
EDGEWOOD

INDEPENDENT ♦ SCHOOL ♦ DISTRICT

San Antonio

PROFESSIONALISM ♦ ACCOUNTABILITY ♦ COMMUNICATION



LONE STAR GOVERNANCE

Board Quarterly Progress Tracker

Seventeenth Quarter

Regular Board Meeting


April 20, 2021

Lone Star Governance

QUARTERLY PROGRESS TRACKER

School Board: Edgewood Independent School District				Date: April 20, 2021		Quarter: 17
Framework	Three Quarters Ago	Two Quarters Ago	One Quarter Ago	Current Quarter	Next Quarter	Total Possible
Vision 1	12	12	12	12	15	15
Vision 2	12	12	12	12	15	15
Vision 3	9	9	9	9	10	10
Vision 4	4	4	4	4	5	5
Accountability 1	12	12	12	12	15	15
Accountability 2	1	1	5	5	5	5
Structure	12	12	12	12	15	15
Advocacy	3	9	10	10	10	10
Unity	10	10	10	10	10	10
TOTAL SCORE	75	81	86	86	100	100

By signing below, I affirm that the Lone Star Governance Integrity Instrument was completed and is accurate

Board Member Signature: Martha Castilla, Board President 	% Student Outcome Minutes	Vote Count For	Vote Count Against
	58%	6	0

EVALUATION NOTES

The Standard of evidence for items where board action is required will be the minutes of the meeting during which the Board voted to take the described action. Where an opinion of the Board is required, a resolution or vote passed by the Board will meet the standard of evidence. Any Board completing a self-evaluation using the LSG Integrity Instrument that is supported or reviewed by an LSG Coach may submit the review for the LSG Leaderboard. If the Board would like their self-evaluation reviewed by an LSG Coach, please email the completed LSG Integrity Instrument to LSG@tea.texas.gov.

Lone Star Governance

TEXAS FRAMEWORK: VISION & GOALS									
Vision & Goals 1: The Board has adopted student outcome goals									
Does not Meet Focus	0	Preparing To Focus	1	Approaches Focus	4	Meets Focus	12	Masters Focus	15
<i>The board does not meet focus if any of the following statements are true:</i>		<i>The board is preparing to focus if all of the following conditions are true:</i>			<i>The board approaches focus if all prior conditions and the following conditions are true:</i>		<i>The board meets focus if all prior conditions and the following conditions are true:</i>		<i>The board masters focus if all prior conditions and the following conditions are true:</i>
<p>The Board does not have a vision.</p> <p>The Board does not have goals.</p> <p>The Board does not consistently distinguish between inputs, outputs, and outcomes.</p>		<p>The Board has:</p> <ul style="list-style-type: none"> ■ adopted a vision statement; ■ owned the vision development process while working collaboratively with the Superintendent; ■ adopted 3 to 5 goals; and ■ owned the goal development process while working collaboratively with the Superintendent. 			<p>All goals are specific, quantifiable, student outcome goals that include:</p> <ul style="list-style-type: none"> ■ a population; ■ a 5-year deadline of a month and year; ■ a baseline; and ■ annual student group targets. 		<p>All Board Members and the Superintendent agree that the student outcome goals:</p> <ul style="list-style-type: none"> ■ will challenge the organization; ■ require adult behavior change; ■ are influenceable by the Superintendent; and ■ are the Superintendents first priority for resource allocation. <p>■ The Board relied on a root cause analysis, comprehensive student needs assessment, and/or similar research-based tool to inform the identification of and prioritization of all student outcome goals.</p>		<p>All Board Members and the Superintendent:</p> <ul style="list-style-type: none"> ■ have committed the vision and student outcome goals to memory; ■ know the current status of each student outcome goal; and <input type="checkbox"/> agree there is broad community ownership of the Board's vision and student outcome goals through involvement and communication with students, staff, and community members.

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Vision & Goals 2: The Board has adopted goal progress measures (GPMs) aligned to each student outcome goals									
Does not Meet Focus	0	Preparing To Focus	1	Approaches Focus	4	Meets Focus	12	Masters Focus	15
<i>The board does not meet focus if any of the following statements are true:</i>		<i>The board is preparing to focus if all of the following conditions are true:</i>		<i>The board approaches focus if all prior conditions and the following conditions are true:</i>		<i>The board meets focus if all prior conditions and the following conditions are true:</i>		<i>The board masters focus if all prior conditions and the following conditions are true:</i>	
<p>The Board does not have a goal progress measures (GPMs).</p> <p>The Board is treating the annual targets for student outcome goals as if they are GPMs.</p>		<ul style="list-style-type: none"> ■ The Board has adopted GPMs for each student outcome goal; ■ The Superintendent owned the GPM development process while working collaboratively with the Board; ■ The status of each adopted GPM is able to be updated multiple times during each school year. 		<ul style="list-style-type: none"> ■ The Board has adopted no more than 3 GPMs for each student outcome goal. <p>All GPMs are student outputs, not adult inputs or outputs, that include:</p> <ul style="list-style-type: none"> ■ a population; ■ a 5-year deadline of a month and year; ■ a baseline; and ■ annual student group targets. 		<p>All Board Members and the Superintendent agree that the GPMs:</p> <ul style="list-style-type: none"> ■ will challenge the organization; ■ require adult behavior change; ■ are influenceable by the Superintendent; and ■ are the predictive of their respective student outcome goals. 		<ul style="list-style-type: none"> □ All Board Members and the Superintendent agree there is broad community ownership of the GPMs through involvement and communication with students, staff, and community members. 	

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Vision & Goals 3: The Board has adopted constraints									
Does not Meet Focus	0	Preparing To Focus	1	Approaches Focus	3	Meets Focus	9	Masters Focus	10
<i>The board does not meet focus if any of the following statements are true:</i>		<i>The board is preparing to focus if all of the following conditions are true:</i>		<i>The board approaches focus if all prior conditions and the following conditions are true:</i>		<i>The board meets focus if all prior conditions and the following conditions are true:</i>		<i>The board masters focus if all prior conditions and the following conditions are true:</i>	
The Board does not have constraints .		The Board has: <ul style="list-style-type: none"> ■ adopted 1 to 5 Superintendent constraints; and ■ owned the constraint development process while working collaboratively with the Superintendent. 		<ul style="list-style-type: none"> ■ Each Superintendent constraint describes a single operational action or class of actions the Superintendent may not use or allow. 		<ul style="list-style-type: none"> ■ The Board has adopted 1 to 5 Board self-constraints. ■ The Board, where appropriate, relied on a root cause analysis, comprehensive student needs assessment, and/or similar research-based tool to inform the identification of and prioritization of Superintendent constraints. ■ All Board Members and the Superintendent agree that the constraints will challenge the organization to focus on the vision and uphold community values. 		<ul style="list-style-type: none"> ■ The Board in collaboration with the Superintendent, has adopted one or more theories of action to drive overall strategic direction. <input type="checkbox"/> All Board Members and the Superintendent agree there is broad community ownership of the constraints through involvement and communication with students, staff, and community members. 	

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Vision & Goals 4: The Board has adopted Superintendent constraints progress measures (CPMs)									
Does not Meet Focus	0	Preparing To Focus	1	Approaches Focus	2	Meets Focus	4	Masters Focus	5
<i>The board does not meet focus if any of the following statements are true:</i>		<i>The board is preparing to focus if all of the following conditions are true:</i>		<i>The board approaches focus if all prior conditions and the following conditions are true:</i>		<i>The board meets focus if all prior conditions and the following conditions are true:</i>		<i>The board masters focus if all prior conditions and the following conditions are true:</i>	
<p>The Board does not have constraints progress measures (CPMs).</p> <p>The Board is treating the annual targets for constraints as if they are CPMs.</p>		<ul style="list-style-type: none"> ■ The Board has adopted CPMs for each Superintendent constraint. ■ The Superintendent owned the CPM development process while working collaboratively with the Board. ■ The status of each adopted CPM is able to be updated multiple times during each school year. 		<ul style="list-style-type: none"> ■ The Board has adopted no more than 3 CPMs for each Superintendent constraint. <p>All CPMs include:</p> <ul style="list-style-type: none"> ■ a 1 to 5 year deadline of a month and year; ■ a baseline; and ■ annual targets. 		<p>All Board Members and the Superintendent agree that the CPMs:</p> <ul style="list-style-type: none"> ■ will challenge the organization to focus on the vision; ■ will challenge the organization to uphold community values; ■ are all predictive of their respective constraint; and ■ are influenceable by the Superintendent. 		<ul style="list-style-type: none"> <input type="checkbox"/> All Board Members and the Superintendent agree there is broad community ownership of the CPMs through involvement and communication with students, staff, and community members. 	

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TEXAS FRAMEWORK: PROGRESS & ACCOUNTABILITY									
Progress & Accountability 1: The Board invests at least half of its time on improving student outcomes									
Does not Meet Focus	0	Preparing To Focus	1	Approaches Focus	4	Meets Focus	12	Masters Focus	15
<i>The board does not meet focus if any of the following statements are true:</i>		<i>The board is preparing to focus if all of the following conditions are true:</i>		<i>The board approaches focus if all prior conditions and the following conditions are true:</i>		<i>The board meets focus if all prior conditions and the following conditions are true:</i>		<i>The board masters focus if all prior conditions and the following conditions are true:</i>	
<p>The Board does not have student outcome goals, GPMs, Constraints, CPMs, or annual targets</p> <p>The Board does not track its use of time in Board authorized public meetings.</p> <p>The Board does not have a Monitoring Calendar.</p>		<p>The Superintendent owned the Monitoring Calendar development process while working collaboratively with the board to adopt a monitoring calendar that:</p> <ul style="list-style-type: none"> ■ monitors each student outcome goal at least 4 times per year; ■ monitors no more than 2 student outcome goals per month; ■ monitors each constraint at least once per year; and ■ spans the length of the student outcome goals. <p>■ The Board tracks its monthly use of time in Board authorized public meetings, categorizing every minute according to the Time Use Tracker.</p>		<ul style="list-style-type: none"> ■ 10% or more of the total quarterly minutes in Board authorized public meetings were invested in improving student outcomes according to the Time Use Tracker. 		<ul style="list-style-type: none"> ■ 25% or more of the total quarterly minutes in Board authorized public meetings were invested in improving student outcomes according to the Time Use Tracker. 		<ul style="list-style-type: none"> <input type="checkbox"/> 50% or more of the total quarterly minutes in Board authorized public meetings were invested in improving student outcomes according to the Time Use Tracker. 	

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Progress & Accountability 2: The Board evaluates, but does not interfere with, progress toward improving student outcomes									
Does not Meet Focus	0	Preparing To Focus	1	Approaches Focus	2	Meets Focus	4	Masters Focus	5
<i>The board does not meet focus if any of the following statements are true:</i>		<i>The board is preparing to focus if all of the following conditions are true:</i>		<i>The board approaches focus if all prior conditions and the following conditions are true:</i>		<i>The board meets focus if all prior conditions and the following conditions are true:</i>		<i>The board masters focus if all prior conditions and the following conditions are true:</i>	
<p>Any individual board member does not know if the school system is in low performing status and for how long.</p> <p>Any individual board member does not know if any campus is in low performing status and for how long.</p> <p>Any individual board member agrees that their first loyalty is owed to staff or vendors, rather than the vision, community values, and improving student outcomes.</p> <p>The Board has not voted to approve a self-evaluation within the past 12 months.</p>		<p>The Board has:</p> <ul style="list-style-type: none"> performed a self-evaluation within the previous 12 months using a research aligned instrument; performed a superintendent annual evaluation no more than 15 months ago; been provided copies of the Superintendent’s implementation plan(s) to make progress towards the student outcome goals; and not voted to approve the Superintendent’s implementation plan unless required by law. 		<p>The Board has:</p> <ul style="list-style-type: none"> performs self-evaluations using the LSG Integrity Instrument; performed a self-evaluation no more than 45 days prior to the most recent Superintendent’s evaluation; and evaluates the Superintendent in part on the results and progress toward the student outcome goals and constraints using information within monitoring reports according to the Monitoring Calendar. 		<ul style="list-style-type: none"> The Board receives, at least annually, a report on the average cost of staff time spent on governance using the Staff Use Tracker. <p>One Quarter ago the Board:</p> <ul style="list-style-type: none"> Performed a self-evaluation using the LSG Integrity Instrument; and voted to approve the Quarterly Progress Tracker. 		<p>The Board has:</p> <ul style="list-style-type: none"> voted unanimously to approve the most current Quarterly Progress Tracker; has not modified the adopted student outcome goals, GPMs, constraints, CPMs, or targets during the school year or cycle applicable to the annual Superintendent evaluation; and considers Superintendent performance as indistinguishable from school system performance by evaluating the Superintendent exclusively on the results and progress toward the student outcome goals and constraints using information within monitoring reports according to the Monitoring Calendar. 	

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TEXAS FRAMEWORK: SYSTEMS & PROCESSES									
Systems & Processes: The Board operates in a way to allow the Superintendent to accomplish the vision									
Does not Meet Focus	0	Preparing To Focus	1	Approaches Focus	4	Meets Focus	12	Masters Focus	15
<i>The board does not meet focus if any of the following statements are true:</i>		<i>The board is preparing to focus if all of the following conditions are true:</i>		<i>The board approaches focus if all prior conditions and the following conditions are true:</i>		<i>The board meets focus if all prior conditions and the following conditions are true:</i>		<i>The board masters focus if all prior conditions and the following conditions are true:</i>	
<p>The Board has not received a monitoring report.</p> <p>There were 6 or more Board authorized public meetings in a month (unless a state of emergency was declared).</p> <p>Any meeting of the board lasted longer than 8 hours.</p> <p>Board Members did not receive the final version of materials to be voted on at least 3 calendar days in advance of the board authorized public meeting.</p>		<p>The Board receives and votes on monitoring reports that include:</p> <ul style="list-style-type: none"> the student outcome goal and GPM or constraint and CPM being monitored; the current status of the student outcome goal and GPM or constraint and CPM compared to previous, annual, and deadline targets; the Superintendent’s interpretation of performance; and supporting information that describes any needed next steps. 		<ul style="list-style-type: none"> All consent-eligible items were placed on the consent agenda and more than ¾ of the items were voted on using a consent agenda. The adopted monitoring calendar has not been modified during the past quarter. 		<p>The Board authorized public meetings in the last quarter did not exceed:</p> <ul style="list-style-type: none"> an average of 4 meetings per month; an average time of 3 hours per meeting; and an average of 5 other topics per meeting. <p>The Board has:</p> <ul style="list-style-type: none"> reviewed its existing local policies; and only adopted local policies pertaining to Board work. 		<p>The Board authorized public meetings in the last quarter did not exceed:</p> <ul style="list-style-type: none"> an average of 3 meetings per month; <input type="checkbox"/> an average time of 2 hours per meetings per month; and an average time of 3 other topics per meeting. <ul style="list-style-type: none"> Board Members received the final version of materials to be voted on at least 7 calendar days in advance of the board authorized public meeting. No edits were made to the Board’s regularly scheduled meeting agenda the 3 days prior to the meeting or during the meeting (unless a state of emergency was declared). 	

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TEXAS FRAMEWORK: ADVOCACY & ENGAGEMENT									
Advocacy & Engagement: The Board promotes the vision									
Does not Meet Focus	0	Preparing To Focus	1	Approaches Focus	3	Meets Focus	9	Masters Focus	10
<i>The board does not meet focus if any of the following statements are true:</i>		<i>The board is preparing to focus if all of the following conditions are true:</i>		<i>The board approaches focus if all prior conditions and the following conditions are true:</i>		<i>The board meets focus if all prior conditions and the following conditions are true:</i>		<i>The board masters focus if all prior conditions and the following conditions are true:</i>	
<p>The Board has not publicly communicated the Board adopted student outcome goals.</p> <p>The Board has not arranged for any community engagement activities during the previous 12-month period beyond public comments during Board authorized public meetings and/or required hearings.</p>		<p>The Board has a two-way communication system in place where the Board Members at least once per year:</p> <ul style="list-style-type: none"> ■ listen for and discuss the vision and values of their students; and ■ listen for and discuss the vision and values of their staff and community members. 		<p>The Board has:</p> <ul style="list-style-type: none"> ■ provided time during regular scheduled Board authorized public meetings to recognize the accomplishments of its students and staff regarding progress on student outcome goals; and ■ hosted a community meeting to discuss progress toward student outcome goals within each feeder pattern with low performing campuses during the previous 12-month period. 		<p>The Board:</p> <ul style="list-style-type: none"> ■ displays and keeps updated the status and targets of all student outcome goals and GPMs permanently and publicly in the room in which the Board most frequently holds regularly scheduled meetings; and ■ has led or co-led at least one training on Lone Star Governance for its community during the previous 6-month period. 		<ul style="list-style-type: none"> ■ Students have been included in at least one Lone Star Governance training or two-way communication meeting in the previous 12-month period. ■ Newly selected Board Members have received an orientation on Lone Star Governance by fellow Board Members or an LSG Coach prior to being seated. 	

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TEXAS FRAMEWORK: SYNERGY & TEAMWORK									
Synergy & Teamwork: The Board works collaboratively and with the Superintendent to lead toward the vision									
Does not Meet Focus	0	Preparing To Focus	1	Approaches Focus	3	Meets Focus	9	Masters Focus	10
<i>The board does not meet focus if any of the following statements are true:</i>		<i>The board is preparing to focus if all of the following conditions are true:</i>		<i>The board approaches focus if all prior conditions and the following conditions are true:</i>		<i>The board meets focus if all prior conditions and the following conditions are true:</i>		<i>The board masters focus if all prior conditions and the following conditions are true:</i>	
<p>The Board has not adopted board operating procedures.</p> <p>The Board does not have a policy that contains a template of Ethics & Conflicts of Interest Statement;</p> <p>The board has not been able to achieve a quorum in 2 or more Board authorized public meetings during the previous 3 months.</p> <p>Board Members serve on committees formed by the superintendent or staff.</p> <p>A Board Member voted on an item for which they had a conflict of interest, as defined by law, during the previous 3 months.</p>		<p>The Board:</p> <ul style="list-style-type: none"> ■ affirms that at least once every other year, it has reviewed all policies governing board; ■ affirms that all Members have signed the Ethics & Conflict of Interest Statement in the past 12 months; ■ agrees that if the board has committees, their role is to advise the board not to advise the staff; ■ agrees that a Board officers' role is to advise the board not to advise the staff; and ■ maintained a quorum throughout all regularly scheduled board meetings over the previous 3 months. 		<p>The Board has:</p> <ul style="list-style-type: none"> ■ agrees that every member is responsible for the outcomes of all students, not just students in their region of the school system; ■ maintained an average attendance of 70% or higher throughout all regularly scheduled board meetings over the previous 3 months; and ■ has set the expectation that information provided to one Board Member is provided to all Board Members. 		<p>The Board:</p> <ul style="list-style-type: none"> ■ maintained an average attendance of 80% or higher throughout all regularly scheduled board meetings over the previous 3 months; ■ agrees that all Members have adhered to all policies governing board operating procedures; ■ agrees that every member has completed all statutorily required trainings; and ■ rather than the Superintendent, led the completion of Lone Star Governance tasks. 		<p>The Board Members and the Superintendent:</p> <ul style="list-style-type: none"> ■ have completed the Lone Star Governance Workshop; ■ agree that all Board Members have adhered to all adopted board constraints during the previous 3 months; and ■ agree that no Board Member has given operational advice or instructions to staff members during the previous 3 months. 	