

EDGEWOOD

INDEPENDENT SCHOOL DISTRICT

San Antonio

PROFESSIONALISM ♦ ACCOUNTABILITY ♦ COMMUNICATION

**EDGEWOOD ISD
2023-2028
DISTRICT
STRATEGIC PLAN**

August 8, 2023



Edgewood ISD Strategic Plan

2023-2024 Edgewood ISD Board of Trustees

Dr. Eduardo Hernandez
Superintendent of Schools

Martha Castilla, Board President
Dr. James Hernandez, Board Vice President
Joseph M. Guerra, Board Secretary
Luis Gomez, Board Member

Frank Espinosa, Board Member
Richard Santoyo, Board Member
Michael Valdez, Board Member

2023-2024 Edgewood ISD Senior Leadership Team

Phillip Chavez
Deputy Superintendent

Myrna Martinez
Assistant Superintendent of Business Operations

Dr. Kimberly Gilmore-Madkins
Assistant Superintendent of School Leadership

Dr. Roberto Basurto
Assistant Superintendent of Academic Services

Elvis Williams
Assistant Superintendent of Operations

Theresa Salinas
Chief Innovation Officer

Cynthia Trevino
Chief of Human Resources

Travis McKelvain
Chief of Schools

Vacant
Chief Financial Officer

Todd Gratehouse
Chief Technology Officer

Chriselda Bazaldua
Chief of CCMR/Information Systems

Olga Moucoulis
Chief of Staff and Communications

Jesse Quiroga
Chief of Police

Edgewood ISD Strategic Plan

EXECUTIVE SUMMARY

In 2018-2019, the Edgewood Independent School District embarked on a comprehensive process with the Texas Education Agency to become a part of the [System of Great Schools](#) Network. As part of the System of Great Schools the district committed to engaging in a district-level problem solving approach that executive level leaders use to understand school performance and the needs of the community to [create high-quality, best-fit](#) schools that students and families want and need within their community.

The SGS Strategy includes four levers that enable the district to create the conditions for success:

- **Lever 1: Analyze school performance by setting the right goals and engaging in a data-driven school review process (Annual Portfolio Process):** District leaders evaluate campus performance on a variety of measures, including academic and demographic data, long-term trends, and community input. Districts use this data to determine what schools' families want and need.
- **Lever 2: Expand great options by implementing the right strategy and taking bold action:** District leaders establish a governance-neutral approach to expanding great education options by building a pipeline of talented campus operators, authorizing great schools, and executing at least one School Action each year.
- **Lever 3: Improve access to options by empowering parents:** District leaders establish enrollment policies and practices that provide students access to all the district's school options. Leaders provide school choice information that helps parents understand their options.
- **Lever 4: Create new organizational structures by aligning people, time, finances, policies, and practices:** District leaders commit to the work of innovation in our schools and empower school level leaders to design and launch best fit schools.



Edgewood ISD is committed to offering choice schools that allow families, students, and staff to choose a school that matches their personal interests and learning needs. In 2019 Edgewood ISD launched the first innovative school model and since then has expanded school choice in eleven of our schools. Our choice schools are offered in several of our five innovation zones.

Edgewood ISD Strategic Plan

The [District](#) Senior Leadership Team used the SGS Levers to develop a comprehensive approach and process for the co-creation and local ownership of the District Strategic Plan.

The district strategic planning process was launched in three phases:

- Phase I: 2021-2022 Garnering Feedback
- Phase II: 2022-2023 Goal Setting and the Co-Creation of the first draft of the District Strategic Plan
- [Phase III: 2023-2024 District Strategic Plan Feedback](#)

Strategic Planning Process Phase I: Garnering Feedback

During the 2021 school year the Edgewood ISD Board of Trustees and [District](#) Senior Leadership Team in partnership with TNTP ([formerly known as The New Teacher Project](#)) a partner for change in public education with a track record of success, launched a comprehensive effort to engage the community and multiple stakeholders in authentic conversations focused on improving student outcomes, building trust, and identifying areas of opportunity for promoting positive change.

During the initial phase of this work, the following methods were used to gather feedback:

- Focus groups with families and community members.
- Community survey.
- 1-on-1 listening sessions with Board Members and Central Office Staff.
- Surveys of teachers, [campus staff](#), and [campus administrators](#).

The data findings and insights from our listening and learning sessions led to the development of five key areas “Five Big Bets” [that the district could focus on to address the identified needs](#).

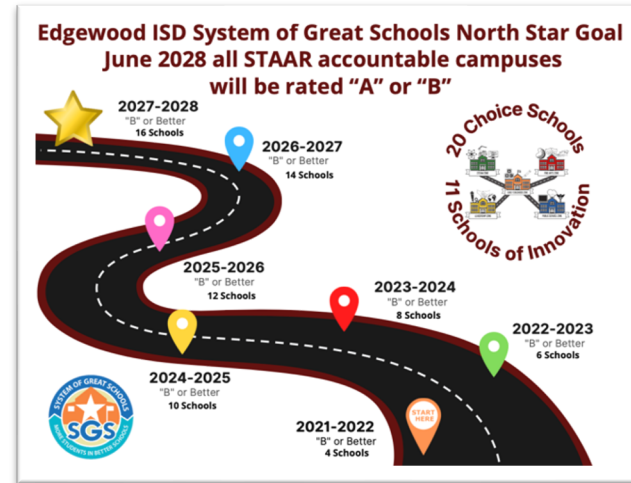
1. Improve the academic experience.
2. Increase two-way communication with families and staff.
3. Create a more inclusive environment for students, community members, and staff.
4. Develop a comprehensive talent strategy [for retaining and recruiting staff](#).
5. Codify processes and develop data systems.

The development of these [five key areas of focus](#) led the [District Senior Leadership Team](#) to work with [departments](#) to evaluate and align the processes and practices to start, stop, continue, and scale up [to address the Five Big Bets](#). Through this process the [District Senior Leadership Team](#) and [Edgewood ISD Board of Trustees](#) identified the need to align all the system goals, priorities, and [Five Big Bets](#).

Edgewood ISD Strategic Plan

Before launching into the work of Phase II of the Strategic Plan the [District Senior Leadership Team](#) redesigned the [Edgewood ISD Road Map](#) and developed the System of Great Schools North Star Goal.

System Alignment of Goals and Priorities



Edgewood ISD System of Great Schools North Star Goal by June 2028 all STAAR accountable campuses will be rated "A" or "B"

Phase II: Goal Setting and Co-Creation of the District Strategic Plan

The Edgewood ISD Board of Trustees engaged in a brainstorming session on July 27, 2022 with Diversa, the district's Texas Education Agency's Executive Advisor for the System of Great Schools to [develop two](#) Local Goals.

- Edgewood ISD Local Goal 1: Edgewood ISD will improve its two-way communication and parent engagement as indicated by improving its net promoter score from a negative net promoter score to a positive net promoter score by June 2028 (Baseline net promoter measure May 2022).
- Edgewood ISD Local Goal 2: Edgewood ISD will improve student life readiness skills for students in grades 6-12 by increasing our satisfactory rate from 0% in September 2022 to 85% by May 2028 as indicated in the College, Career, and Life Readiness Framework Six Competencies (Baseline [Naviance](#) student life readiness skills measure September 2022).

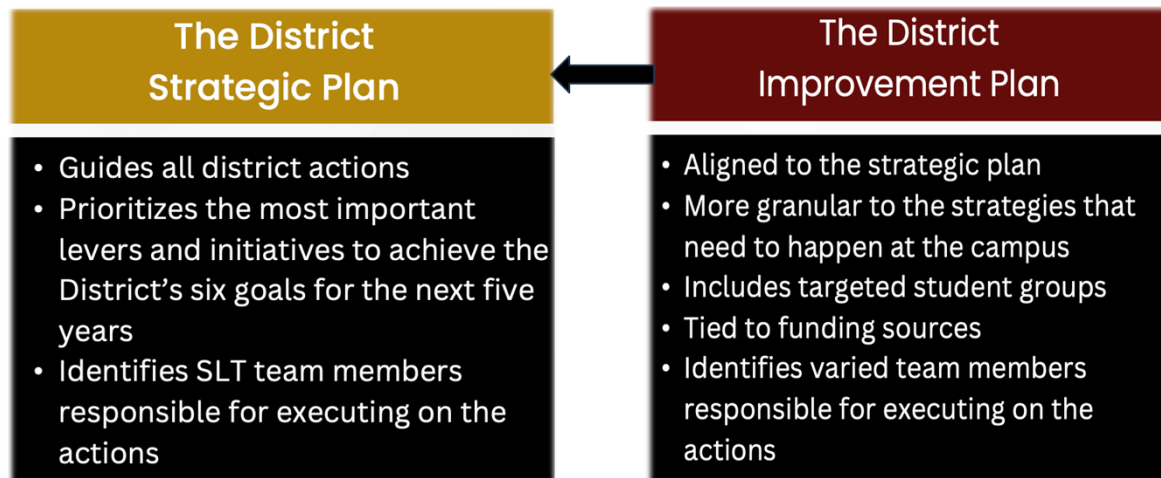


Edgewood ISD Strategic Plan

The [Edgewood](#) Board of Trustees approved the required five-year revision of our Lone Star Governance HB 3 Goals and our two new Local Goals on August 23, 2022.

Upon approval of the new Board Superintendent Goals, [the District Innovation Team worked with Diversa, the district's Texas Education Agency's Executive Advisor for the System of Great Schools to draft the District Strategic Plan.](#) The first draft of the District Strategic Plan was created through an analysis of the Edgewood District Improvement Plan and district initiatives.

THE DISTRICT IMPROVEMENT PLAN AND STRATEGIC PLAN



Edgewood ISD Strategic Plan

Additionally, the Superintendent and [Board of Trustees](#) wanted to ensure there was an intentional focus on the operational excellence of Edgewood ISD in alignment with the Superintendent's annual evaluation. Local Goal 3 will communicate to the district and broader community a commitment to financial stewardship and organizational accountability and efficiency, while recognizing the important role the non-Academic departments within [Edgewood](#) play in supporting the district's implementation of the Lone Star Governance Goals and Local Goals 1 and 2. The District Senior Leadership Team proposed that the Edgewood ISD School Board consider the addition of the following goal.

- Edgewood ISD Local Goal 3: Edgewood ISD will develop an "Effective Organization Framework" to communicate organizational accountability internally and externally, and on an annual basis (beginning in 2023-2024), will meet or exceed expectations (3 or above on a five point-scale) on the following individual domains and collectively across the three: (1) Operational Excellence, (2) Employee and Organizational Improvement, and (3) Financial Stewardship.

[Strategic Planning Process Phase III: District Strategic Plan Feedback](#)

[The first draft of the District Strategic Plan was published for the first phase of feedback on July 17, 2023 with the District Leadership team. The District Leadership Team is comprised of the District Senior Leadership Team, Campus Administrators, Directors, and Coordinators from across the district. Over 130 employees engaged in providing feedback on the first draft of the District Strategic Plan which included feedback on the Edgewood ISD proposed Local Goal 3.](#)

[Recommended revisions and feedback were incorporated into the second draft of the District Strategic Plan. The district published the second draft of the District Strategic Plan for staff and community feedback during the week of August 7, 2023.](#)

The District Strategic Plan is intended to be a living document that provides a laser focus on [tactics and initiatives](#) that district leaders will monitor, measure, evaluate and report findings on to the [Edgewood](#) Board of Trustees. Progress on the strategic actions will be evaluated each quarter to determine areas of opportunities and refinement.

Edgewood ISD Strategic Plan

Edgewood ISD established a Strategic Planning Advisory Committee to provide oversight, guidance, and direction on the district wide implementation of the District Strategic Plan. This advisory committee will serve to ensure that the identified Senior Leadership Team Owner(s) in the District Strategic Plan are making progress on the identified performance indicators.

The Strategic Planning Committee School Board Trustee serves to ensure that community voice, results, and transparency remain a cornerstone of the continuous improvement cycle.

Members

Phillip Chavez
Deputy
Superintendent

Dr. James Hernandez
Board Vice President

Theresa Salinas
Chief Innovation
Officer

Meeting Dates:
Beginning of the Year: October
Middle of the Year: March
End of the Year: June

EDGEWOOD
INDEPENDENT SCHOOLS DISTRICT
San Antonio
PROFESSIONALISM • ACCOUNTABILITY • COMMUNICATION



System of Great Schools North Star Goal ★

The number of STAAR accountable campuses rated “A” or “B” will increase from 4 campuses in 2022 to 16 campuses by June 2028 (Baseline measure in June 2022).

Goal 1



The percentage of students in 3rd grade who score at “meets” or above on STAAR Reading will increase from 26 percent to 60 percent by June 2027 (Baseline Grade 3 STAAR Reading measure June 2022).

Goal 2



The percentage of students in 3rd grade who score at “meets” or above on STAAR Mathematics will increase from 20 percent to 50 percent by June 2027 (Baseline Grade 3 STAAR Mathematics measure June 2022).

Goal 3



The College and Career Readiness raw score (% of graduates who met the CCR standard) will increase from 43 percent to 85 percent by June 2027 (Baseline CCMR measure June 2022).

Goal 4



Improve two-way communication and parent engagement as indicated by improving its net promoter score from negative net promoter score to a positive net promoter score by 2028 (Baseline net promoter score measure May 2022).

Goal 5



Improve student life readiness skills for students in grades 6-12 by increasing our satisfactory rate from 0% in September 2022 to 85% by May 2028 as indicated in the College, Career, and Life Readiness Framework Six Competencies.

Goal 6



Develop an “Effective Organization Framework” to communicate organizational accountability internally and externally and on an annual basis (Baseline 2023-2024), will meet or exceed expectations (3 or above on a five point-scale) on the following individual domains and collectively across the three: (1) Operational Excellence (2) Employee and Organizational Improvement (3) Financial Stewardship.

STRATEGIC PLANNING COMMITTEE MEMBERS

A special thank you to all the families, community members, partners, Edgewood ISD staff and students who contributed their thoughts, ideas, time, and talent to the development of the District Strategic Plan.



Our Partners

Emily Pierson, TNTP
 Marni Bomberg, TNTP
 David Nungaray, TNTP
 Emily Gordon, TNTP
 Kevin Haynes, TNTP
 Duncan Klausmann, Divesa
 Matthew Frank, Divesa



Garrett Landry, Steady State Impact Strategies

Our Edgewood ISD community members, parents, and staff

Virgina Mata
 Patricia Mendoza
 Jason Martinez
 David Abundis
 Jorge Garcia
 Tracy Tullbane
 Sonia Hernandez
 Ludivina Hernandez
 Melody Herrera
 Ariana Patino
 Lucy Klebahn
 Norma Haro
 Mercy Rui

April Salazar
 Sonia Hernandez
 Priscilla Delgado
 Amanda Puga
 Karina Alvarez
 Jose Hinojosa
 Amanda Romero
 Debra Thames
 Gloria Galvez
 Theresa Fisher
 Laura Alvarez
 Michelle Charles
 Loretta Herrera

Diana Vargas
 Desiree Rios
 Veronica Salas
 Marissa Cisneros Perez
 Debra Thames
 Joseph Rodriguez
 Bianca Hernandez
 Delilah Trevino
 Maria Ramos
 Lora Sweatt
 Jessica Guajardo
 Samantha Grubbs
 Roland Casillas

Kristin D. Willmann
 Javier Uribe
 Jason Martinez
 Tina Egelston
 Mark Estrada
 Victoria Casanova
 Claudia Sanchez
 Brittnee Carter
 Lizet Casas
 Melissa True
 Sonia Escalante
 Genevie Rodriguez- Quinones
 Rose Mary Orosco-Hayward

Jessica Guajardo
 Veronica Vela
 Brian Harris
 Graciela Galdeano
 Melissa Cruz
 Carissa Valdez
 Kathleen Reid
 Mark Molina
 Edely Olvera
 Lisa Gonzales

Edgewood ISD Strategic Plan

Goal 1: Early Childhood Literacy

Edgewood ISD Goal 1: The percentage of students in grade 3 who score at “meets” or above on STAAR Reading will increase from 26 percent to 60 percent by June 2027 (Baseline Grade 3 STAAR Reading measure June 2022).

Goal Progress Measures (GPM):

- Goal Progress Measure (GPM) 1.1: The percentage of students in kindergarten who score on or above grade level on a reading diagnostic assessment will increase from 36 percent to 52 percent by June 2027 (Baseline end of year reading measure June 2022).
- Goal Progress Measure (GPM) 1.2: The percentage of students in grade 1 who score on or above grade level on a reading diagnostic assessment will increase from 35 percent to 61 percent by June 2027 (Baseline end of year reading measure June 2022).
- Goal Progress Measure (GPM) 1.3: The percentage of students in grade 2 who score on or above grade level on a reading diagnostic assessment will increase from 29 percent to 55 percent by June 2027 (Baseline end of year reading measure June 2022).

Initiative/Tactic	Impact	Performance Indicator(s)	Senior Leadership Team Owner(s)	Progress Monitoring	Data Sources
Deliver high-impact targeted training on the effective use of High-Quality Instructional Materials (HQIM) in reading, delivery of research-based instructional strategies, authentic writing, and effective reading assessment practices.	Strong Tier 1 Instruction School leaders and teachers are calibrated on their understanding of rigorous, on-grade level reading instruction.	Instructional delivery of on grade level lessons that accelerate student growth. High-Quality resources are used in every classroom.	Asst. Supt. Academics Asst. Supt. School Leadership	Every Quarter	Professional Development Surveys Classroom Observation Data NWEA MAP Reading mCLASS Reading Circle Gold
Provide job-embedded classroom coaching and support to teachers on the implementation of research-based instructional strategies, lesson internalization, and effective delivery of reading instruction.	Job-embedded real-time coaching support to teachers.	Teachers implement instructional coaching feedback.	Asst. Supt. Academics Asst. Supt. School Leadership	Every Six Weeks	Classroom Observation Data Instructional Coaching Tracking Documents Teacher Assessment Data

Edgewood ISD Strategic Plan

Initiative/Tactic	Impact	Performance Indicator(s)	Senior Leadership Team Owner(s)	Progress Monitoring	Data Sources
Effectively use time during Professional Learning Communities (PLC) to internalize lessons and plan for small group instruction.	Teachers are prepared to deliver high quality reading instruction with targeted supports.	PLCs are implemented with fidelity. Small group instruction is evident in the classroom.	Asst. Supt. School Leadership	Quarterly	Professional Learning Communities Rubric Scores
Effectively use classroom and student data to provide timely and targeting reading supports and interventions.	Teachers and campus leaders know how to leverage reading data to target the instructional needs of students.	Teachers analyze data and track student progress.	Asst. Supt. School Leadership	Monthly	Campus Data Trackers by Teacher Student Data Trackers MTSS System Reports Istation Reports
Effective implementation of reading intervention tools and supplementary instructional resources	Teachers and campus leaders know how to leverage diagnostic reading interventions tools	Teachers use intervention tools and resources to differentiate instruction to meet the needs of Tier 1, Tier 2, and Tier 3 students.	Asst. Supt. Academics Asst. Supt. School Leadership	Monthly	Classroom Observation Data Universal Screener Data DBAs and Interim Assessment Data MTSS System Reports Istation Reports mCLASS Reading

Edgewood ISD Strategic Plan

Goal 2: Early Childhood Mathematics

Edgewood ISD Goal 2: The percentage of students in grade 3 who score at “meets” or above on STAAR Mathematics will increase from 20 percent to 50 percent by June 2027 (Baseline Grade 3 STAAR Mathematics measure June 2022).

Goal Progress Measures (GPM):

- **Goal Progress Measure (GPM) 2.1:** The percentage of students in kindergarten meeting the on-grade level standard on a mathematics diagnostic assessment will increase from 25 percent to 56 percent by June 2027 (Baseline end of year mathematics measure June 2022).
- **Goal Progress Measure (GPM) 2.2:** The percentage of students in grade 1 meeting the on-grade level standard on a mathematics diagnostic assessment will increase from 13 percent to 57 percent by June 2027 (Baseline end of year mathematics measure June 2022).
- **Goal Progress Measure (GPM) 2.3:** The percentage of students in grade 2 meeting the grade level standard on a mathematics diagnostic assessment will increase from 9 percent to 51 percent by June 2027 (Baseline end of year mathematics measure June 2022).

Initiative/Tactic	Impact	Performance Indicator(s)	Senior Leadership Team Owner(s)	Progress Monitoring	Data Sources
Deliver high-impact targeted training on the effective use of High-Quality Instructional Materials (HQIM) in mathematics, delivery of research-based instructional strategies and conceptual understanding of mathematics instruction.	Strong Tier 1 Instruction School leaders and teachers are calibrated on their understanding of rigorous, on-grade level mathematics instruction.	Instructional delivery of on grade level lessons that accelerate student growth. High-Quality resources are used in every classroom.	Asst. Supt. Academics Asst. Supt. School Leadership Chief of Schools	Quarterly	Professional Development Surveys Classroom Observation Data NWEA MAP Mathematics
Provide job-embedded coaching and support to teachers on the implementation of research-based instructional strategies, lesson internalization, and effective delivery of mathematics instruction.	Job-embedded real-time coaching support to teachers.	Teachers implement instructional coaching feedback.	Asst. Supt. School Leadership Chief of Schools	Every Six Weeks	Classroom Observation Data Instructional Coach Teacher Tracking Documents Teacher Assessment Data

Edgewood ISD Strategic Plan

Initiative/Tactic	Impact	Performance Indicator(s)	Senior Leadership Team Owner(s)	Progress Monitoring	Data Sources
The implementation of a new Mathematics Framework.	Provide cohesion and clarity on expectations for high quality mathematics instruction.	Campuses adhere to the expectations for effective mathematics instruction.	Asst. Supt. Academics Asst. Supt. School Leadership Chief of Schools	Quarterly	Classroom Observation Data
Effectively use time during Professional Learning Communities (PLC) to internalize lessons and plan for small group instruction.	Teachers are prepared to deliver high quality mathematics instruction with targeted supports.	PLCs are implemented with fidelity. Small group instruction is evident in the classroom.	Asst. Supt. School Leadership Chief of Schools	Quarterly	Professional Learning Communities Rubric Scores
Effectively use classroom and student data to provide timely and targeted mathematics supports and interventions.	Teachers and campus leaders know how to leverage math data to target the instructional needs of the campus.	Teachers analyze data and track student progress.	Asst. Supt. School Leadership Chief of Schools	Monthly	Campus Data Trackers by Teacher Student Data Trackers MTSS System Reports
Effective implementation of mathematics intervention tools and instructional resources.	Teachers and campus leaders know how to leverage diagnostic math interventions tools.	Teachers use intervention tools and resources to differentiate instruction to meet the needs of Tier 1, Tier 2, and Tier 3 students.	Asst. Supt. Academics Asst. Supt. School Leadership Chief of Schools	Monthly	Classroom Observation Data Universal Screener Data DBAs and Interim Assessment Data

Edgewood ISD Strategic Plan

Goal 3: COLLEGE CAREER READINESS (CCR)

Edgewood Goal 3: The College and Career Readiness raw score (% of graduates who met the CCR standard) will increase from 43 percent to 85 percent by June 2027 (Baseline CCMR measure June 2022).

Goal Progress Measures (GPM):

- **Goal Progress Measure (GPM) 3.1:** The percentage of students meeting Texas Success Initiative (TSI) criteria in both ELA/reading and mathematics on any of the assessments (Texas Success Initiative Assessment (TSIA), SAT, ACT, College Prep Course) will increase from 15 percent to 25 percent by June 2027 (Baseline Texas Success Initiative measure June 2022).
- **Goal Progress Measure (GPM) 3.2:** The percentage of students meeting the criterion score on an Advanced Placement (AP) or International Baccalaureate (IB) examination in any subject area (criterion score is 3 or more for AP and 4 or more for IB) will increase from 8 percent to 15 percent by June 2027 (Baseline Texas Success Initiative measure June 2022).
- **Goal Progress Measure (GPM) 3.3:** The percentage of students completing and earning dual credit hours for at least 3 credit hours in English language arts (ELA) or mathematics or at least 9 credit hours in any subject will increase from 30 percent to 36 percent by June 2027 (Baseline Dual Credit Hours measure June 2022).
- **Goal Progress Measure (GPM) 3.4:** The percentage of graduates earning an industry-based certificate under 19 TAC 74.1003 to increase from 6 percent to 25 percent by June 2027 (Baseline Industry-Based Certificate measure June 2022).

Initiative/Tactic	Impact	Performance Indicator(s)	Senior Leadership Team Owner(s)	Progress Monitoring	Data Sources
Ensure students are enrolled in a program of study , acquire an Industry based certification or license and increase military enlistment.	Increased accountability rating for CCMR.	Offer level 3 course for 2.0 credits. Provide nonpaid internships for up to 5% of our students before senior year.	Chief of CCMR	Every Six Weeks	CCMR Tracking System Classroom Observations Student Grades Student Attendance CTE Certification Report
Develop and implement a comprehensive system of support to students in advanced programs that include, Texas College Bridge, on-campus SAT/ACT/TSIA Boot Camps, individual conferencing with students.	Students are successful for the rigor of advanced coursework and exams.	% of students who successfully earn college credits.	Asst. Supt. Academic	Every Six Weeks	Classroom Observations Student Grades Student Attendance SAT Scores ACT Scores TSIA Scores

Edgewood ISD Strategic Plan

Initiative/Tactic	Impact	Performance Indicator(s)	Senior Leadership Team Owner(s)	Progress Monitoring	Data Sources
Provide targeted training support and job embedded coaching to teacher in advanced placement classes.	Teacher improve their knowledge and increase their capacity to deliver rigorous instruction aligned to college coursework.	Increase the number of students earning college credits.	Asst. Supt. Academic	Every Six Weeks	Classroom Observations Student Grades Student Attendance College Canva Accounts Advanced Placement Scores
Empower Career Technology Education (CTE) teachers with the training and skills necessary to ensure we increase the number of students earning industry-based certifications.	Students will earn industry-based certification in enrolled CTE courses.	Develop a mid-year growth metric to track the implementation of rigorous lessons.	Chief of CCMR	Fall Spring	Professional Development Survey's Classroom Observations CTE Student Tracking System
Increase awareness and enrollment in innovative programming across the innovation zones, associate degree programs, CTE Programs of Study, available Industry-Based Certifications along with the associated careers, salaries, and benefits to students in grades 5-9.	Increased enrollment in programs that are aligned to student interests Students make informed decisions about their academic choices.	Develop a student/parent survey for 8th graders on their CCMR knowledge and awareness prior to entering high school. Set targets for annual growth, by campus.	Chief Innovation Officer Chief of Staff and Marketing	Fall Spring	Student Enrollment Data 8th Grade CCMR Knowledge Survey

Edgewood ISD Strategic Plan

Goal 4: Two-Way Communication and Parent Engagement

Edgewood ISD Goal 4: Edgewood ISD will improve its two-way communication and parent engagement as indicated by improving its net promoter score from a negative net promoter score to a positive net promoter score by June 2028 (Baseline net promoter measure May 2022).

Goal Progress Measures (GPMs):

- **Goal Progress Measure (GPM) 4.1:** EISD will increase two-way communication with parents to increase engagement from -X in August 2022 to +Y in May 2028 (Baseline August 2022).
- **Goal Progress Measure (GPM) 4.2:** EISD will increase participation in the EOY Staff Engagement Surveys from a baseline of 32.5% in September 2022 to 50% in May 2028 (Baseline measured January 2022).

Initiative/Tactic	Impact	Performance Indicator(s)	Senior Leadership Team Owner(s)	Progress Monitoring	Data Sources
Leaders will engage parents, community, and students in authentic conversations focused on improving the organization, school choice offerings, program services, and communication using a variety of methods to include focus groups, pláticas, social media platforms and survey tools.	Opportunity to gather first-hand information on our services and programs	Leaders listen and implement feedback from our stakeholders to improve student outcomes	Deputy Superintendent Chief of Staff and Communications Chief Innovation Officer	Quarterly	Survey Data Social Media Analytical Reports Feedback Notes Attendance Sheets
Implement multiple strategies to improve and measure the culture in departments and schools across the district.	Data is used to provide information on our organizational health. Students and district staff feel valued and work efficiently and effectively	2x per year, develop student survey for students 3-12, and utilize campus climate and central office departmental survey. Monitor progress each semester on the percent positive responses or Net Promoter Score.	Deputy Superintendent	Fall and Spring	Employee and Student Survey's

Edgewood ISD Strategic Plan

Initiative/Tactic	Impact	Performance Indicator(s)	Senior Leadership Team Owner(s)	Progress Monitoring	Data Sources
<p>Provide parents with training and development opportunities that empower them to understand how to navigate the educational system, engage their children in academic conversations, use social emotional strategies, family engagement strategies, and advocate for their child’s success in school and life.</p>	<p>Powerful partnerships with families that strengthen the bridge between school and home.</p>	<p>Enrollment and completion in the program from parents and/or representation in the program from xx% of campuses in EISD. Tracked based on a full cycle of the program.</p>	<p>Chief of CCMR</p>	<p>Quarterly</p>	<p>Professional Development Survey’s Parent Testimonials</p>
<p>Campus administrators will use various communication tools to keep families informed and implement school-based activities that academically and socially keep families connected to the school.</p>	<p>Informed and engaged families and students who feel welcomed and a part of the school.</p>	<p>By campus, percentage of guardians who attend (or have a meeting with) teacher conferences as measured by a sign-in sheet / QR code depending on technology abilities.</p>	<p>Asst. Supt. School Leadership Chief of Schools</p>	<p>Fall Spring</p>	<p>Parent Sign-In Sheets</p>
<p>The Senior Leadership Team will engage in a continuous process of evaluation of district initiatives, programs, organizational efficiencies, and develop systems of transparency.</p>	<p>A balanced budget with systems of accountability and transparency Elimination of programs that do not promote positive student outcomes.</p>	<p>This is the overall effectiveness of the Strategic Plan implementation, so it would be a percentage of on-track, off-track, not started of the above KPIs.</p>	<p>Superintendent</p>	<p>Quarterly</p>	<p>Quality Seats Analysis</p>

Edgewood ISD Strategic Plan

Goal 5 : Student Life Readiness

Edgewood ISD Goal 5: Edgewood ISD will improve student life readiness skills for students in grades 6-12 by increasing our satisfactory rate from 0% in September 2022 to 85% by May 2028 as indicated in the College, Career, and Life Readiness Framework Six Competencies (Baseline student life readiness skills measure September 2022)

- **Goal Progress Measures (GPM) 5.1:** Students' completion of the Achieve Works Learning and Productivity Assessment in grades 6-12 will increase from 0% in September 2022 to 85% by May 2028 as indicated in the Naviance Achieve Works Learning and Productivity Assessment (Baseline measure September 2022)
- **Goal Progress Measures (GPM) 5.2:** Students' completion of the Career Exploration Assessments in grades 6-12 will increase from 0% in September 2022 to 85% by May 2028 as indicated in the Career Exploration Assessments (Baseline measure September 2022).
- **Goal Progress Measure (GPM) 5.3:** Students' completion of the Strengths Explorer Assessment in grades 6-12 will increase from 0% in September 2022 to 85% by May 2028 as indicated in the Strengths Explorer Assessment (Baseline measure September 2022).
- **Goal Progress Measures (GPM) 5.4:** [ADD elementary](#)

Initiative/Tactic	Impact	Performance Indicator	Senior Leadership Team Owner(s)	Progress Monitoring	Data Sources
Increase interest and engagement in higher education through on-site and virtual college tours, celebrating college week, college recruitment seminars, improving access to scholarships, and ensuring seniors complete the FAFSA application.	Increased student and parent awareness and access to financial support for college admission.	FAFSA completion goal - this is also aligned to HB3 requirements. The inverse could be less than an xx% opt-out rate.	Asst. Supt. Academics	Quarterly	College Visit Logs FAFSA Completion Tracker Naviance Reports
Increase the successful completion of students who are eligible to participate in ASVAB testing in the spring semester.	Students are able to see the link between their achievement levels and interest to support their high school and post-secondary goals.	Focus on successful completion of the students who are eligible and interested for ASVAB.	Chief of CCMR	Annually	ASVAB Testing Results Military and Enlisted Student Scores

Edgewood ISD Strategic Plan

Initiative/Tactic	Impact	Performance Indicator	Senior Leadership Team Owner(s)	Progress Monitoring	Data Sources
<p>Implement and utilize Naviance College and Career Planning Software to prepare students for postsecondary and life success through self-discovery assessments, goal setting, college research tools, course planning, career exploration resources, individualized learning plans and interactive access to students and families to four-year plans.</p>	<p>Students will understand their strengths and develop critical skills for college, career, and life.</p>	<p>Campus leaders implement the Naviance Campus Plan and discuss assessment results with students. Teachers use their understanding of Naviance to reinforce student strengths.</p>	<p>Chief of CCMR Asst. Supt. Academics Chief of Schools</p>	<p>Quarterly</p>	<p>Naviance Data Reports</p>

Edgewood ISD Strategic Plan

Goal 6 – Organizational Effectiveness Goal

Edgewood ISD Goal 6: Edgewood ISD will develop an “Effective Organization Framework” to communicate organizational accountability internally and externally, and on an annual basis (beginning in 2023-2024), will meet or exceed expectations (3 or above on a five point-scale) on the following individual domains and collectively across the three: (1) Operational Excellence, (2) Employee and Organizational Improvement, and (3) Financial Stewardship.

- **Goal Progress Measures (GPM) 6.1: Operational Excellence** - Based on an annual survey of EISD campus employees on the support they receive from supporting departments, by 2028, 80% of employees will have a net-positive (3 or above on a 5-point scale) response to the effectiveness and timeliness of the support they are being provided.
- **Goal Progress Measures (GPM) 6.2: Employee and Organizational Improvement** – EISD will develop a central office appraisal tool for all central office employees in 2023-2024, for implementation in 2024-2025 (baseline). By 2028, 70% of central office employees will be proficient or above on their annual appraisal, focusing on the effectiveness of the employee in achieving departmental objectives and professional growth within the organization.
- **Goal Progress Measure (GPM) 6.3: Financial Stewardship** – EISD will increase financial stewardship by monitoring revenue generated by student attendance and adjust expenditures accordingly to maintain a strong financial position of three months operating expenses in Fund Balance.

Initiative/Tactic	Impact	Performance Indicator	Senior Leadership Team Owner(s)	Progress Monitoring	Data Sources
Focus on internal customer service from support departments to campus personnel through developing and implementing a central ticketing system for all non-instructional support (i.e., maintenance, technology, budget/finance, etc).	Campus personnel receive high-quality support in a timely manner, while the efficiency of central office departments improve due to a streamlined request system.	Leaders develop the centralized ticketing system, train campus central office and campus personnel on its use, and set performance standards to timeliness and quality of support.	Assist. Supt. Business and Operations	Quarterly	Response Reports Survey Data Ticketing System
Develop and implement a central office appraisal system for all central office employees that assesses job performance and professional growth within the department. Each employee will have two job-aligned SMART goals, and one professional growth SMART goal, to be appraised on an annual basis.	EISD will focus on organizational growth and development from an employee and systems perspective.	Leaders will develop SMART goal templates and train all central office employees on the key tenants of SMART goals. 2023-2024 is a pilot “no-harm” year, with full-implementation planned for the 2024-2025 year.	Superintendent Deputy Supt. Asst. Supt. Business and Operations	SLT model SMART goal process in August 2023; “no-harm” pilot year for all employees in 2023-2024, for full implementation in 2024-2025	Annual Work Plans Appraisal

Edgewood ISD Strategic Plan

Initiative/Tactic	Impact	Performance Indicator	Senior Leadership Team Owner(s)	Progress Monitoring	Data Sources
<p>Ensure budget operations are fiscally responsible to support a highly effective and efficient organization.</p>	<p>EISD departments are able to operate and provide impact; EISD is able to recruit and retain high-quality employees; EISD community has a high-level of confidence in the use and outcome of taxpayer dollars.</p>	<p>EISD will maintain a fund balance in-line with Superintendent and CFO expectations; budget-to-actuals on a monthly basis will be within a financially acceptable range.</p>	<p>Asst. Supt. Business and Operations</p>	<p>Monthly Annually</p>	<p>Finance Reports</p>