



**VICTORIA
INDEPENDENT
SCHOOL DISTRICT**

2025-2029 DISTRICT STRATEGIC PLAN



**EXCELLENCE
BEGINS WITH
ME!**



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MESSAGE FROM THE SUPERINTENDENT



At Victoria ISD, we promote a student-centered culture that prioritizes teaching, learning, and excellence as operating norms and powerful levers for change. With this in mind, it is with great pride and enthusiasm that I announce the rollout of our 2025–2029 Victoria ISD Strategic Plan which serves as a comprehensive blueprint to guide our departments and schools toward a forward-focused vision of excellence for all Victoria ISD students, while also reinforcing Victoria ISD’s premier status as this work unfolds through 2029. After months of collaboration and input, we have formalized this plan, which is grounded in multiple sources of data and research-based practices where innovation and achievement are central to everything we do.

Strategic planning is an ongoing, dynamic process, not a one-time event. Interactions with numerous stakeholder groups across the city and school community have validated the need for our identified strategic priorities and will continue to create excitement in shaping the next chapter in Victoria ISD, elevating students from every corner of the district.

Excellence is our standard. The Strategic Plan reflects our commitment to high expectations, rigorous programs and services, and unwavering support that prepares all VISD students for success in an ever-evolving world. Our educational landscape must evolve alongside, as well. The bar is high, because our students deserve exactly that. We are setting ambitious, yet achievable goals to raise learning experiences for every student, every day. Whether through rigorous teaching and learning, advancing cutting-edge technology, enhancing support for all learners, or fostering critical thinking and creativity, our goal is to ensure that each student is prepared for the challenges and possibilities of tomorrow.

Key Priorities include:

- Exemplary Student Outcomes – Focusing on a strong start and strong finish for all students, ensuring every student has access to high-quality instruction, demanding coursework, and personalized learning opportunities.
- Empowered Staff – Providing the support and resources needed to cultivate a highly-effective workforce, and ensuring exemplary leadership is evident at all levels.
- Safe and Innovative Learning Environments – Fostering a safe, encouraging, and dynamic space where students are empowered to reach their full potential by leveraging their strengths, attendance, and citizenship-readiness.
- Authentic Partnerships – Strengthening relationships with families, businesses, and local organizations to create a stronger network of support for our schools and shared responsibilities that benefit students.
- Operational Excellence – Driving continuous improvement and innovation through efficiencies across all facets of the district.

A strong Victoria community is synonymous with strong Victoria ISD schools, and we are all stronger together. I believe that collaboration between our schools, families, and the broader community is crucial to achieving the outcomes set forth in this plan. The 13,000 students we serve are counting on us. When we come together as a community, we create change that echoes for generations.

The **Call to Action** is clear: *I ask each of you to embrace the change process, fully committing to this unified vision and our collective journey towards excellence at all levels. The future depends on it – and the future begins with us, right here, right now.*

It’s You, Me, & VISD!

Sheila Collazo
Superintendent of Schools

EXECUTIVE SUMMARY

Victoria ISD's 2025-2029 Strategic Plan reflects the district's commitment to realizing one North Star goal: All students graduate from Victoria ISD college, career, military, and citizenship ready. This goal serves as the guiding principle for all decision-making. The Strategic Plan, therefore, provides a comprehensive blueprint for achieving academic excellence for all students over the next four years, aligns with the district's vision and mission, and positions us to create a future where all students are empowered to succeed. The system transformation is about equipping students with the knowledge and skills needed to excel academically and socially, ensuring they are future-ready for higher education, careers, and life.

The plan takes into account current student needs, educational trends, and community expectations. It also responds to challenges in achievement gaps and an expectation for the highest standard of excellence in addressing both immediate needs and long-term goals.

In addition to what is outlined in this document, we have developed strategic actions, key performance indicators, and progress monitoring measures to regularly assess performance, identify areas for continuous improvement, and position our work towards advancing the strategic priorities.

The Board of Trustees and district leadership are committed to the successful execution of this plan, ensuring measurable progress, accountability, and continuous improvement that benefits students, families, and the broader community.

THE STRATEGIC PLAN AT A GLANCE



PRIORITY #1 EXEMPLARY STUDENT OUTCOMES

Our primary focus is on improving academic outcomes and student success at all levels through effective teaching and learning practices and consistent rigor.



PRIORITY #2 EMPOWERED STAFF

Our Teacher Focus: Texas allows multiple pathways to become a teacher, and our priority is to ensure we have highly-effective teachers in ALL classrooms.



PRIORITY #3 SAFE AND INNOVATIVE LEARNING ENVIRONMENTS

The school environment is a primary lever for success! Three VISD focus areas include:

- Safety
- Innovation
- Citizenship Readiness



PRIORITY #4 AUTHENTIC PARTNERSHIPS

We are all in this together, as the school system is the heartbeat of the community. Our partnerships will benefit student outcomes.



PRIORITY #5 OPERATIONAL EXCELLENCE

Short- and long-term planning comprehensively addresses needs and maximizes fiscal and operational resources.

EXECUTIVE TEAM



SHEILA COLLAZO
Superintendent
of Schools



JUSTIN GABRYSCH
Assistant
Superintendent
of Administrative
Services



TAMMY SESTAK
Assistant
Superintendent
of Academic
Services



MICHELLE YATES
Chief Financial
Officer



TAMMY GARZA
Chief of
Elementary
Schools



JAKE SALCINES
Chief of
Secondary
Schools



ANITA TAYLOR
Executive
Director of
Accountability
and Data
Systems



MELISSA CORRELL
Executive
Director of
College & Career
Readiness



ASHLEY ALVAREZ
Executive
Director of
Communications



TAMMY NOBLES
Executive
Director of
Human
Resources



SHERRI HATHAWAY
Executive
Director of
Operations

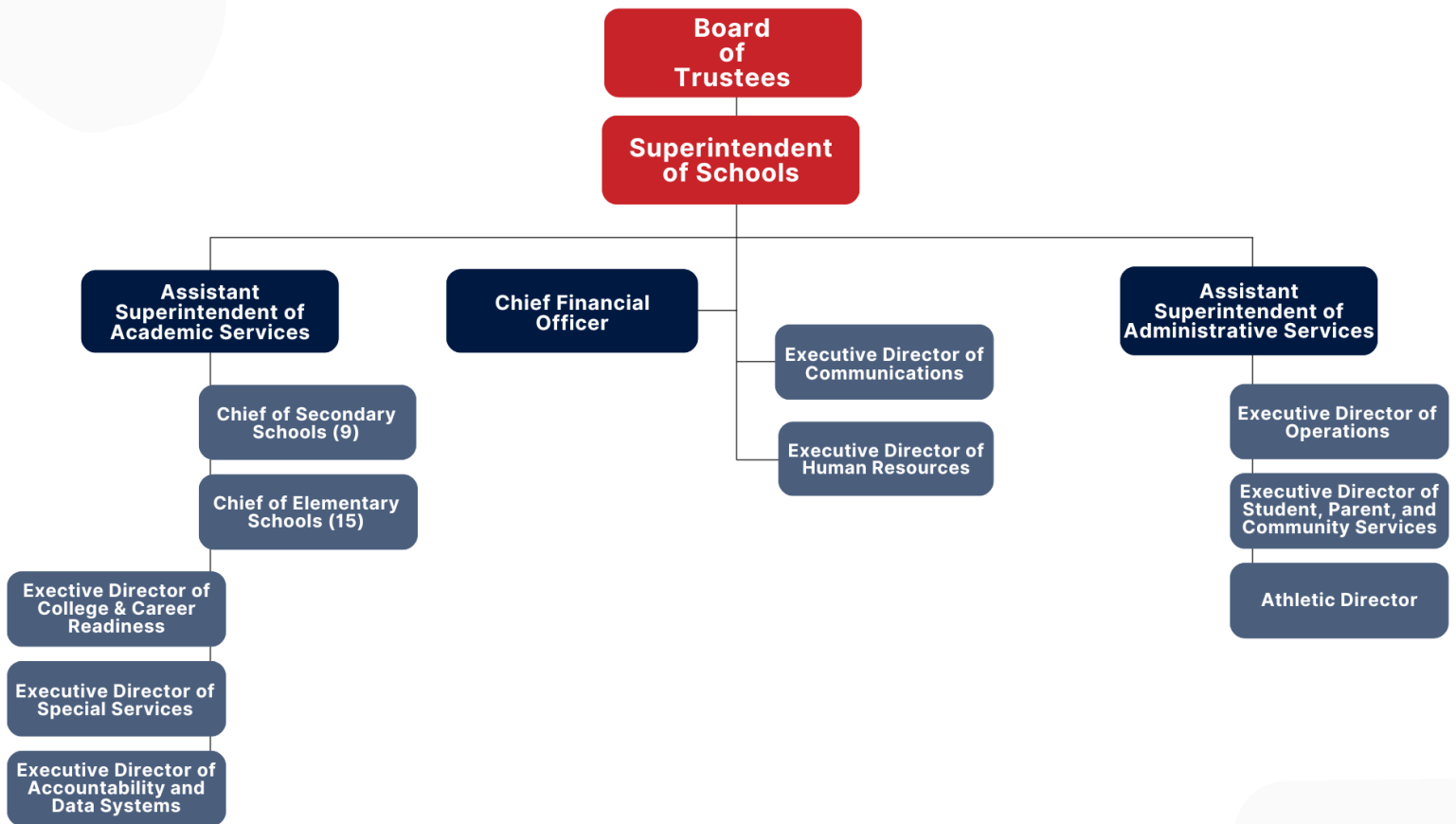


KELLI COTTON
Executive
Director of
Special Services



DAWN MARONEY
Executive
Director of
Student, Parent,
and Community
Services

ORGANIZATIONAL CHART





WHO WE SERVE



VICTORIA ISD EMPLOYEE COUNT

2,462



VICTORIA ISD TEACHER COUNT

977



VICTORIA ISD
NUMBER OF
SCHOOLS

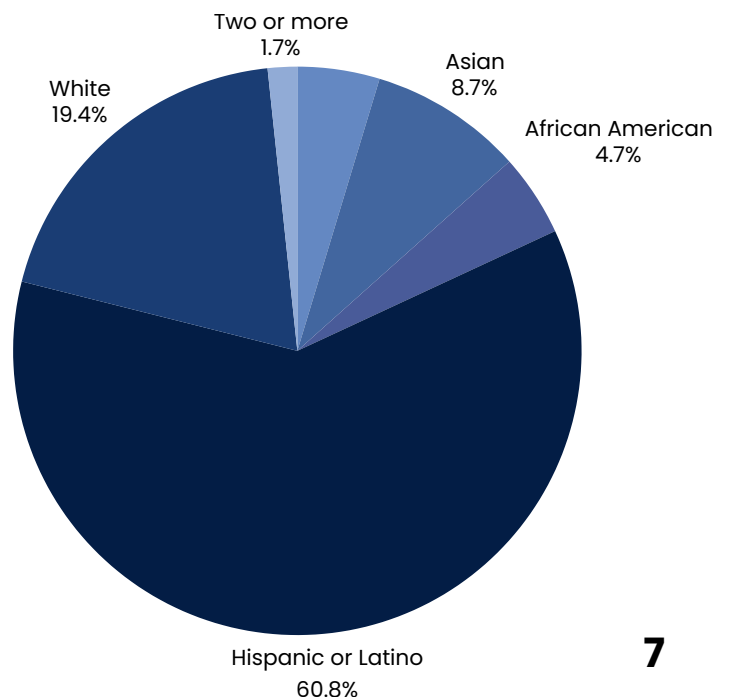
24

- 1 Early Childhood
- 14 Elementary Schools
- 4 Middle Schools
- 2 High Schools
- 1 Career & Technical
- 2 Alternative Schools



STUDENT COUNT AND DEMOGRAPHICS

12,908



YouMe & VISD

The logo for Victoria Public Schools is a circular seal. It features a central emblem with a torch and an open book. The text "VICTORIA PUBLIC SCHOOLS" is written around the top inner edge, and "EST. 1898" is at the bottom. The outer ring of the seal contains the phrase "ACHIEVING EXCELLENCE FOR ALL".

CORE BELIEFS

Our core beliefs embody the central ideas and values that consistently guide our individual and collective actions and behaviors.

We:

- V**alue People
- I**gnite Learning
- S**tay Student-Centered
- D**eliver Excellence

VISION

Achieving Excellence for All!

MISSION

The mission of Victoria ISD is to provide rigorous, relevant learning and life experiences so that all students contribute positively to society.

PORTRAIT of EXCELLENCE

Excellence Begins with ME!



Uses written and verbal communication to express thoughts with clarity and purpose, keeping the audience in mind.



Collects, analyzes, and uses information to evaluate scenarios, make complex decisions, and solve problems.



Is optimistic, demonstrates self-confidence, learns from failures, and works towards goals despite difficulties and setbacks.



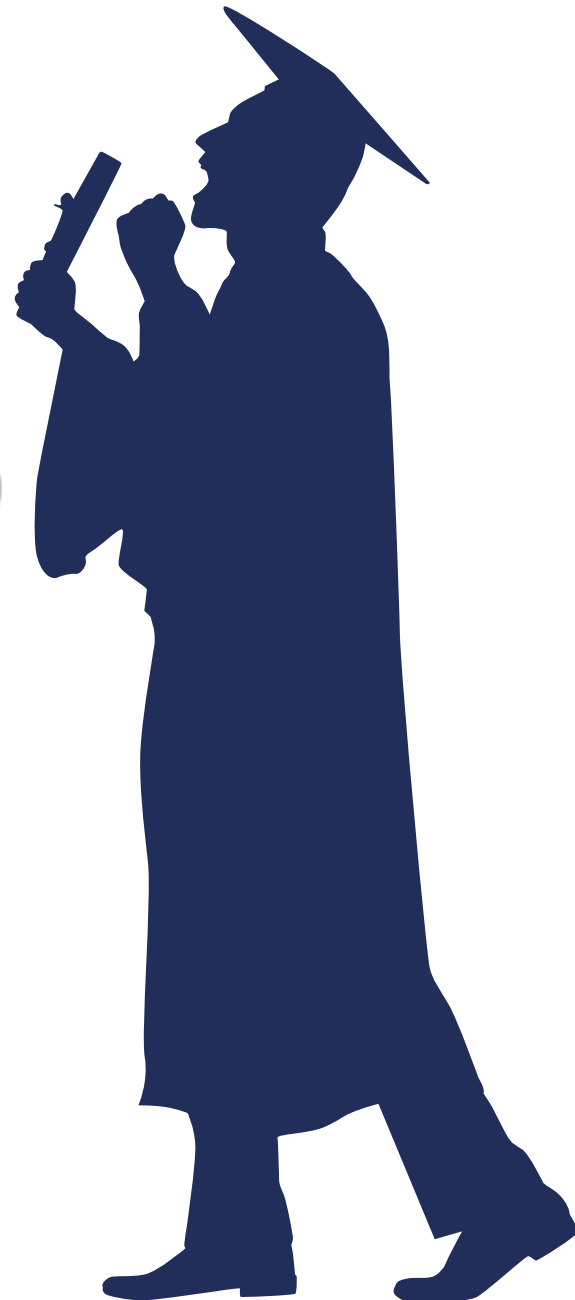
Acts with compassion, empathy, and collaboration to create genuine connections based on mutual trust and respect.



Views learning as a process and is driven to gain knowledge and experience new opportunities.



Takes ownership for thoughts, attitudes, and actions.



VICTORIA ISD LEADING TOWARD EXCELLENCE



From the boardroom to the classroom, everyone is a leader. Our leader profile is rooted in leadership actions that exemplify how we engage with others, approach our work, and position VSD and students for success.

CONNECTING TO EXCELLENCE	GROWING IN EXCELLENCE	REACHING FOR EXCELLENCE
Values Relationships Builds genuine connections by leading with compassion, empathy, and providing support to establish and maintain mutual trust and respect. Communicates for Impact Presumes positive intent, listens to understand and connect different perspectives, clarifies priorities, speaks with transparency and builds meaningful collaboration. Serves Others Models active involvement, visibility, and an unyielding commitment to serving others in order to positively impact student learning. Cultivates Ownership Reinforces the value of all voices, and empowers others in decision-making and assuming collective action to realize our shared vision.	Develops Self Is reflective, open to learning, and disciplined about personal and professional growth. Inspires Others Positively impacts the growth of others by leading with honesty, integrity, and empathetic listening. Develops Others Recognizes each learner's potential and builds capacity through intentional development opportunities, authentic coaching and modeling. Celebrates Success Fosters a shared future that encourages high expectations, accomplishments, and acknowledges hard work.	Creates Pathways Cultivates a sense of belonging by removing barriers and providing opportunities for all students and staff to reach our shared vision. Analyzes Situations Recognizes challenges, opportunities, and implications to prioritize and implement viable solutions. Ignites Innovation Drives the district's culture of continuous learning by embracing change, reflecting on experiences, and taking strategic risks. Achieves Results Uses relevant data to identify root causes and collaboratively create systems that <i>Achieve Excellence for All</i>.



10 VISD VALUES

The 10 VISD Values represent our individual and collective commitment to responsible behavior and decision-making. These Values are embedded in the VISD Employee Handbook, Student Handbook, and Student Code of Conduct to further communicate our expected standard of excellence.

1

EXCELLENCE

DO EVERYTHING TO THE BEST OF YOUR ABILITY

2

RESPECT

BE KIND AND POLITE WITH YOURSELF AND OTHERS

3

HONESTY

BE TRUTHFUL IN WHAT YOU SAY AND DO

4

PERSEVERANCE

PUSH YOURSELF TO WORK THROUGH CHALLENGES AND OBSTACLES

5

GRATITUDE

APPRECIATE THE PEOPLE AND THINGS IN YOUR LIFE

6

RESPONSIBILITY

DO WHAT YOU'RE SUPPOSED TO AND MAKE GOOD CHOICES

7

COURAGE

CHOOSE WHAT IS HELPFUL, RIGHT, OR KIND, EVEN WHEN IT'S CHALLENGING

8

INTEGRITY

ALWAYS DO THE RIGHT THING

9

ACCOUNTABILITY

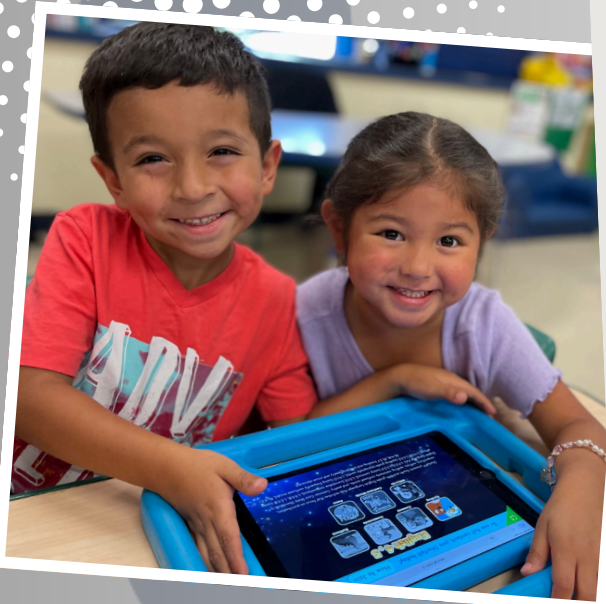
TAKE PRIDE IN WHAT YOU DO RIGHT, AND ADMIT TO WHAT YOU DO WRONG

10

LAW ABIDANCE & CIVIC DUTY

OBEY LAWS AND RULES, AND GIVE BACK TO THE COMMUNITY

Strategic Priority #1: Exemplary Student Outcomes



STATEMENT OF PURPOSE:

FOCUS ON ACADEMIC OUTCOMES WITH A STRONG START AND FINISH FOR ALL STUDENTS.

PERFORMANCE OUTCOMES:

- Incorporate a research-based K-12 Literacy Framework that equips students with on-grade level reading and writing.
- Incorporate a research-based K-12 Numeracy Framework that equips students with on-grade level mathematics.
- Create and implement systems to eliminate performance gaps among student groups.
- Perform at or above state averages in each tested content.
- Ensure students graduate with their cohort and achieve their "&".
- Increase overall attendance and decrease chronic absenteeism.
- Expand and improve dual credit and advanced placement programs, including associate degree options.

Strategic Priority #2: Empowered Staff

STATEMENT OF PURPOSE:

CULTIVATE A HIGHLY-EFFECTIVE WORKFORCE WITH EXEMPLARY LEADERSHIP SKILLS THROUGH INTENTIONAL GROWTH AND DEVELOPMENT WHERE PEOPLE KNOW THEY ARE VALUED.

PERFORMANCE OUTCOMES:

- Expand and improve recruitment and retention strategies to attract and retain staff while addressing campus and department needs.
- Increase capacity through aligned professional learning opportunities to further develop a highly skilled and effective workforce.
- Enhance recognition processes to affirm staff as valued members of our people-centered organization.



Strategic Priority #3: Safe and Innovative Learning Environments



STATEMENT OF PURPOSE:

PROVIDE SAFE, SUPPORTIVE, AND INNOVATIVE LEARNING ENVIRONMENTS TO INSPIRE LEARNERS AND LEVERAGE THEIR STRENGTHS.

PERFORMANCE OUTCOMES:

- Maintain environments that keep students and staff safe and secure from external and internal threats.
- Implement positive discipline and behavior initiatives to instill citizenship-readiness skills.
- Integrate technology skills to ensure students are successful in the digital world.
- Provide innovative learning environments and pathways to meet the needs of all learners.

Strategic Priority #4: Authentic Partnerships

STATEMENT OF PURPOSE:

STRENGTHEN SYSTEMS AND RELATIONSHIPS RESULTING IN AUTHENTIC PARTNERSHIPS, COLLABORATION, AND SHARED RESPONSIBILITIES THAT BENEFIT STUDENTS.

PERFORMANCE OUTCOMES:

- Collaborate with community partners to integrate resources and expertise into educational programs and initiatives that enhance student learning and success.
- Strengthen our robust network of community support to provide resources, mentorship, and enrichment opportunities for all learners.
- Utilize communication systems that are collaborative, timely, proactive, and consistent to meet the diverse needs of stakeholders.



Strategic Priority #5: Operational Excellence

STATEMENT OF PURPOSE:

ENSURE THAT SHORT-TERM AND LONG-TERM PLANNING COMPREHENSIVELY ANTICIPATES AND ADDRESSES DISTRICT NEEDS AND MAXIMIZES RESOURCES.

PERFORMANCE OUTCOMES:

- Utilize financial management practices to maintain fiscal accountability.
- Maximize available resources to maintain facilities, equipment, and transportation vehicles.
- Review and refine the efficiency and effectiveness of operational systems to support student learning.



CONCLUSION

In conclusion, our 2025–2029 VISD Strategic Plan outlines a clear path forward and sets a bold and ambitious course to achieve our district’s short- and long-term goals. By focusing on key strategic priorities with clear and consistent actions, we are positioning ourselves for growth, success, and unparalleled excellence.

Success in executing this plan will require unwavering dedication, adaptability, and collaboration across all levels of the organization. We are committed to driving progress through continuous improvement, measurable outcomes, and a results-driven mindset. As we move forward, it is crucial that every team member takes ownership of their role in this journey, ensuring that we remain aligned with our goals and adaptable to evolving challenges.

With this comprehensive blueprint, we are not just preparing for the future—we are building it. Together, we will turn vision into reality, making meaningful strides toward our shared outcomes as the standard of excellence for VISD and the students we serve.



TEAM OF EIGHT



Micah Patton, President
Rick Jones, Vice-President
Kathy Bell, Secretary
Bridgette Marshall
BJ Nelson
Margaret Pruett
Mickey Kostella

Sheila Collazo, Superintendent of Schools