is a cornerstone of our commitment to excellence. Through this initiative, we establish clear standards and expectations for students, educators, administrators, and stakeholders alike. Accountability measures are transparently implemented, ensuring that progress and performance are consistently monitored and evaluated. By fostering a culture of accountability, we empower individuals to take ownership of their roles and responsibilities, driving continuous improvement across the district. Through collaborative efforts and collective accountability, we aspire to cultivate an environment where every member of our school community thrives and succeeds.

STRATEGIC INITIATIVE

Create a System of Instructional Capacity Building

In Memphis ISD, our strategic focus on “Creating a System of Instructional Capacity Building” is central to our dedication to academic excellence. Through this initiative, we are committed to equipping all our educators with the tools, training, and support needed to deliver an engaging and rigorous learning experience for every student. We will invest in targeted professional development that emphasizes innovative teaching methods and the application of data-driven instructional strategies. By fostering a collaborative culture of continuous improvement among teachers, administrators, and the broader school community, we aim to elevate the quality of instruction throughout the district. Through these concerted efforts and a steadfast commitment to enhancing instructional capacity, we strive to create a dynamic learning environment where every student is inspired, challenged, and prepared to achieve their full potential.



STRATEGIC INITIATIVE

Create a System of Intentional Encounters

Our strategic initiative of “Creating a System of Intentional Encounters” is intricately linked to our commitment to strengthening family and community partnerships and enhancing the overall educational experience for our students. Through this initiative, we prioritize fostering intentional and meaningful interactions between students, educators, families, and the community. We will design and implement programs, events, conversations, and activities that facilitate authentic connections, collaboration, and mutual understanding among all stakeholders. By creating opportunities for intentional encounters, we aim to build trust, cultivate relationships, and deepen the sense of belonging and community within our schools. Through these intentional encounters and a steadfast commitment to collaborative engagement, we strive to create a supportive and inclusive educational environment where every student is known, valued, and supported by a strong network of educators, families, and community partners, ultimately enhancing their growth.

STRATEGIC PRIORITY

Family & Community Partnerships

Our strategic priority of strengthening “Family and Community Partnerships” is central to our commitment to holistic educational excellence. We prioritize building strong and collaborative relationships with families, local organizations, and the community to support and enhance the educational experience of our students. We will engage parents and guardians as active partners in their children’s education, providing opportunities for involvement, communication, and collaboration. Additionally, we will establish meaningful partnerships with community organizations, businesses, and local leaders to enrich learning opportunities, provide real-world experiences, and create a supportive network for our students. By fostering a culture of collaboration, mutual respect, and shared responsibility among all stakeholders, we aim to create a supportive and inclusive educational environment where every student feels valued, supported, and empowered to succeed.



DISTRICT GOALS

<i>District Stakeholder Outcome Goal</i>	<i>Here's our WHY</i>
By May of 2029, Memphis ISD students, teachers, staff, and administrators will achieve and sustain an A rating and a district Postsecondary Readiness Distinction Designation.	OUR VISION: <i>Memphis ISD will establish itself as THE LEADER in educational excellence.</i>
<i>Student Outcome Goals</i>	<i>Here's our WHY</i>
The percent of 3rd grade students that score meets grade level or above on STAAR Reading will increase from 47% in June 2023 to 70% by August 2029.	MISSION: <i>Memphis ISD, partnered with family and community, exemplifies a wide range of rigorous and engaging student experiences that guarantee students choices and opportunities for success in life.</i> Our Student Outcome Goals have been strategically designed to support our mission, while meeting statutory requirements. In addition, in 2019, House Bill 3 (HB 3) amended Texas Education Code (TEC) to add Sec. 11.185 and 11.186 to include plans that target early childhood (EC) literacy and math proficiency and college, career, and military readiness (CCMR).
The percent of 3rd grade students that score meets grade level or above on STAAR Math will increase from 47% in June 2023 to 70% by August 2029.	
The percentage of graduates that meet the criteria for CCMR will increase from 97% (31/32; under the 2022/2023 accountability system) Nov 2023 to 100% by August 2029.	
<i>Priority Outcome Goals</i>	<i>Here's our WHY</i>
By May of 2029, Memphis ISD students, teachers, staff, and administrators will create a system of accountability for all, as measured by an increase in satisfactory stakeholder survey results each year, using questions focused on clear expectations for all.	Drawing from extensive data collected through the landscape analysis and stakeholder engagement, the establishment of a comprehensive System for Accountability for All is poised to greatly advance our district vision.
By May of 2029, Memphis ISD students, teachers, staff, and administrators will create a system of instructional capacity building, as measured by a continued increase in the value of the student experience provided.	Based on thorough data gathered from the landscape analysis and stakeholder engagement, implementing a robust System of Instructional Capacity Building stands ready to significantly propel our district's vision forward.
By May of 2029, Memphis ISD students, teachers, staff, and administrators will create a system of intentional encounters with family and community partners, as measured by an increase in satisfactory stakeholder survey results each year, using questions focused on partnering in students' educational experiences.	Drawing from extensive data collected through the landscape analysis and stakeholder engagement, the establishment of a comprehensive System of Intentional Encounters with Family and Community Partners will contribute to advancing our efforts to realize our district vision.

“Memphis ISD isn't just a school district; it's a tightly-knit family where love, support, and camaraderie thrive. Each day, I am privileged to walk among lifelong friends and newfound companions who quickly become old confidants, former students who also chose to come back “home,” and truly some of the best students in the panhandle. As Cyclones, dreams are shared, struggles are faced together, and successes are celebrated as one.”

Leigh Ann Hawthorne

Director of Curriculum and Instruction, Memphis ISD



PORTRAIT OF A MEMPHIS ISD LEARNER

Our students, our learners, **embody the heartbeat** of Memphis ISD, directing every decision we make as a guiding compass, charting the course toward **limitless potential and growth** for all

These learner characteristics are **nurtured and cultivated** within the educational framework of Memphis ISD, **empowering students** to become lifelong learners and **active contributors** to society.



Curiosity & Inquiry

Students in Memphis ISD are characterized by their **innate curiosity** and eagerness to explore new ideas and concepts. They actively seek out knowledge and engage in inquiry-based learning experiences that encourage **critical thinking and problem-solving skills**.

Resilience & Grit

Learners in Memphis ISD demonstrate resilience and grit in the face of challenges. They **persevere through obstacles**, setbacks, and failures, viewing them as opportunities for growth and learning. With a growth mindset, they **embrace challenges** as stepping stones to success.

Collaboration

Students in Memphis ISD thrive in collaborative environments, **valuing teamwork, cooperation**, and communication skills. They actively participate in group projects, discussions, and community initiatives, recognizing the importance of working together to **achieve common goals**.

Adaptability & Innovation

Learners in Memphis ISD are **adaptable and innovative thinkers**, capable of navigating change and uncertainty with creativity and resilience. They **embrace new technologies**, ideas, and methodologies, continuously seeking out opportunities to learn and grow in an ever-evolving world.

Self-Direction

Learners in Memphis ISD **take ownership** of their learning journey, setting goals, monitoring their progress, and reflecting on their experiences. They are **proactive and self-motivated**, utilizing resources and support systems to pursue their passions and interests both inside and outside the classroom.

Responsible Citizenship

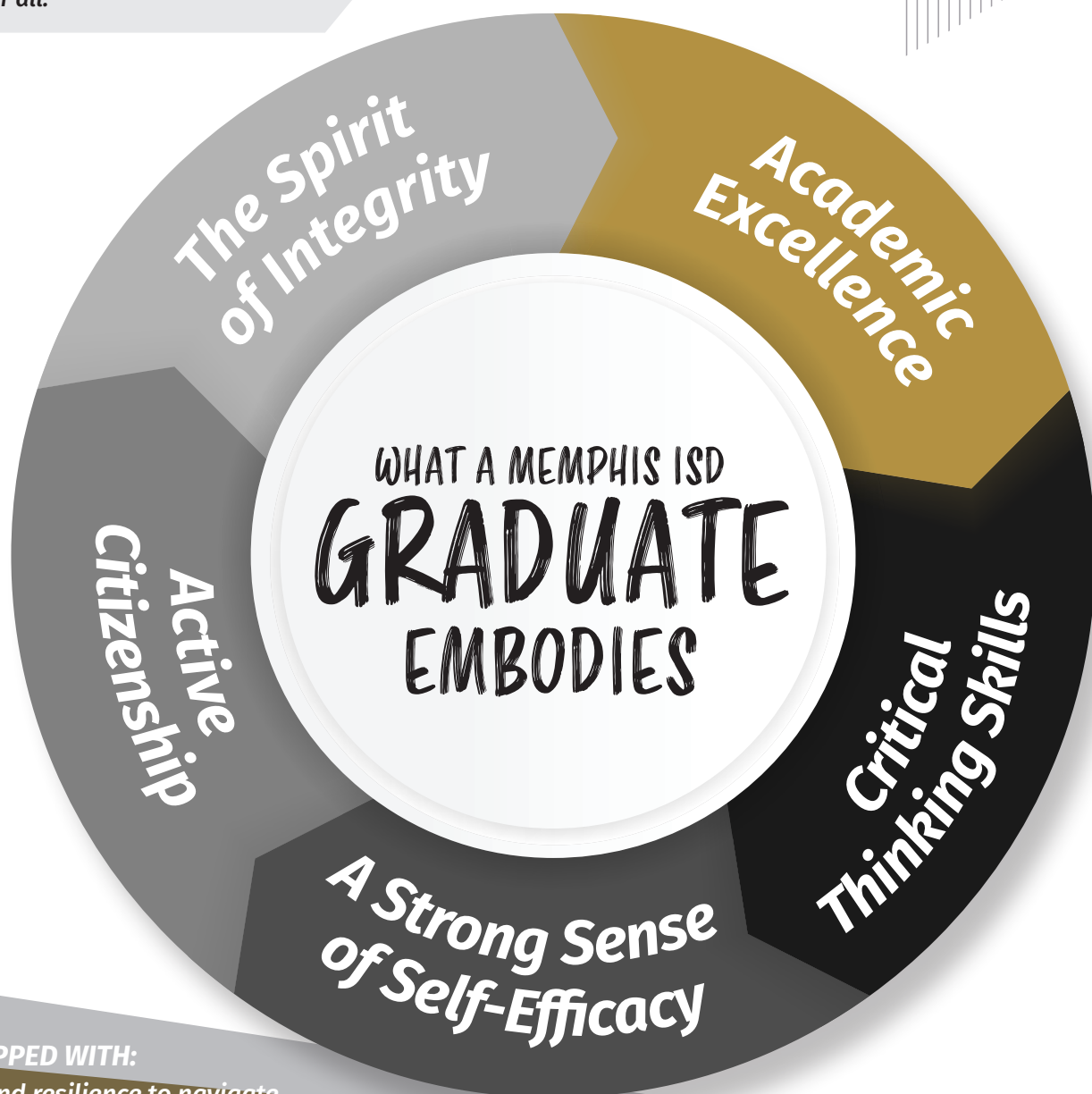
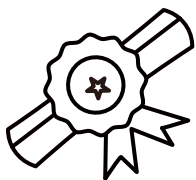
Students in Memphis ISD embody responsible citizenship, demonstrating a strong sense of **ethics, integrity, and accountability** in their actions and decisions. They understand the importance of contributing positively to their community and environment, and they actively engage in service-learning opportunities to address local and global challenges. By practicing responsible behavior and civic duty, they become empowered **agents of change**, dedicated to making a difference in the world around them.

CHARACTERISTICS

PORTRAIT OF A MEMPHIS ISD GRADUATE

In the heart of Memphis ISD, a graduate emerges: a **beacon of integrity**, academic excellence, and active citizenship. **Equipped** with critical thinking skills and self-efficacy, they navigate the world with **resilience**, making meaningful contributions to their communities.

WELCOME TO THE PORTRAIT OF A GRADUATE:
*where excellence meets integrity, shaping a
brighter future for all.*



THEY ARE FULLY EQUIPPED WITH:

The knowledge, skills, and resilience to navigate a rapidly changing world and make meaningful contributions to their communities.

PORTRAIT OF A MEMPHIS ISD EDUCATOR



As an educator in Memphis Independent School District, I am a **dedicated facilitator of educational excellence**, driven by the vision to empower every student to reach their fullest potential. Aligned with Memphis ISD's mission of collaboration with families and the community, I am committed to providing a diverse array of rigorous and engaging learning experiences that ensure students have the choices and opportunities necessary for a successful life.

In every classroom, every day, I strive to deliver engaging, rigorous, and high-quality instruction that fosters a love for learning and equips students with the knowledge and skills they need to thrive in the modern world. I understand the importance of empowering students to explore the choices available to them for their future, guiding them towards pathways that align with their passions and aspirations.

Central to my practice is the belief that **every student deserves to be seen, heard, valued, and empowered**. I create a safe, secure, and loving environment where students feel supported to take risks, ask questions, and express themselves authentically. By fostering a culture of **inclusivity and respect**, I ensure that every student's unique strengths and perspectives are celebrated.



I embrace data-informed decision-making to **continuously improve my instructional practices** and meet the diverse needs of my students. I collaborate with colleagues, families, and community partners to create holistic learning experiences that **nurture the whole child** and prepare them for success beyond the classroom.

As an educator in Memphis ISD, **I am not just a teacher** but a mentor, advocate, and lifelong learner. I am committed to upholding the values of visionary leadership, integrity, and adaptability, as I strive to make a **positive difference** in the lives of my students and the broader community. **Together**, we are shaping the future leaders, innovators, and changemakers of tomorrow.

KEY COMPETENCIES

Relationship Building

Embodying Integrity

Championing for Learners

Rigorous, Engaging Instruction

Empowerment & Choice

Creating Inclusive Environments

**Data-Informed
Decision Making**

Collaboration & Partnerships

Mentoring and Advocacy

PORTRAIT OF A MEMPHIS ISD LEADER

In the heart of Memphis, a leader emerges, driven by a vision of educational excellence that transcends boundaries. At the helm of Memphis Independent School District, our district and campus leaders embody the essence of visionary leadership, igniting a flame of passion and purpose within every corner of our educational community. With a **steadfast commitment** to collaboration, innovation, and equity, they navigate the ever-evolving landscape of education with grace and determination, guiding us towards a future where every student thrives. As we embark on this journey together, **united by a shared vision** and unwavering dedication, we embark on a mission to transform lives and shape destinies.

WELCOME TO THE PORTRAIT OF A LEADER: *where leadership meets inspiration, and every dream becomes a reality.*



**Collaborative
Decision Making**

**Instructional
Leadership**

**Data-Informed
Decision Making**

**Family &
Community
Partnership
Building**

**Financial
Stewardship**

**Communication
& Transparency**

**Adaptive
Leadership**

CORE COMPETENCIES

**Visionary
Leadership**

**Relational
Capacity**

**Trustworthy
& Inspirational**

**Student
Focused**

**NEXT
STEPS**

BEYOND 2024

Our leadership team is dedicated to partnering with stakeholders to ensure the timely attainment of all milestones and benchmarks, ensuring the successful execution of the Memphis ISD strategic plan.

As we advance in implementing our plan, we will continue to keep the district and community informed with regular updates on our progress and journey forward.

You matter!