



April 21, 2026

MEDIA STATEMENT FOR IMMEDIATE RELEASE

Statement from the Board of Trustees Regarding District Leadership

On April 21, 2026, at a legally called and posted board meeting, the Board of Trustees of the Judson Independent School District voted to terminate the employment contract of the Superintendent, Dr. Milton “Rob” Fields III, effective immediately, for good cause. This decision follows an extensive investigation and review of administrative performance and district operations. After being proposed for termination, Dr. Fields did exercise his right to an Independent Hearing Examiner hearing under Chapter 21 of the Texas Education Code, however, he later chose to withdraw this request. The Board therefore proceeded with final action based on the investigatory record presented to the Board of Trustees, including the termination report, documentary evidence, witness testimony, and expert opinion.

The Board approved termination based on the following findings constituting good cause:

A) Fiscal Mismanagement and Failure of Fiscal Oversight: A failure to demonstrate effective planning and management of district financial operations, including:

1. Failing to adjust financial expenditures to align with student enrollment, resulting in a significant and ongoing negative impact to the district’s fund balance;
2. Failing to produce a financial solvency plan that met the criteria directed by the Board of Trustees;
3. Failing to produce consistent and reliable financial information;
4. Failing to heed recommendations and warnings from District Chief Financial Officers and financial consultants; and
5. Failing to meet district financial goals set by the Board of Trustees.

B) Failure of Academic Leadership: A failure to provide educational leadership and direction for the attainment and improvement of student academic achievement, including:

1. Allowing a decline in the district academic rating from B to D during tenure;
2. Allowing an increase in D- and F-rated campuses from 2 to 17; and
3. Failing to meet Board-established academic performance goals.

C) Noncompliance with Mandatory Background Check Requirements: A failure to oversee procedures ensuring effective and timely compliance with all legal obligations and policies, including:

1. Failing to ensure compliance with TEA-required mandatory background screening, including checking the Do Not Hire Registry and
2. Allowing multiple employees to be hired who were prohibited from working in education.

D) Failure to Report Allegations of Child Abuse: A failure to oversee procedures ensuring effective and timely compliance with all legal reporting requirements, including:

1. Having knowledge of allegations of child abuse incidents; and
2. Failing to comply with mandatory reporting requirements, including reporting to TEA, Child Protective Services, and local law enforcement.

E) Failure to Comply with Legal Processes: A failure to oversee procedures ensuring effective and timely compliance with all legal obligations, including failing to respond to TEA subpoenas issued in pending investigations against current and former employees.

F) Violations of Law and District Policy: A failure to comply with federal law, state law, and district policies, including:

1. Personally accessing the student records of board members' children without a legitimate educational purpose or permission, in violation of the Federal Educational Rights and Privacy Act;
2. Bringing and distributing alcohol on district property during work hours;
3. Sharing his username and password for Judson ISD and external computer systems and programs, thereby granting unauthorized access to student, employee, financial, and other sensitive or protected information, in violation of the Judson ISD Acceptable Use Policy; and
4. Using district resources to produce and distribute a video advocating for the passage of the 2025 VATRE and requiring employees to view the video during work hours, in violation of state electioneering laws.

G) Submission of Untimely and Altered Financial Reports: A failure to submit timely and accurate reports as required by law to the Board of Trustees, TEA, and external agencies, including:

1. Failing to ensure timely payment to the Internal Revenue Service and failing to implement appropriate financial controls;
2. Requesting reported findings be removed and presented an altered audit report for Board approval and submission to TEA.

H) Ineffective Organizational Leadership: A failure to organize district staff in a manner consistent with district priorities and resources and to monitor administrative organization for effectiveness and efficiency, including:

1. Assigning personnel to positions for which they lacked the necessary qualifications and experience, particularly in business, finance, and human resources;
2. Structuring positions in an ineffective and inefficient manner, including failing to assign Chief Financial Officers to the cabinet level; and
3. Making organizational decisions that contributed to failures in communication, compliance, and outcomes addressed in this termination.

I) Failure in Personnel Management and Oversight: A failure to properly supervise and evaluate district personnel and to accurately communicate evaluative documents, including:

1. Completing and signing employee growth plans without communicating or presenting them to employees for acknowledgment;
2. Failing to appropriately discipline employees found to have violated district policies;
3. Failing to take appropriate supervisory action against employees who created hostile or toxic work environments while taking action against others for similar conduct; and
4. Representing to the Board of Trustees that growth plans, reprimands, and other supervisory actions had been completed when, in fact, they had not.

J) Provision of False Information During a Legal Investigation, including:

1. Representing to investigators that he had a clean personnel file with no prior investigations or findings; and
2. Failing to disclose a substantiated sexual harassment complaint and a letter of reprimand.

K) Creation of a Hostile Work Environment: A failure to foster a positive and professional work environment, including:

1. Creating and supporting a work environment characterized as retaliatory and exclusionary; and
2. Engaging in conduct intended to humiliate, embarrass, or threaten employees.

L) Failure to Administer Compensation and Benefits in Accordance with Board Policy, including:

1. Reassigning employees to lower-paying positions without adjusting their salaries in accordance with the Board-approved compensation plan;
2. Disregarding guidance to cease such practices without Board approval; and

M) Failure to Maintain Positive and Professional Working Relationships with the Board of Trustees, including:

1. Failing to support Board policies and decisions and instead speaking negatively about the Board, its members, and its actions in both public and private settings;
2. Inserting himself into Board politics and speaking negatively about Board members to other members;
3. Undermining Board cohesion and failing to make efforts to build a “Team of 8” relationship; and
4. Failing to keep the Board informed of significant matters, including subpoenas, educator misconduct investigations, TEA Special Investigations Unit cases, and pending litigation involving the district.

The Board of Trustees recognizes this moment as a meaningful turning point for our District. While difficult, it represents an important reset and a renewed commitment to transparency, student safety, strong leadership, and academic excellence. Above all, we are focused on ensuring every decision is grounded in what is best for students, with accountability at every level to improve student outcomes.

The Board remains committed to strong governance and high expectations for district leadership. Our focus is on ensuring every student is supported, challenged, and prepared for success in safe, high-quality learning environments.

This termination action does not include any contractual buyout. All compensation and benefits associated with the Superintendent’s contract cease effective immediately, ensuring responsible stewardship of district resources.

We appreciate the continued support of the Judson ISD community. As we move forward, we are focused on building momentum—strengthening trust, supporting our educators, and delivering results for students.

Monica Ryan
President
Judson ISD Board of Trustees