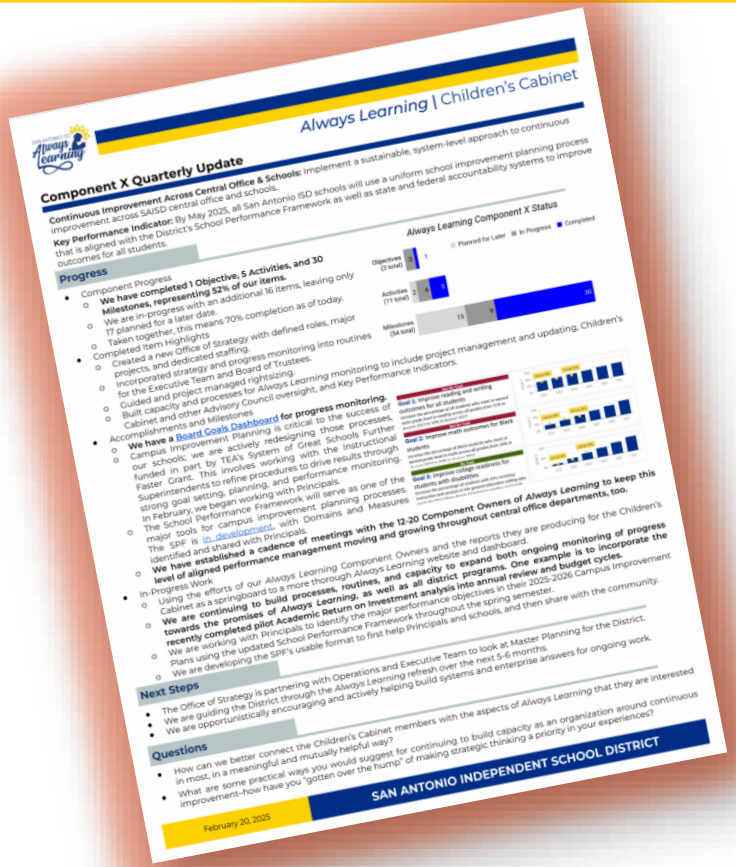
Pre-read Refresh



Always Learning | Children's Cabinet

Component X Quarterly Update

Continuous Improvement Across Central Office & Schools: Implement a sustainable, system-level approach to continuous improvement across SAISD central office and schools.

Key Performance Indicator: By May 2025, all San Antonio ISD schools will use a uniform school improvement planning process that is aligned with the District's School Performance Framework as well as state and federal accountability systems to improve outcomes for all students.

Progress

- Component Progress
  - **We have completed 1 Objective, 5 Activities, and 30 Milestones, representing 52% of our items.**
  - We are in-progress with an additional 16 items, leaving only 17 planned for a later date.
  - Taken together, this means 70% completion as of today.
- Completed Item Highlights
  - Created a new Office of Strategy with defined roles, major projects, and dedicated staffing.
  - Incorporated strategy and progress monitoring into routines for the Executive Team and Board of Trustees.
  - Guided and project managed rightsizing.
  - Built capacity and processes for Always Learning monitoring to include project management and updating, Children's Cabinet and other Advisory Council oversight, and Key Performance Indicators.
- Accomplishments and Milestones
  - **We have a Board Goals Dashboard for progress monitoring.**
  - Campus Improvement Planning is critical to the success of our schools; we are actively redesigning those processes, funded in part by TEA's System of Great Schools Further Faster Grant. This involves working with the Instructional Superintendents to refine procedures to drive results through strong goal setting, planning, and performance monitoring.
  - In February, we began working with Principals, The School Performance Framework will serve as one of the major tools for campus improvement planning processes. The SPF is in development, with Domains and Measures identified and shared with Principals.
  - **We have established a cadence of meetings with the 12-20 Component Owners of Always Learning to keep this level of aligned performance management moving and growing throughout central office departments, too.**
- In-Progress Work
  - Using the efforts of our Always Learning Component Owners and the reports they are producing for the Children's Cabinet as a springboard to a more thorough Always Learning website and dashboard.
  - **We are continuing to build processes, routines, and capacity to expand both ongoing monitoring of progress towards the promises of Always Learning, as well as all district programs. One example is to incorporate the recently completed pilot Academic Return on Investment analysis into annual review and budget cycles.**
  - We are working with Principals to identify the major performance objectives in their 2025-2026 Campus Improvement Plans using the updated School Performance Framework throughout the spring semester.
  - We are developing the SPF's usable format to first help Principals and schools, and then share with the community.

Next Steps

- The Office of Strategy is partnering with Operations and Executive Team to look at Master Planning for the District.
- We are guiding the District through the Always Learning refresh over the next 5-6 months.
- We are opportunistically encouraging and actively helping build systems and enterprise answers for ongoing work.

Questions

- How can we better connect the Children's Cabinet members with the aspects of Always Learning that they are interested in most, in a meaningful and mutually helpful way?
- What are some practical ways you would suggest for continuing to build capacity as an organization around continuous improvement–how have you "gotten over the hump" of making strategic thinking a priority in your experiences?

February 20, 2025

SAN ANTONIO INDEPENDENT SCHOOL DISTRICT

While you take your seats, refresh your memory, and read through the 1-Pager packet at your seat. We'll get to these about 15 minutes in!

SAISD

Children's Cabinet

Quarter 3

February 20, 2025

8:00 – 10:00 am

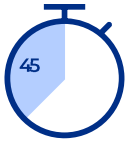
Today's Agenda

Old Business

- Feedback Recap from November
- *Always Learning* Refresh Update

New Business

- *Always Learning* Quarterly Updates
  - Components VII-X



Timely Topic

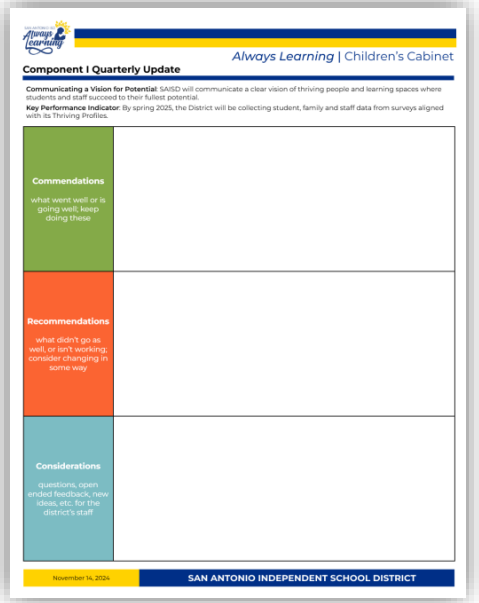
- Interview Protocol Activity: Facilities

Old Business

feedback recap + refresh update

Your November Feedback

- Commendations
- Recommendations
- Considerations



Always Learning | Children's Cabinet

Component I Quarterly Update

Communicating a Vision for Potential: SAISD will communicate a clear vision of thriving people and learning spaces where students and staff succeed to their fullest potential.

Key Performance Indicator: By spring 2025, the District will be collecting student, family and staff data from surveys aligned with its Thriving Profiles.

Commendations what went well or is going well; keep doing these	
Recommendations what didn't go as well, or isn't working; consider changing in some way	
Considerations questions, open ended feedback, new ideas, etc. for the district's staff	

November 14, 2024 — SAN ANTONIO INDEPENDENT SCHOOL DISTRICT

Commendations

Component I – Thriving Profiles

- “Great work in defining the profiles”
- “Inclusive of all”
- “Socialize the leadership definition”

Component II – High Expectations & Highly Skilled Educators

- “PLC – great concept in implementation”
- “Principal is focus! Great!”
- “Collaboration during PLC”

Component III – Rich, Aligned Curriculum

- “GLEAM: Grade Level, Engaging, Affirming, and Meaningful Curriculum”
- “Great Tier-1 teaching and student preparation”
- “Thank you for orienting us to the documents in *Always Learning* prior to the start of the presentation; also the acronyms definition”

Component IV – Social, Emotional, and Academic Development

- “The teams have done a good job with the pilot of surveys”
- “Animated version K-8”
- “Appreciate meaningful system for this data collection”

Recommendations

Component I – Thriving Profiles

- “Consider a leadership succession plan by role”
- “How are we developing student leaders?”
- “Align leadership definitions to TPESS, TTESS, and all evaluations”

Component II – High Expectations & Highly Skilled Educators

- “Consider the use of Strong Foundations training to address change management”
- “Facilitation of the PLCs may not be equal on each campus”
- “Continue connection with principals and teachers”

Component III – Rich, Aligned Curriculum

- “Teachers will need to be trained sooner than later”
- “Provide support for Dual Language families”
- “Find ways to embed CCMR information for parents at family engagement events”

Component IV – Social, Emotional, and Academic Development

- “How can we align survey results with SEL instruction? Mini lessons!”
- “Do you follow student cohorts (i.e. from K-12 as a cohort)?”
- “Be intentional about designated classroom time to implement"

Considerations

Component I – Thriving Profiles

- “What is the leadership pipeline strategy for succession planning?”
- “The largest group of leaders are in the 6-10 year range. This is a whole generation of leaders. They will most likely carry the district for the next 10-20.”
- “Create a thriving profile for external partners of SAISD”

Component II – High Expectations & Highly Skilled Educators

- “What kind of training was provided to teachers on the PLC process?”
- “How aligned are Components II and III?”
- “Helping principals mitigate workload for teachers to address burnout”

Component III – Rich, Aligned Curriculum

- “Onboarding and support on HQIM for new teachers and those adopting”
- “Coherence? Tier 2 and Tier 3? Is it aligned to Tier 1?”
- “Use student coaches for peers/near peers in English and Algebra”

Component IV – Social, Emotional, and Academic Development

- “Can students help create questions?”
- “Parents get their child’s results or talking points about child’s level”
- “Sharing curriculum with partner organizations for consideration of services needed and alignment”

Refresh Progress

Begin Updates
- Departments revise timelines and owners
- Departments suggest changes
- Incorporate KPIs

October 2024

Refresh *Always Learning* Website
- Office of Strategy collects progress
- Updates, stories, data

November 2024

Major Updates Finished
- Capture new realities
- Incorporate data driven changes

February 2025

Constructive Feedback
- What's working
- What isn't
- What's missing

Mar-May 2025

Full Refresh Complete
- Responsive plan
- Focused efforts
- Strategic alignment

July 2025

Children's Cabinet Annual Report
- Includes quarterly monitoring
- Commendations, Recommendations, Considerations

September 2025

WE ARE HERE

New Business

Always Learning Components VII-X Update

Syllabus and Routines

3 quarterly updates + 1 annual report

- This will form the backbone of the Cabinet's efforts to keep the Board and community informed on progress towards the promises within *Always Learning*

Data from routine district participants

- Based on the components for that quarter, the Cabinet will receive data related to Key Performance Indicators identified for each of the twelve, and have access to data showing objective completion metrics

Report

- The Cabinet will then provide feedback that will be compiled and drafted into a report by the Steering Committee for publication

Reporting Format

Feedback will be organized in three primary categories:

- **Commendations** - *what went well or is going well; keep doing these*
- **Recommendations** - *what didn't go as well, or isn't working; consider changing in some way*
- **Considerations** - *questions, open ended feedback, new ideas, etc. for the district's staff*

Key staff implementing the component, along with District Leaders, will be at each table to hear feedback and take that back for immediate consideration, not waiting for the final report to act

Component Updates

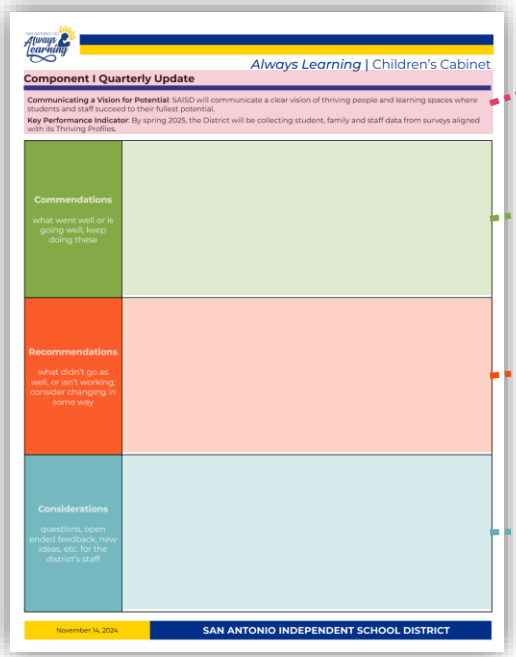
Stay at your tables for this activity

- Distribute the packets
- You have two different items:
  - One-pagers on Component updates
  - Note catchers for each Component

The Component experts will rotate to you. For each:

- We'll announce timing switches
- Engage in discussion while also writing your thoughts

Capture Your Feedback



Component
Ensure you're using the correct note catcher for the component

Commendations
Capture what's going well related to the update you're provided

Recommendations
Capture what could be changed in this Component, to improve the work

Considerations
Capture any other feedback and thoughts you want us to know

Turn In When Done

We will collect your feedback, transcribe, share back to you, and use right away for adjustments

KPIs – Our Organization: Our Heartbeat

VII

SAISD Financial Services & Business Operations division strives for excellence in all functional areas to ensure a solid and sustainable financial foundation for District operations.

Executive: Dottie Carreon

Owner: Velinda Salas

Key Performance Indicator

*Each year, the ratio of budgeted General Fund (1**) and Strategic Initiatives Fund (470) Expenditures & Other Uses budget to the sum of both funds' budgeted Revenues & Other Sources (excluding extraordinary items such as building sale proceeds) will reduce by 3.5 percentage points from the prior year budget, resulting in a balanced budget in the 2027-2028 school year.*

VIII

SAISD will efficiently and effectively deliver goods and services to foster thriving schools and facilities that are safe, future-ready, and well-maintained, so students and staff can learn and lead.

Executive: Patti Salzmann

Owner: Jenny Arredondo

Key Performance Indicator

San Antonio ISD will maintain full operational readiness at all of its campuses every day the school district is open.

IX

SAISD Information Technology will deliver technology services to create a safe, secure, reliable, and equitable digital environment where our *familia* can devote their attention to improving student outcomes.

Executive: Patti Salzmann

Owner: Eva Mendoza

Key Performance Indicator

Decrease the phishing failure rate from 22% to 10% over the next 12 months to enhance organizational cybersecurity awareness and reduce vulnerability to phishing attacks.

X

SAISD will implement a sustainable, system-level approach to continuous improvement across SAISD central office and schools.

Executive: Patti Salzmann

Owner: Beth Jones

Key Performance Indicator

By May 2025, all San Antonio ISD schools will use a uniform school improvement planning process that is aligned with the District's School Performance Framework as well as state and federal accountability systems to improve academic outcomes for all students.

Timely Topics

Facilities

Bond 2020 Approval

In November 2020, voters approved two propositions totaling $1.3 billion:

PROP A
$1.21 billion for:

- Campus renovations/upgrades, including HVAC upgrades
- Security upgrades at all schools
- Replacement of air-conditioning chillers more than 15 years old at schools not receiving major renovations
- New school models

PROP B
$90 million for technology upgrades for all schools

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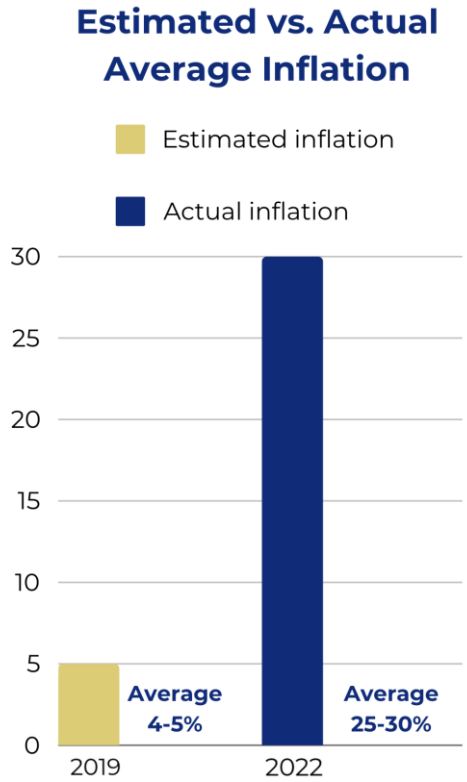
Bond 2020 Planning

Renovation projects were planned pre-pandemic using standard estimates of 4%-5% for inflation

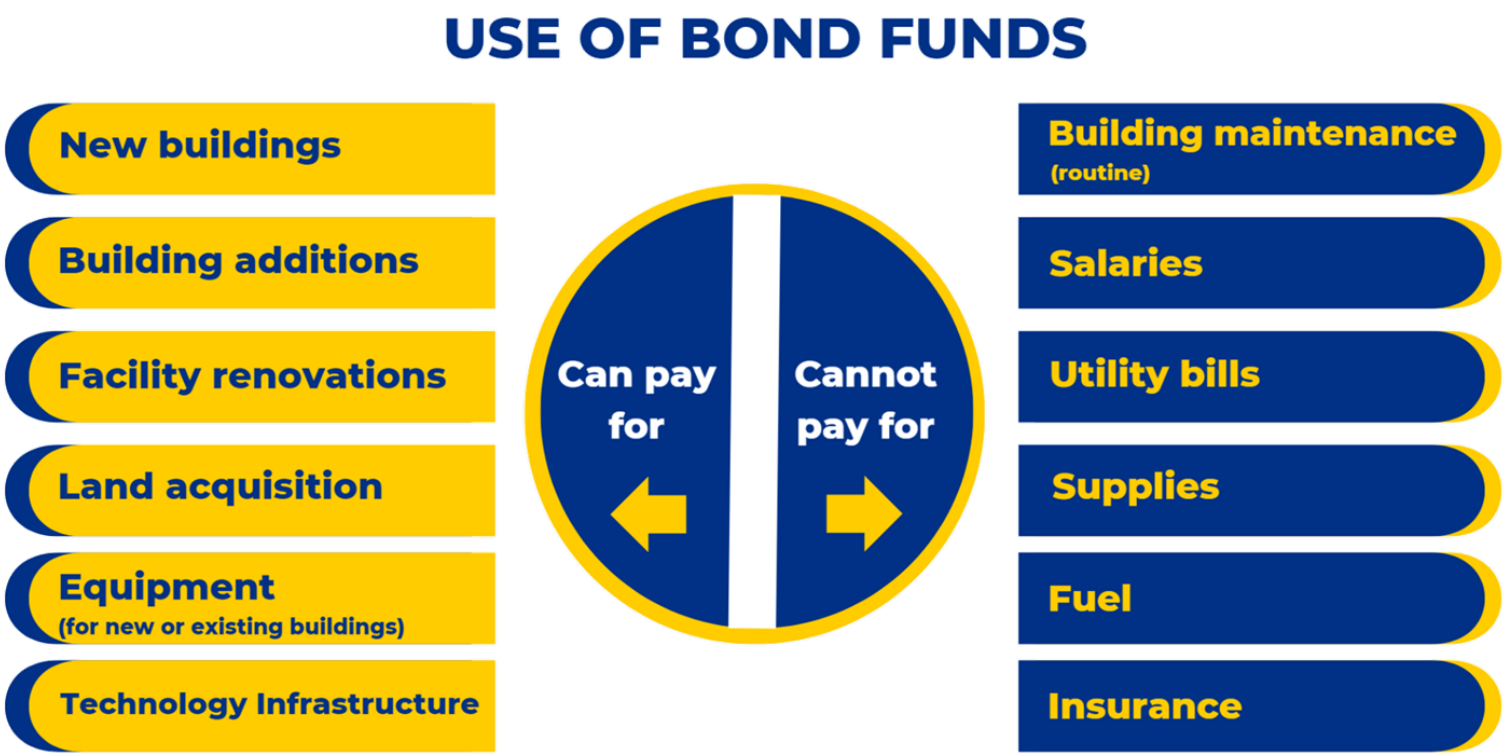
Pandemic Impacts

And then the global pandemic hit, bringing with it significant construction pressures:

- Unprecedented inflation
  - Average of **25-30%**
  - Preliminary estimates for all projects came in over budget
- Supply chain issues
- Labor shortages



How Can Bond Funds Be Used?



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District Response

A tremendous amount of work went into salvaging Bond 2020:

- Bond expenses examined at a program and a project level to identify savings
- A number of program-wide cost-saving measures implemented
  - **Example: project start dates staggered through phasing**
- Every major renovation project reviewed to get as close to budget as possible
- Funds returned to the overall bond program for areas of critical need across the district, including at campuses receiving students through Rightsizing

The Bond 2020 Citizens Advisory Committee supported the use of returned bond funds for the following priority areas:

- **HVAC**
- **Security upgrades**
- **Restoration of scope to address critical needs**

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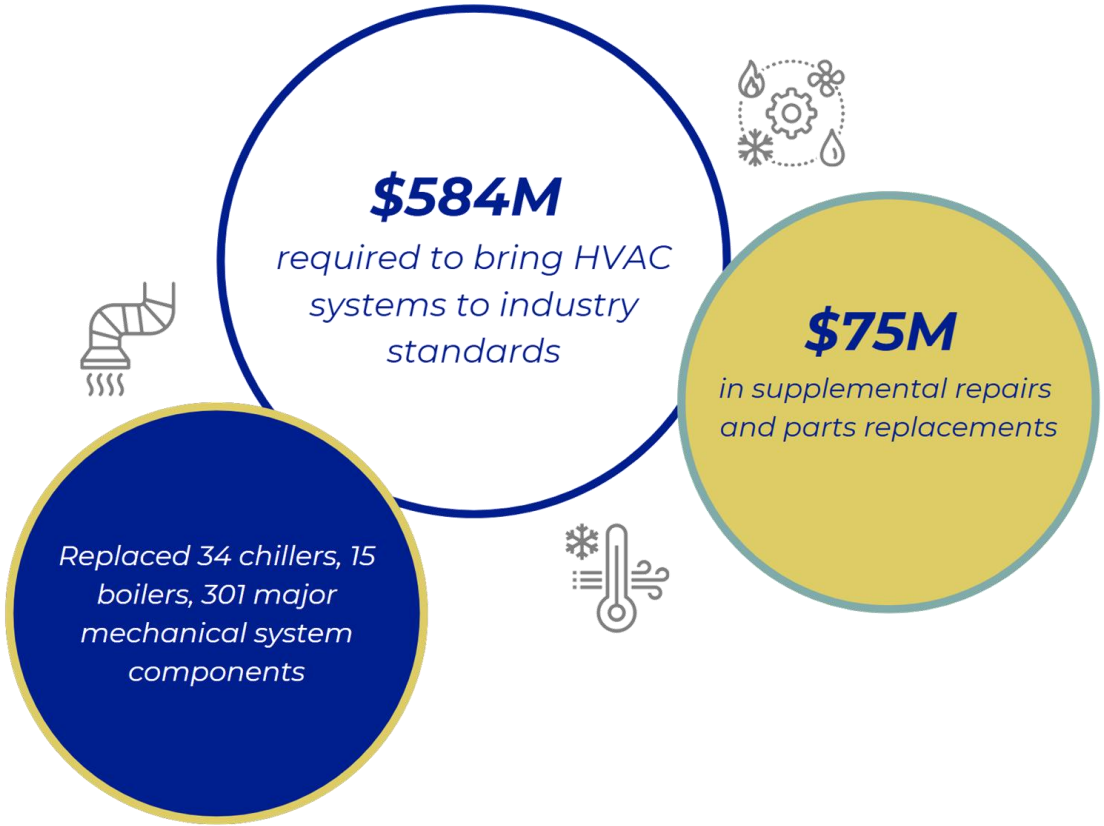
Significant HVAC Needs



Setting the Stage

An overview of our past and present to guide the future of facilities planning:

- Bond 2020 Journey
- Rightsizing
- HVAC Crisis

Our response

- Action Plan and Always Learning
- Master Planning 2045
- Facilities Condition Assessments
- Facilities Condition Index – what is it?
- Educational Specs / Educational Suitability Index
- Safety Assessment Score
- Operations Advisory Council

What is our path forward?

Renovation

Pros:

- Preserving history & community identity
- Cost savings on land and structure
- Established infrastructure
- Sustainability

Cons:

- Hidden costs & structural issues
- Limited modernization on spaces not designed for current educational specs
- Higher maintenance costs
- Disruptions during renovation can slow scheduling and progress

SAISD

New Construction

Pros:

- Build aligned to educational specifications
- Energy efficient
- Modern spaces for 21st century learning
- Increased capacity to maximize resource allocation
- Avoiding structural issues
- Sense of pride & revitalization of the community

Cons:

- Higher initial cost
- Possible community pushback
- Changing demographics and investing in areas with declining enrollment (master planning will be key)

Activity Instructions

Our Path: New Construction or Renovation

Directions:

1. Choose a path, either New Construction or Renovation.
2. Join one of the 4 small groups on your side of the room, around a semi-circle of chairs, poster, and markers.
3. Together as a small group, answer:

   If this is our goal, how should we tell our story?
   What are its strengths? What are its liabilities?
   What will win people over? What will lose people?

4. Write your ideas on the posters. Two Cabinet members will be walking around to synthesize for a share out at the end.
5. We'll revisit this in April for more group discussion and work synthesizing.

2024-2025 Children's Cabinet

September	November	February	April
9/11/2024	11/21/2024	2/20/2025	4/24/2025
• Annual Report • All Components & Summer Updates	• Our Students, Our Future • Components I, II, III, IV	• Our Organization, Our Heartbeat • Components VII, VIII, IX, X	• Our Employees, Our Strength • Our Community, Our Familia • Components V, VI, XI, XII

2025-2026 Children's Cabinet

Proposed, Work In-Progress

September	November	February	April
9/18/2025 10:30-12:30 *Potentially @Campus* • Annual Report • All Components & Summer Updates	**11/13/2025** 10:30-12:30 • Our Students, Our Future • Components I, II, III, IV	**2/13/2026** 10:30-12:30 *Potentially @Campus* • Our Organization, Our Heartbeat • Components VII, VIII, IX, X	**4/23/2026** 10:30-12:30 • Our Employees, Our Strength • Our Community, Our Familia • Components V, VI, XI, XII

SAISD

SAN ANTONIO ISD

Children's Cabinet

SPRING 2025