


**State of the District** 2023  
SAN ANTONIO INDEPENDENT SCHOOL DISTRICT

# A JOURNEY OF TRANSFORMATION: Keeping Students at the Center of Leadership

Dr. Jaime Aquino | Superintendent | March 23, 2023

San Antonio ISD

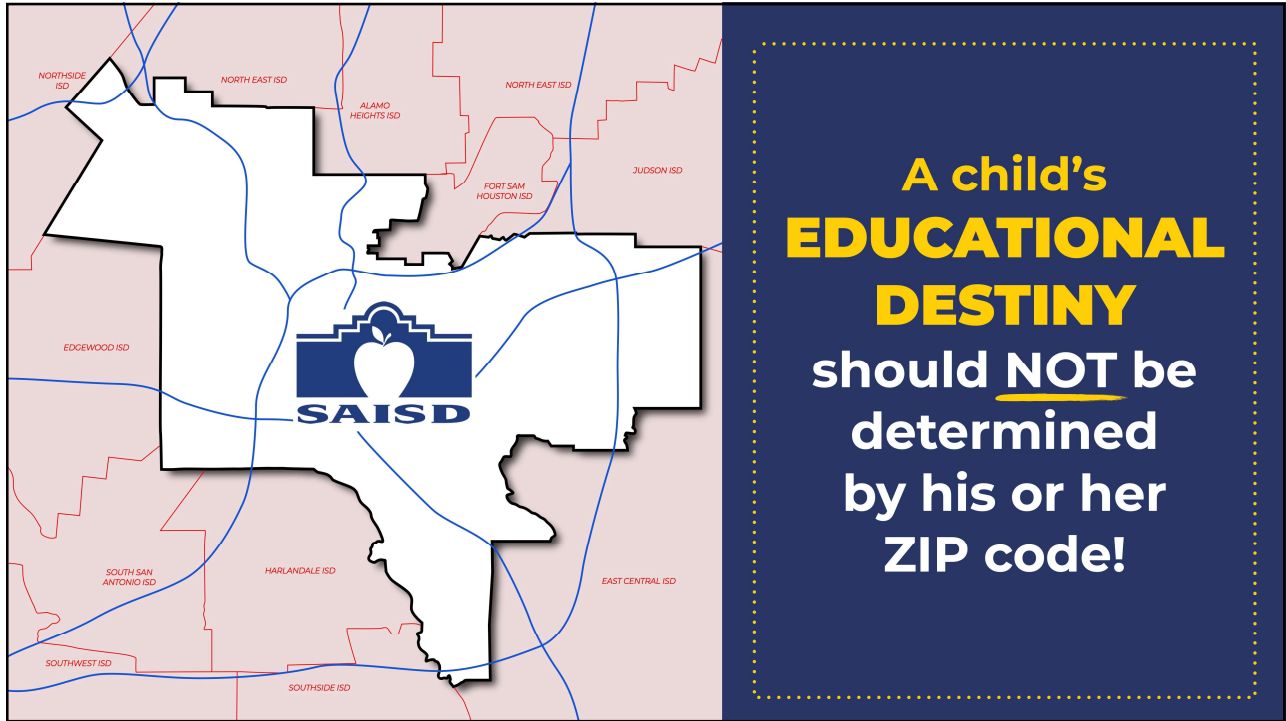


www.saisd.net

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A map of the San Antonio Independent School District (SAISD) service area is shown, with various surrounding school districts labeled: Northside ISD, North East ISD, Alamo Heights ISD, Fort Sam Houston ISD, Judson ISD, Edgewood ISD, South San Antonio ISD, Harlandale ISD, East Central ISD, Southwest ISD, and Southside ISD. The SAISD logo, featuring a stylized apple and the acronym SAISD, is centered on the map. To the right of the map, a dark blue box with a yellow dotted border contains the following text:

**A child's EDUCATIONAL DESTINY should NOT be determined by his or her ZIP code!**

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The graphic features a background with a repeating Maasai geometric pattern in shades of beige and brown. A large yellow speech bubble on the left contains the text:

**KASSERIAN INGERA?**

Below this, it reads:

A phrase spoken daily by the mighty Maasai tribe.

To the right, a dark blue speech bubble contains the text:

**And how are the children?**

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## SAISD Board of Trustees



**Christina Martinez**  
President  
District 6



**Alicia Sebastian**  
Vice President  
District 2



**Arthur V. Valdez**  
Secretary  
District 4



**Sarah Sorensen**  
Trustee  
District 1



**Leticia Ozuna**  
Trustee  
District 3



**Patti Radle**  
Trustee  
District 5



**Ed Garza**  
Trustee  
District 7



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The San Antonio ISD is an  
**inclusive familia** that is the destination for  
**transformational learning**  
 that makes the **impossible a reality**  
 by demonstrating an urgent and relentless  
**commitment to love, nurture, and teach**  
 all our students as if they are our own so that they realize their  
**POWER TO SHAPE THE WORLD.**

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## Board Goals

- ▶ **Improve reading and writing outcomes for all students:**  
 Increase the percentage of all students who meet or exceed state grade level in reading across all grades from 35% in August 2022 to 50% in August 2027.
- ▶ **Improve math outcomes for Black students:**  
 Increase the percentage of Black students who meet or exceed grade level in math across all grades from 16% in August 2022 to 50% in August 2027.
- ▶ **Improve college readiness for students with disabilities:**  
 Increase the percentage of students with IEPs receiving instruction and services in the general education setting who meet the TSI College-Ready Standard in reading and math from 4% in August 2022 to 30% in August 2027.
- ▶ **Improve social emotional readiness in all students:**  
 Increase by 25% the percentage of all students who meet the SAISD Standard for Social Emotional Readiness from the August 2024 baseline to baseline +25% in August 2027.

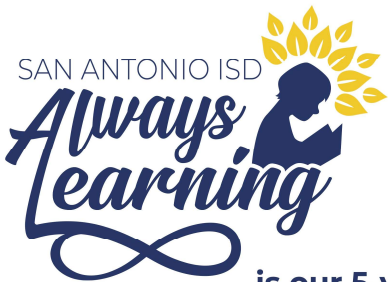
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## The Always Learning Journey:

### A Roadmap to Achieving our Goal



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SAN ANTONIO ISD

is our 5-year strategic management plan that outlines how SAISD will meet the goals set by our Trustees.

There are four sections

- ...> Our Students, Our Future
- ...> Our Staff, Our Strength
- ...> Our Organization, Our Heartbeat
- ...> Our Community, Our Familia



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## Thriving Profiles



Thriving Students



Thriving Teachers



Thriving School Leaders



Thriving Schools



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## SAISD Today

Our students, our inspiration.

Hispanic .....	<b>90%</b>	EB .....	<b>23%</b>	At Risk .....	<b>67%</b>
Black .....	<b>6%</b>	Bilingual .....	<b>17%</b>	Eco Dis .....	<b>89%</b>
White .....	<b>3%</b>	ESL .....	<b>6%</b>	SPED .....	<b>15%</b>
Other .....	<b>1%</b>			Gifted .....	<b>7%</b>
				Dyslexia .....	<b>4%</b>
				Male .....	<b>51%</b>
				Female .....	<b>49%</b>

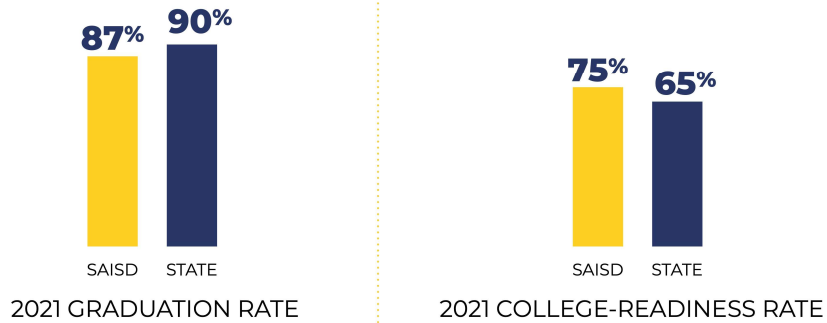


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## SAISD Today

### Our students, our inspiration.

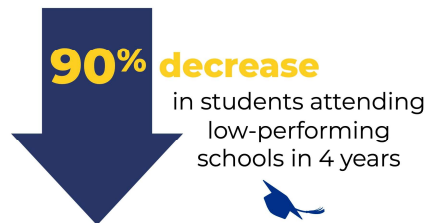
How our students compare with peers across the state



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## SAISD Today

### Our district is distinguished.



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## SAISD Today

We are the largest provider of Pre-K programs in San Antonio.



Montessori



Dual Language



Head Start



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## SAISD Today

We have the most campuses with dual language programs, ensuring our students are workforce ready for San Antonio.



# 60+ campuses

.....> More than half our schools



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## SAISD Today

We have high school students with college credit and industry certifications before graduation.



**P-TECH**

5 P-TECH programs supporting San Antonio's critical industries



**Early College**

3 Early College High Schools



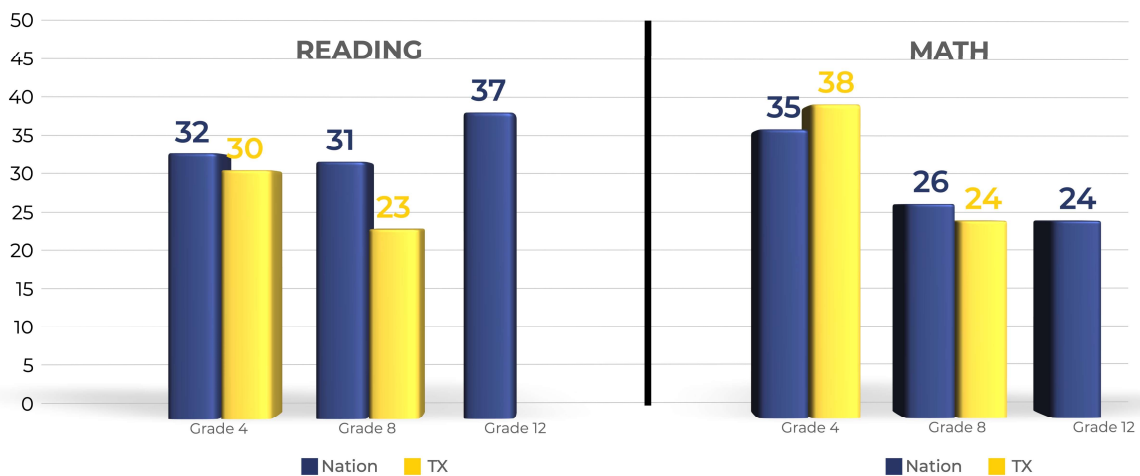
**Dual Credit**

in every high school



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## Our Challenges: How is the country and Texas doing?



**NAEP Percentage At or Above Proficiency**



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## Our Challenges

### Significant changes to 2022-23 assessment/accountability.

#### STAAR REDESIGN

- ▶ **New Types of Questions on STAAR**  
Students will have to answer fill-in-the-blank, open-ended questions, multi-part questions, revising and editing, and analyzing/synthesizing information through open-ended response.
- ▶ **Writing Evaluation included in all Reading Assessments**  
Previously, Writing was only included at grades 4 and 7 but is now included in grades 3 - 8 as part of all Reading assessments.

#### ACCOUNTABILITY REDESIGN

- ▶ **District Accountability**  
District Ratings will no longer reflect the average performance of all students but instead the letter grades earned by campuses.
- ▶ **Updated Cut Scores & Targets**  
TEA increased several performance targets, such as the % of 2022 graduates required for College, Career, & Military Readiness which went from 60 to 88 in order to earn an A rating.



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## Our Challenges: Landscape Analysis



- County-wide enrollment declined prior to COVID due to smaller student populations
- SAISD enrollment has declined 16%, or 9,000 since 2012, though increased in 2022.
- 70% of declines are due to a smaller under 18 population in the city.



- 79% of public school students residing in SAISD attend SAISD, relatively flat since 2018.
- SAISD enrolls more from other districts (open enrollment) than any other Bexar district.
- Roughly 10,000 SAISD residents attend a charter school.



- Declining births and an increasing number of families leaving the city before kindergarten are the leading causes of a smaller student-age population.
- Smaller entry cohorts have led to the largest declines at elementary, but those are beginning to impact middle schools and may soon impact high schools.



- More students leave the district each year than join.
- SAISD trends mirror peer Texas urban districts and are typically due to families seeking larger and/or more affordable housing, which leads them outside the city.



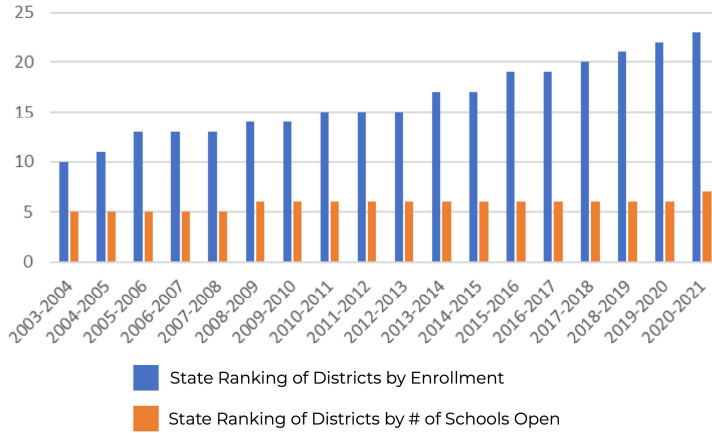
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## Our Challenges

### We are looking at excess capacity and rightsizing to efficient facility usage.

While SAISD's State ranking by district enrollment has changed from #10 to #23 over these years, the ranking by district for the number of schools has changed from #5 to #7.

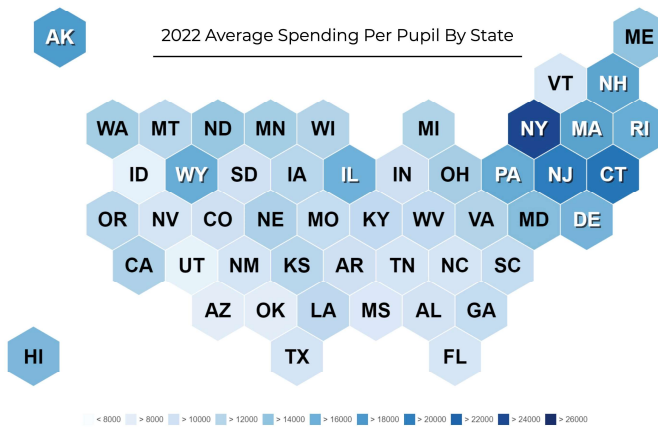
SAISD has an estimated 52% excess capacity in its school buildings.



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## Our Challenges

### Compared to other states, Texas children are underfunded.



▶ Average spending per student: **\$14,455**

▶ Texas ranks **45th** in the country

▶ In Texas the amount spent per pupil: **\$9,613**

SOURCE: US Education Spending Statistics 2022

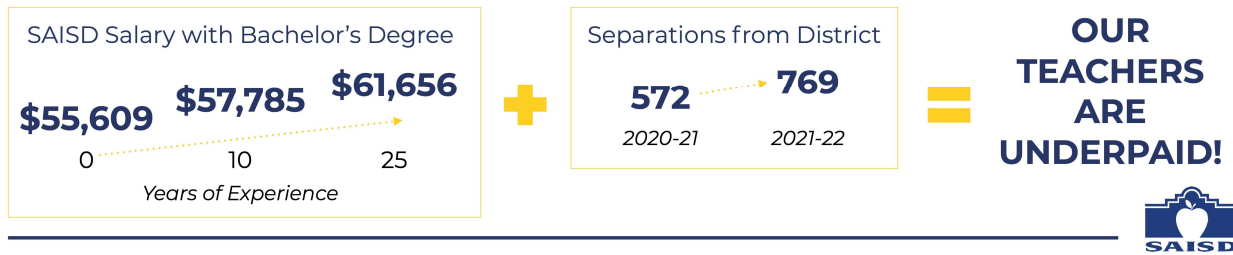


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## Our Challenges

**We need to look at elevating the teaching profession to address a teacher shortage.**

- ▷ Texas ranks **28th** in overall salary (NEA 2022)
- ▷ Research also shows that starting teachers earn about **19% less** than other college-educated workers with similar characteristics
- ▷ A **first-year teacher** with a bachelor's degree is essentially earning **\$37 per hour**. **Target** just increased their minimum pay to **\$24 per hour**.



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## Top Priorities

Building a better future by being financially responsible.



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## Top Priorities

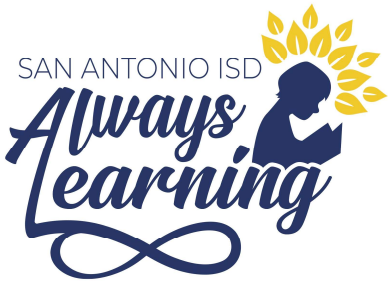
The SAISD Executive Team and Extended Cabinet, with support from the Office of Strategy, will move forward on plan implementation.

### Key priorities for the Spring are:

- Identify and celebrate “quick wins”
- Develop internal and external dashboards to monitor progress
- Highlight connections between *Always Learning* and Board Goals and Guardrails
- Align district budgets and secure additional resources to fund key initiatives in *Always Learning*



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### Top Priorities:

#### Our Students, Our Future

- Early literacy programs
- Paid student internships

#### Our Staff, Our Strength

- On-going professional development to retain employees
- Leadership development programs

#### Our Organization, Our Heartbeat

- School renewal, including research, data analysis, engagement
- Align "Thriving Profiles" to School Performance Framework

#### Our Community, Our Familia

- Home-school partnerships
- Research and implement innovative concepts for underutilized facilities, such as teacher housing



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### How can you help?

#### Be an advocate.



#### Encourage

legislators to increase the basic allotment per student to the national level



#### Advocate

for funding schools based on Average Daily Enrollment vs. Average Daily Attendance



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## Join The Children's Cabinet

- ▷ It is critical that the community own this plan into the future.
- ▷ If the plan is owned by the community, **it will live beyond changes in district leadership.**
- ▷ **The San Antonio ISD Children's Cabinet** will help ensure this sustainability and ownership.
  - Diverse group of local leaders and national experts
  - Meet quarterly to monitor progress, advocate for, and continue to improve upon *Always Learning*
  - Will be assembled and begin meeting in Spring 2023

Special thanks to the **Schusterman Foundation** for their support.



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## Children's Cabinet: Tackle Tantalizing Questions

- ▷ Can San Antonio be branded as **Education City USA** just like we're known for Military City USA?
  - What could this look like?
  - Maybe housing incentives for teachers?
- ▷ And, just like the City of San Antonio subsidizes PK4SA through tax dollars, could the city also subsidize teacher pay for hard-to-staff schools?



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## ***How SAISD Impacts You***

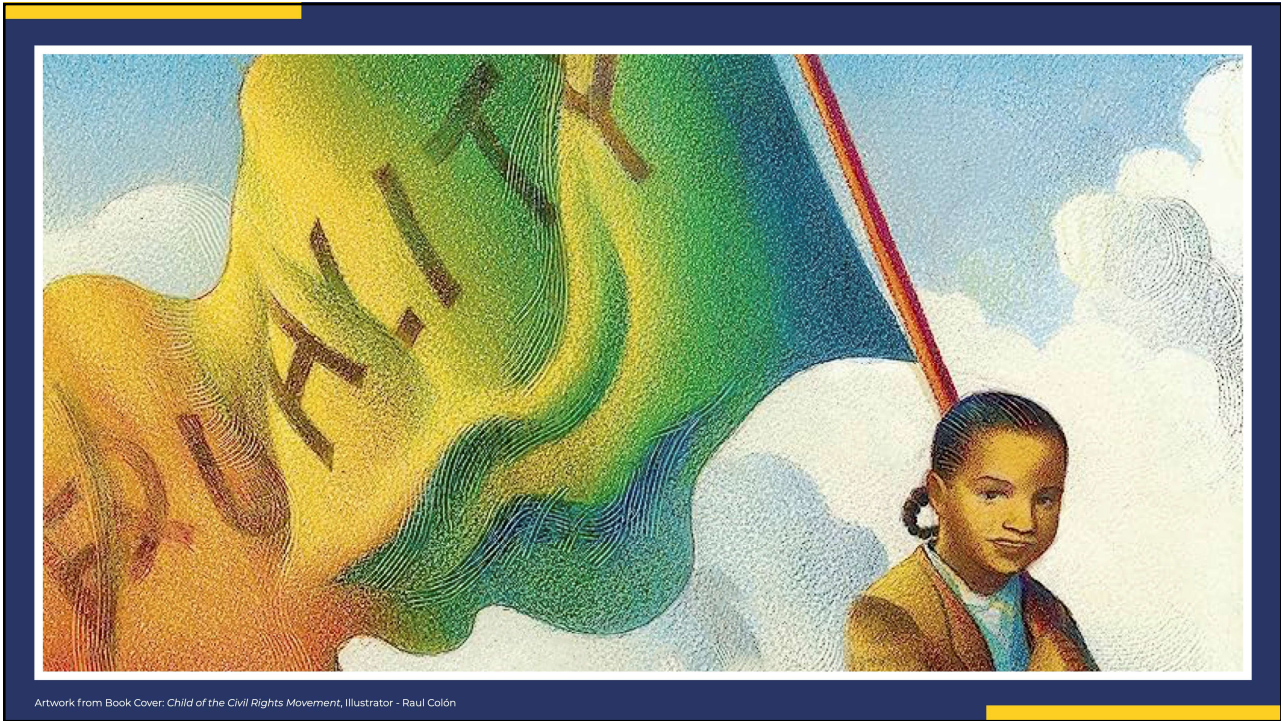
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**Our children are your...**

- .....▶ **Future leaders**
- .....▶ **Future innovators**
- .....▶ **Future top performing employees**
- .....▶ **Future teachers of your children and grandchildren**



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Artwork from Book Cover: Child of the Civil Rights Movement, Illustrator - Raul Colón

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