

Component XII: Excellent Schools in Every Neighborhood

Component XII: All SAISD families will have equal access to high-quality school options, including open enrollment and neighborhood schools, aligned to family demand and in close proximity to their homes.

Objective A: Produce consistent, transparent, actionable, and publicly reported data on school quality and community demand.

Activity	Timeline	Outcomes
<p>1. Update and fully implement an aligned performance improvement system for SAISD as well as all departments and schools that (a) is aligned to Board Goals and Guardrails, (b) district profiles of thriving students, employees, and schools, (c) exceeds minimum state expectations, (d) is integrated into district data systems and school improvement cycles, and (e) widely used by the Board, SAISD staff, schools and the community to inform school decisions.</p>	<ul style="list-style-type: none"> ● Incorporate all aligned and required measures that inform SAISD’s performance improvement system, also referred to as a School Performance Framework (SPF), into SAISD’s data warehouse by May 2023 ● Update SPF to align to incorporate additional academic and culture/climate measures by June 2023. ● Share SPF for 22-23 with schools by September 2023 in order to inform and update school planning for SY 23-24 ● Re-engage schools and community for further updating of SPF to align with board goals and guardrails and thriving schools profiles by June 2024. ● Develop autonomies and differentiated supports aligned to SPF by June 2024. ● Fully implement updated SPF during the 2024-2025 school year. 	<p>SAISD has a school quality measurement tool that provides all relevant and usable data to district leaders, schools, and families.</p> <p>High performing schools are empowered with additional autonomy through the SPF (e.g., budget, staffing, curriculum, PD, calendar, etc.).</p> <p>School supports for lower performing schools are prioritized, transparent, consistent, and effective.</p>
<p>2. Conduct in-depth market research on family demand for school models with SAISD and non-SAISD families, including a Vision Week (an intensive city-wide community engagement strategy).</p>	<ul style="list-style-type: none"> ● Partner with the Growth and Development Committee to create short and long term plans for assessing family demand for school options by June 2023. ● Engage consultant to conduct market research on family demand for school models, which may include a Vision Week (intensive city-wide community engagement event) by June 2024. 	<p>Increased district understanding of family demand for school models and programming through quantitative and qualitative data.</p>
<p>3. Build a publicly accessible database of innovative practices at SAISD and comparable districts to support the replication of new</p>	<ul style="list-style-type: none"> ● The Offices of Strategy and Data and Accountability assesses current databases and capacity and creates a project plan by December 2023. 	<p>A community of campus and district staff who are actively engaged in learning and sharing innovative practices.</p>

<p>strategies at SAISD schools and in the central office.</p>	<ul style="list-style-type: none">● Engage focus groups of database “customers” (campus and district staff) to inform database design by March 2023.● Conduct research on existing innovative practices at SAISD and comparable districts to inform initial launch of the database by May 2024.● Finalize database and process for ongoing sourcing of strategies and communicate to staff by August 2024.	
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Objective B: Design and support high-quality schools aligned to research, academic and organizational data, and community demand.

Activity	Timeline	Outcomes
<p>1. Align School Planning Process to School Improvement processes and 5-year board goals and guardrails, and use the process to determine intensive school actions based on quality seats analysis, with both long-term goals and annual priorities.</p>	<ul style="list-style-type: none"> ● Align all school planning activities to school improvement processes by March 2023. ● Update quality seats analysis to incorporate board goals and guardrails by May 2023. ● Conduct quality seats analysis in Summer 2023 and make recommendations for school actions. ● Develop draft school action recommendations with the Executive Team by August 2023. ● Conduct extensive community engagement on school action recommendations in Fall 2023. ● Announce all school actions for the 2024-2025 school year by November 2023. 	<p>Authentic community engagement was conducted for all intensive school actions, including school redesign, restart, consolidation, or closure.</p> <p>Through annual school planning, SAISD will increase the percentage of schools rated A or B by the Texas Education Agency in every neighborhood and increase the utilization of all schools.</p>
<p>2. Partner with national experts to re-envision the Annual Call for Quality Schools to create new and redesigned schools, both charter school and traditional district schools, aligned to identified needs through school planning.</p>	<ul style="list-style-type: none"> ● Partner with consultant to develop vision for redesigned Annual Call by March 2023. ● Secure funding for new vision by May 2023. ● Kickoff Annual Call by June 2023. ● Conduct school design and community engagement process in Fall 2023. ● Propose new and redesigned schools for Board approval by December 2023. ● Process continues on an annual basis. 	<p>A clearly defined, well understood, research-based process for generating new and redesigned school models aligned to community needs.</p>
<p>3. use the redesigned Annual Call for Quality Schools to recruit top quality educators both from inside and outside of SAISD to launch new and redesigned district schools.</p>	<ul style="list-style-type: none"> ● Secure funding for redesigned Annual Call, supporting staff by May 2023. ● Partner with Teacher Advisory Council and Principal Advisory Council to generate profiles of entrepreneurial leaders and recruitment strategies by August 2023. ● Finalize communication and recruitment strategy by October 2023. ● Begin recruiting internal and external leaders 	<p>Generate at least 3 high quality applications from internal and external educators, including Teachers, to create new and redesigned school options for SAISD families based on need.</p>

	<p>to apply for redesigned Annual Call by January 2024.</p> <ul style="list-style-type: none"> Secure funding for innovative grants for new and redesigned district schools through the Annual Call by March 2024. 	
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Objective C: Implement high-quality authorizing practices for in-district charter and 1882 partnership schools.

Activity	Timeline	Outcomes
<p>1. Improve and increase the amount of stakeholder engagement (as managed by the partner and school) at charter and 1882 partner schools.</p>	<ul style="list-style-type: none"> Analyze all staff and family feedback from the charter school renewal process by February 2023. Based on feedback, conduct additional research and focus groups to identify gaps in current engagement strategies by May 2023. Partner with campus staff to generate ideas for improved staff engagement related to charter schools by June 2023. Propose new strategy for staff and family engagement by July 2023. Implement new strategies beginning with the school year 2023-2024 charter renewal cycle and continuing on an annual basis. 	<p>Increase family awareness of charter schools and 1882 partnerships by X% over baseline (to be established with December 2022 survey).</p> <p>Increase net promoter score of charter and partner schools by X% over baseline (to be established with December 2022 survey).</p>
<p>2. Redesign 1882 partner school contracts and financial structure to provide partner schools with the autonomy intended by Texas statute, while remaining responsive to SAISD administrative and community expectations.</p>	<ul style="list-style-type: none"> Provide transparent budgets to partners using FY22 information by March 2023. Determine which district services are non-negotiable and which are opt-in/opt-out including the costs and tradeoffs by April 2023. Design new funding structures and budget allocation processes by May 2023. Propose updated partnership agreements that include legally required autonomies and a phased implementation of opt-in/out services by July 2023. Implement new funding structure and budget 	<p>Updated partnership agreements that increase transparency and sustainability for campus-level budgets and partnerships and align to state law.</p> <p>Clear menu of opt in/opt out services and realistic implementation timelines.</p>

	allocation processes to align with updated partnership agreements by December 2023.	
3. Develop and publish detailed autonomy guidance for charters schools, with clear district processes and procedures.	<ul style="list-style-type: none"> Determine which district services are non-negotiable and which are opt-in/opt-out including the costs and tradeoffs by March 2023. Clarify management and oversight structures, roles, responsibilities and processes by May 2023. Propose updated partnership agreements that include a phased implementation of opt-in/out services by July 2023. Implement management and oversight structures that align with updated partnership agreements by December 2023. 	<p>Each SAISD department will be aware of and have given feedback on autonomy guidance through training, individual engagement or department-wide meetings.</p> <p>Autonomy guidance published to all partners and at least annually updated as implementation of systems and processes are improved.</p>
4. Restructure oversight of all 1882 partner schools with a new Office of Charter Schools that serves as charter authorizer and ongoing school support, allowing the district's Office of School Leadership to focus resources on non-charter schools.	<ul style="list-style-type: none"> Partner with school leadership, Executive Team, and 1882 partners to propose a new structure for partner support by May 2023. Develop new or revised job descriptions for all staff in the Office of Charter Schools by July 2023. Develop new administrative procedures and guidebooks for charter school oversight and support by December 2024. 	All SAISD in-district charter schools and 1882 partners have dedicated, responsive support from the central office and clear guidelines for operating schools.

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Objective D: Ensure all San Antonio ISD children attend a school that has the resources necessary to prepare them to succeed at school and in the future.		
Activity	Timeline	Outcomes
1. Develop a Maximizing Learning Plan to ensure all children attend a school that offers learning opportunities that prepares them to thrive and succeed.	<ul style="list-style-type: none"> Build upon the profiles of a thriving students, employees and schools described in I.A above, which will offer a foundation for understanding necessary resources including, school size, staffing, instructions materials. Profiles will be drafted in Spring 2023 and completed by August. 	<p>A quality school system based on equity, access and achievement:</p> <ul style="list-style-type: none"> Free up resources invested in smaller schools to ensure all students attend a high-quality campus More enriched curricular and extracurricular offerings to students by combining resources

	<ul style="list-style-type: none"> ● Establish the Growth and Development Committee comprised of family, staff, community and student representatives by January 2023 to: <ul style="list-style-type: none"> ○ Ensure any decision for school closures or consolidation is not made for the community but rather with the community through multiple avenues for engagement (focus groups, town halls, surveys, etc.) ○ Study the district landscape analysis and its future implications for learning and financial sustainability ○ Study declining enrollment challenges on students, Teachers, leaders and financial outlook ○ Conduct an analysis on schools that do not meet the standards outlined in the profile ○ Share responsibility and decision making with the larger community and enlist their efforts in problem solving ○ Develop criteria for school closures ○ Provide a set of recommendations ● Develop an initial proposal by September 2023. ● Create a District Coaching Team to review and provide feedback on the initial proposal by October 2023. ● Release revised plan for larger community input. ● Conduct community information meetings, surveys, town halls During November 2023. ● Present finalized plan to Board by December 2023. 	<ul style="list-style-type: none"> ● Improved student outcomes ● Modern facilities ● Efficient operational systems <p>A school system able to balance its commitments to academic excellence for all students and career opportunity for all employees. As a system, San Antonio ISD will be better able to:</p> <ul style="list-style-type: none"> ● Attract and retain talent with comprehensive and coherent compensation and career development opportunities. ● Link district professional development with specific career development opportunities, especially to employees who are committed to San Antonio ISD. ● Offer improved and consistent working conditions, including class size, resources, planning time and teacher workload. <p>A sustainable school system with a solid financial outlook that is more responsive to the taxpayers' investment.</p>
<p>2. Implement a comprehensive communication strategy to ensure transparency and fairness.</p>	<ul style="list-style-type: none"> ● Provide the community and the media ongoing and consistent information about the process, timeline, access to data, and information. 	

