

September 13, 2023  
Gus Garcia University School

# Superintendent's Rethink & Redesign Meeting



**Dr. Eduardo  
Hernández**

**Superintendent  
of Schools**



**WE ARE A COMMUNITY OF  
CHAMPIONS**

**EDGEWOOD**

INDEPENDENT SCHOOL DISTRICT

*San Antonio*

PROFESSIONALISM ♦ ACCOUNTABILITY ♦ COMMUNICATION



Dr. Hernandez: @Drh\_OnTheEdge

Edgewood ISD: @EISDofSA



Dr. Hernandez: @drhontheedge

Edgewood ISD: @Eisdofsa



Dr. Hernandez: Superintendent@eisd.net

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# SUPERINTENDENT

[Edgewood ISD](#) / [About EISD](#) / Superintendent



## Dr. Eduardo Hernández Superintendent of Schools

Phone: (210) 898-2000 | [Email](#) | [Bio](#)



@DrH\_OnTheEdge



Dr. Eduardo Hernandez

### 15 Minute Meeting-Let's Talk About It!

🕒 15 min

📍 Superintendents Office

15 Minute Talk with Dr. Hernandez

#### Select a Date & Time

POWERED BY  
Calendly

< June 2023 >

| SUN              | MON | TUE | WED | THU | FRI | SAT |
|------------------|-----|-----|-----|-----|-----|-----|
|                  |     |     |     | 1   | 2   | 3   |
| 4                | 5   | 6   | 7   | 8   | 9   | 10  |
| No times in June |     |     |     |     |     |     |
| 18               | 19  | 20  | 21  | 22  | 23  | 24  |
| 25               | 26  | 27  | 28  | 29  | 30  |     |

#### Time zone

🌐 Central Time - US & Canada (8:59am) ▾

SUPERINTENDENT  
PRESENTATIONS

SUPERINTENDENT &  
BOARD PRIORITIES

SCHEDULE A  
MEETING  
LET'S TALK ABOUT IT

SCHOOL BOARD

VISION 2028



Superintendent's  
Presentations



Board & Superintendent  
Priorities



Schedule a Meeting

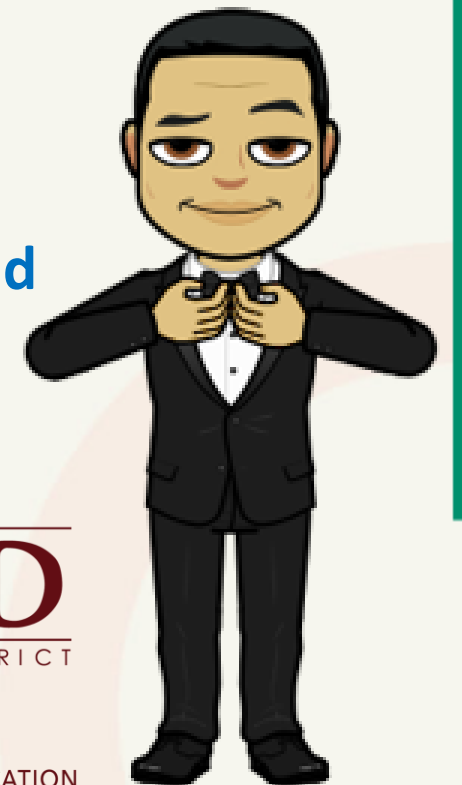


School Board



Vision 2028

Two 15-minute  
appointments per week,  
7:00 am and 7:15 am held  
on Friday's.



**EDGEWOOD**  
INDEPENDENT SCHOOL DISTRICT  
*San Antonio*

PROFESSIONALISM ♦ ACCOUNTABILITY ♦ COMMUNICATION

# INTENDED LEARNING OUTCOMES

- ✓ Superintendent's Welcome Message
- ✓ District Roadmap
- ✓ Why Rethink and Redesign Now?
- ✓ Task Force Objectives
- ✓ Task Force Composition
- ✓ Timeline
- ✓ Next Steps



# THE NORMS

Be Engaged



Assume Positive Intent  
from your Colleagues



Be Perpetually Curious and  
Authentic



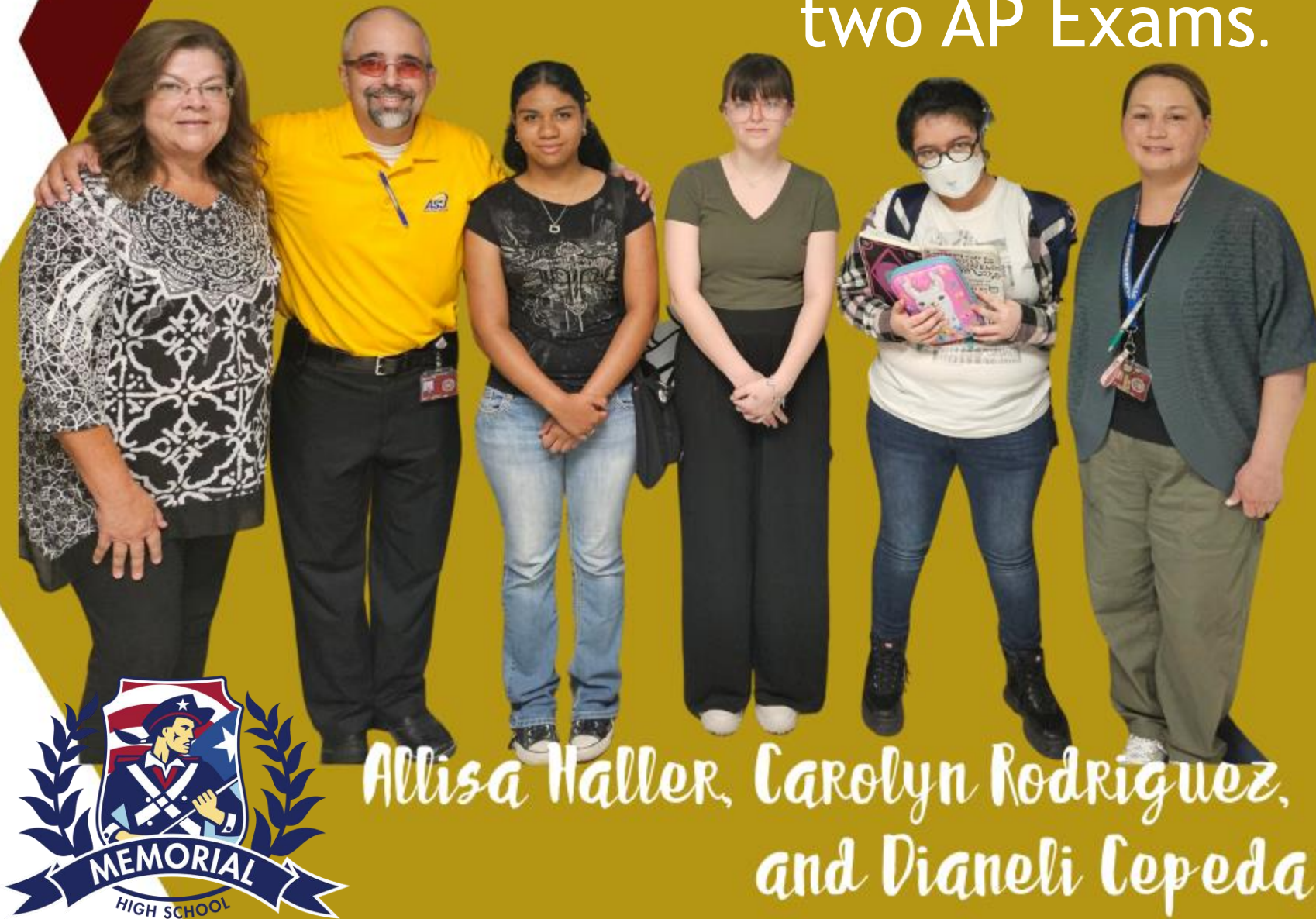
Share the Air



Remember Your "Why"



Congratulations to our amazing students who earned National Recognition Scholar from College Board. Students earned a 3.5 GPA or higher and took the PSAT and/or two AP Exams.



*Allisa Haller, Carolyn Rodriguez,  
and Dianeli Cepeda*



# VISION 2028

## Mission

Edgewood ISD provides an exceptional learning experience that engages, empowers, and prepares students to complete and reach their highest potential in an ever-changing world.

For every child, success in life. Edgewood Proud!

## Vision

## Outcome

Graduate ALL scholars College, Career, or Military ready per their expected date of graduation!

- P = Professionalism
- A = Accountability
- C = Communication

## Core Values

## Board/Superintendent Priorities

- Priority 1: Focus on Student Success
- Priority 2: Focus on Student, Families, and Community
- Priority 3: Focus on Operational Excellence
- Priority 4: Focus on Employee and Organizational Improvement
- Priority 5: Focus on Financial Stewardship



# ReThink. ReDesign. ReCommit.

## CORE VALUES



### Professionalism

- Integrity and Respect
- Show pride in the District and School facilities
- Customer Focus



### Accountability

- Continuous Improvement
- Deliver Results
- Exceed Expectations



### Communication

- Talent Development
- Customer Service
- Sharing Feedback

## QUALITY SERVICE STANDARDS



### Safety Matters

- Take action to always put safety first...
- Show care and concern for the emotional safety and well-being of each individual.



### Courtesy/Make a Connection

- Listen and seek first to understand.
- Be courteous, respectful, and thank each person.
- Go above and beyond to exceed expectations.



### Mindset Growth

- Demonstrate a growth mindset and focus on continual improvement.
- Teach persistence and resilience.



### Earning Trust and Respect

- Take a sincere interest and make each person feel included and valued.
- Acknowledge and recognize the success of each individual.

# Members



- Dr. Roberto Basurto (Chair), Assistant Superintendent of Academic Services
- Elvis Williams, Assistant Superintendent of Operations
- Myrna G. Martinez, Assistant Superintendent of Business & Operations
- Jose Hinojosa, Senior Director of Educational Operations
- Joseph Guerra, Board Secretary
- Frank Espinosa, Board Member
- Richard Santoyo, Board Member



# Facilities & Finance Advisory Committee

**Purpose:** The function of the Facilities and Finance Committee is to provide strategic advice and recommendations to the District and the Board of Trustees. The Facilities and Finance Committee should strengthen the existing board and Senior Leadership Team (SLT), but in no way interfere with their respective authority.

The Facilities and Finance Committee should possess expertise about our community, schools, the needs of our students and budgeting processes. The District and the Board of Trustees shall rely on the Facilities and Finance Committee, as an external group, to provide non-biased information and advice that will be in the best interest of Edgewood I.S.D. in its entirety.

**\*Meeting Dates:**

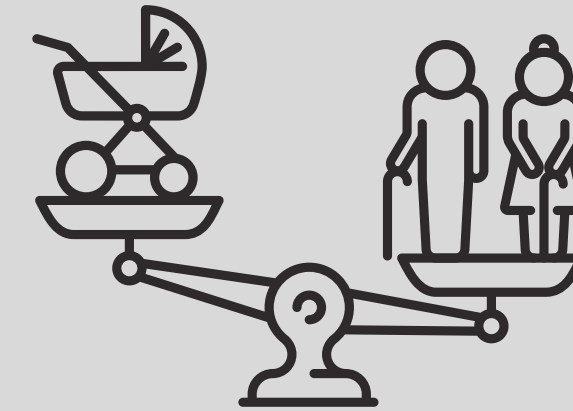
**Beginning of the Year: October**

**Middle of the Year: March**

**End of the Year: June**

\*Additional meetings will be held on an as needed basis.

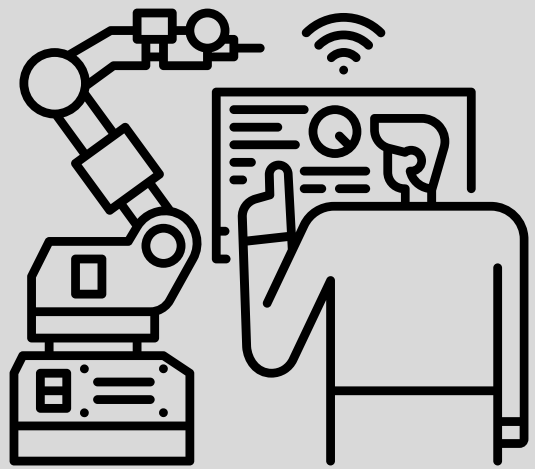
# Items for Consideration



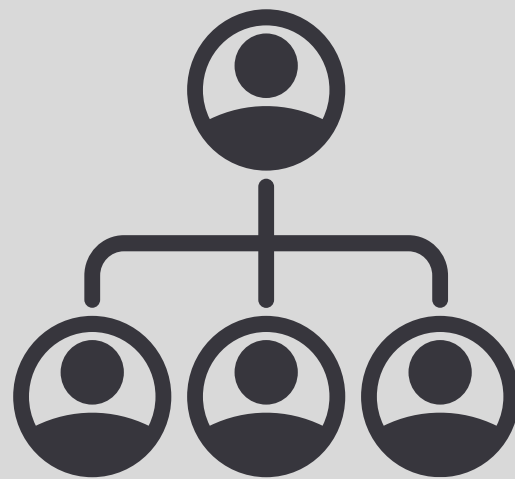
Declining Birthrates



Unequal Application



Facility Quality



Staffing Structures



Operating Costs



Transparency



# Rethink & Redesign Task Force

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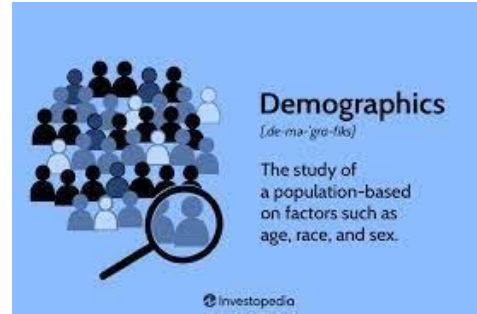
EDGEWOOD ISD

Presented by: EISD Facilities and Finance Advisory Committee



# GLOSSARY

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- **Demographic Study** - the study of demographics, the social characteristics and statistics of a population. This study of the size, age structures, and economics of different populations can be used for a variety of purposes. EISD uses this information as a predictor of student enrollment trends.
- **Enrollment** - The number of students enrolled in a school.
- **Average Daily Attendance (ADA)** – The sum of attendance for each day divided by the minimum number of days of instruction.
- **Capacity** - The maximum number of seats at a campus.
- **Texas COVID Learning Acceleration Supports (TCLAS)** - Funding and targeted supports available to districts to accelerate student learning in the wake of COVID-19, utilizing state and federal funds
- **ESSER** - Grant programs authorized through the Coronavirus Response and Relief Supplemental Appropriations (CRRSA), signed into law in December 2020.
- **School Improvement Grant SIG** - Grants to support the state’s goal to improve low-performing schools.
- **Operator Managed Schools** - Senate Bill 1882, signed by the Texas Legislature in 2017, provides incentives for districts to contract to partner with an open-enrollment charter school, institutions of higher education, non-profits, or government entities.

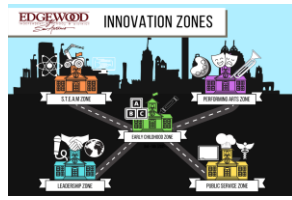


# GLOSSARY

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- **School Action Funds SAF** - Grants to provide customized planning and implementation support to transform low-performing schools and expand access to high-quality learning environments for students.



- **Innovation Zones** – Developed 5 years ago based on community and staff input to provide choice, equity, access and quality learning for students and staff.



- **System of Great Schools** - The SGS Strategy is a district-level problem solving approach that district leaders use to understand school performance and community demand and deliver the schools families want, need, and deserve.



- **Aspiring Administrators' Academy** - provide Edgewood ISD teachers with opportunities to develop and practice their leadership skills in preparation to become an assistant principal. The goal of the academy is to create leaders who will exemplify the core values and beliefs of the district.



- **Teacher Residency Program** - Cohort of teacher candidates with clinically-embedded coursework to teach, learn, and interact with K-12 students, teachers, and administrators who are ready to lead their own classroom and fully participate in the district community from day one.



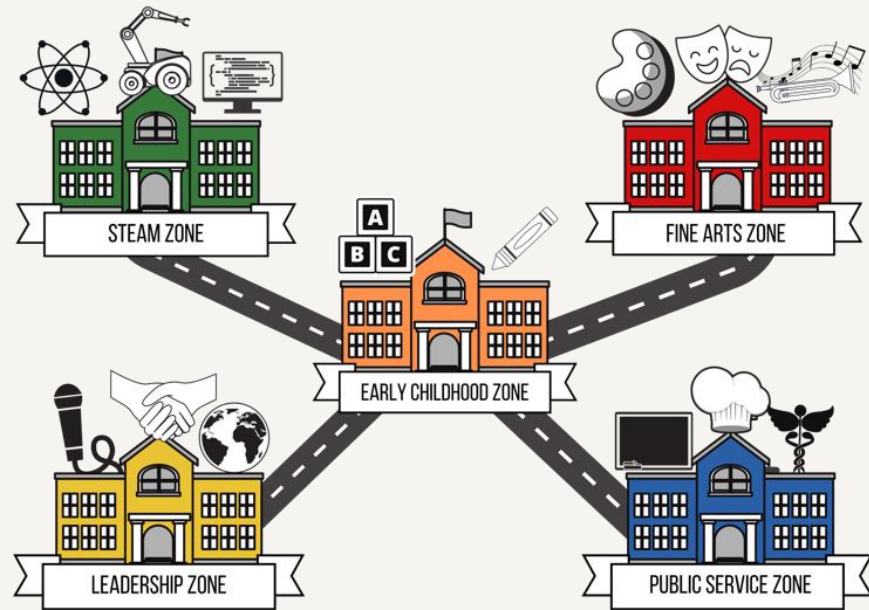
- **Teachworthy** - EISD is partnering with Teachworthy to provide paraprofessionals the opportunity to earn their bachelor's degree in education through an accelerated program

# CREATING A COMMUNITY OF CHAMPIONS

For every Student to  
For every Parent to  
For every Staff Member to  
For our Community to

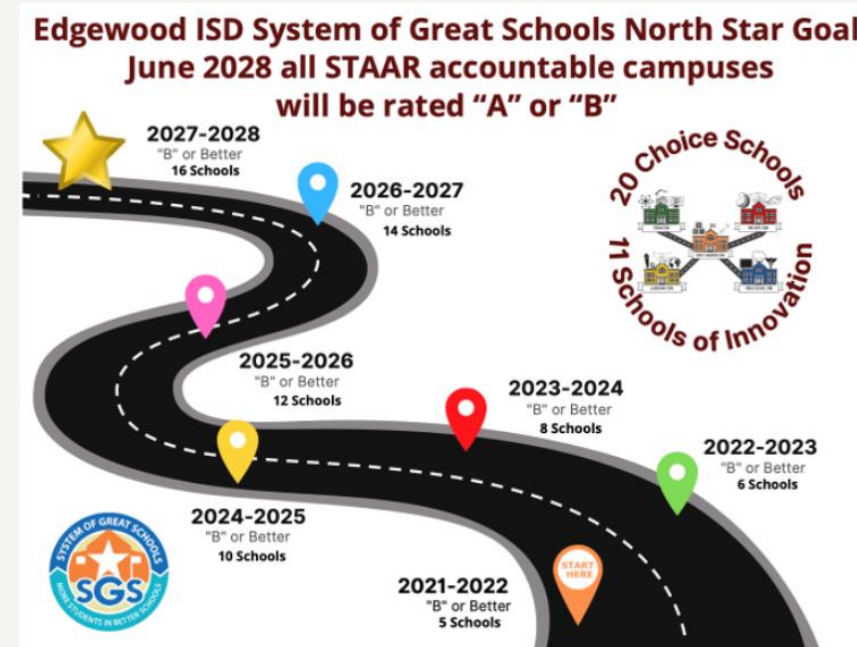
Think, Play, Win, BIG!  
See Their Child Succeed!  
Feel Supported!  
Be Proud!

# ROADMAP: Choice, Equity, Access, Quality Learning



## *Innovate* Innovation Zones

Five years ago, community and staff input led us to the creation of 5 innovation zones that would foster these big dreams and prepare students to meet their potential.



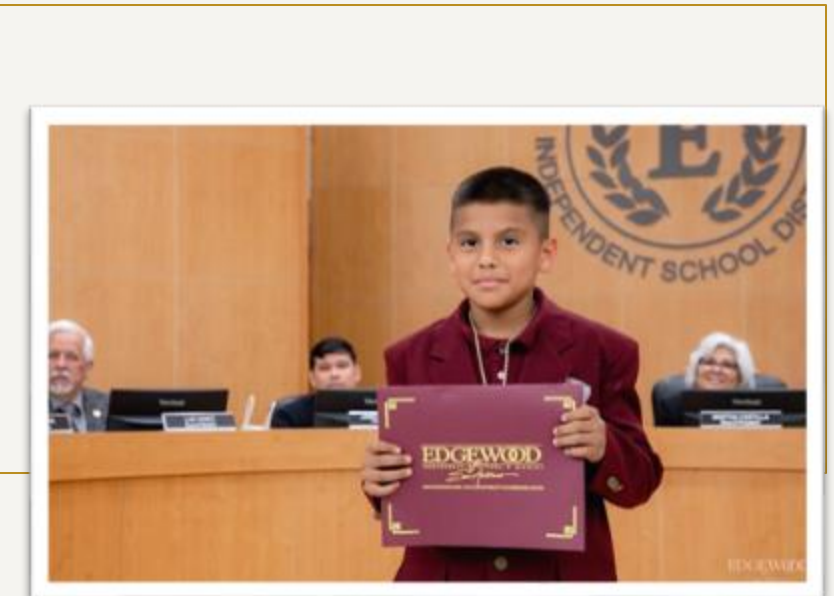
## *Excel* B+ or Better

Goal to establish at least 4 campuses attaining a B rating or better, which has been accomplished.



## *Elevate* Programs

Created new programs to support the innovation zones and our goals of excellence, such as our Aspiring Administrators' Academy and Grow-Your-Own Teaching programs in order to address staffing needs.



## *Optimize* Teams & Facilities

Restructured administration; paused nonessential hires and implemented retention and recruitment programs.



# PRIORITIES

**2023-2024 budget was set against these core ideals**

**Priority 1: Focus on Student Success**

**\$75,460,710**

**Priority 2: Focus on Students, Families, & Community**

**\$6,715,383**

**Priority 3: Focus on Operational Excellence**

**\$20,884,271**

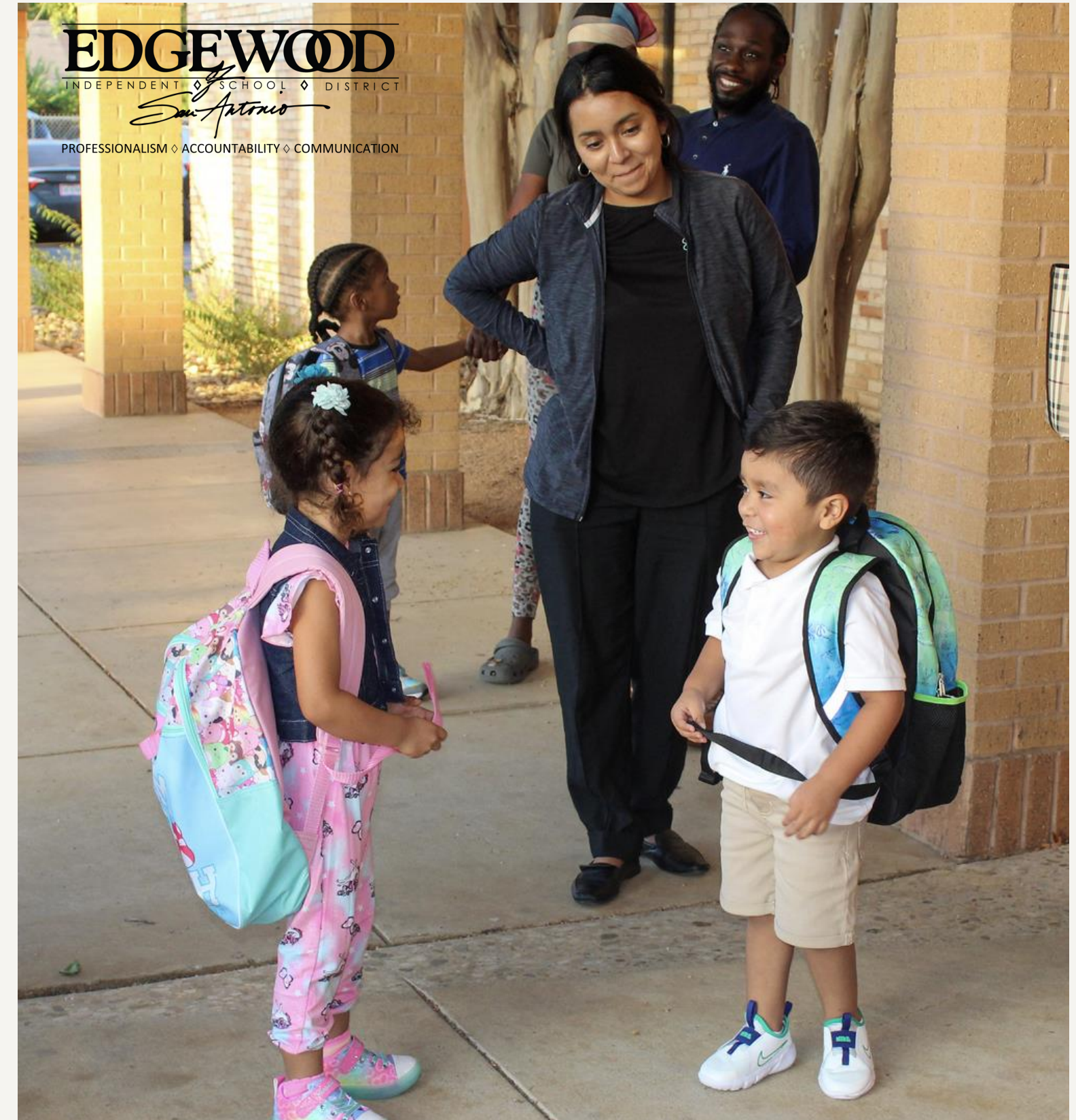
**Priority 4: Focus on Employee & Organizational**

**Improvement**

**\$2,112,557**

**Priority 5: Focus on Financial Stewardship**

**\$1,148,573**



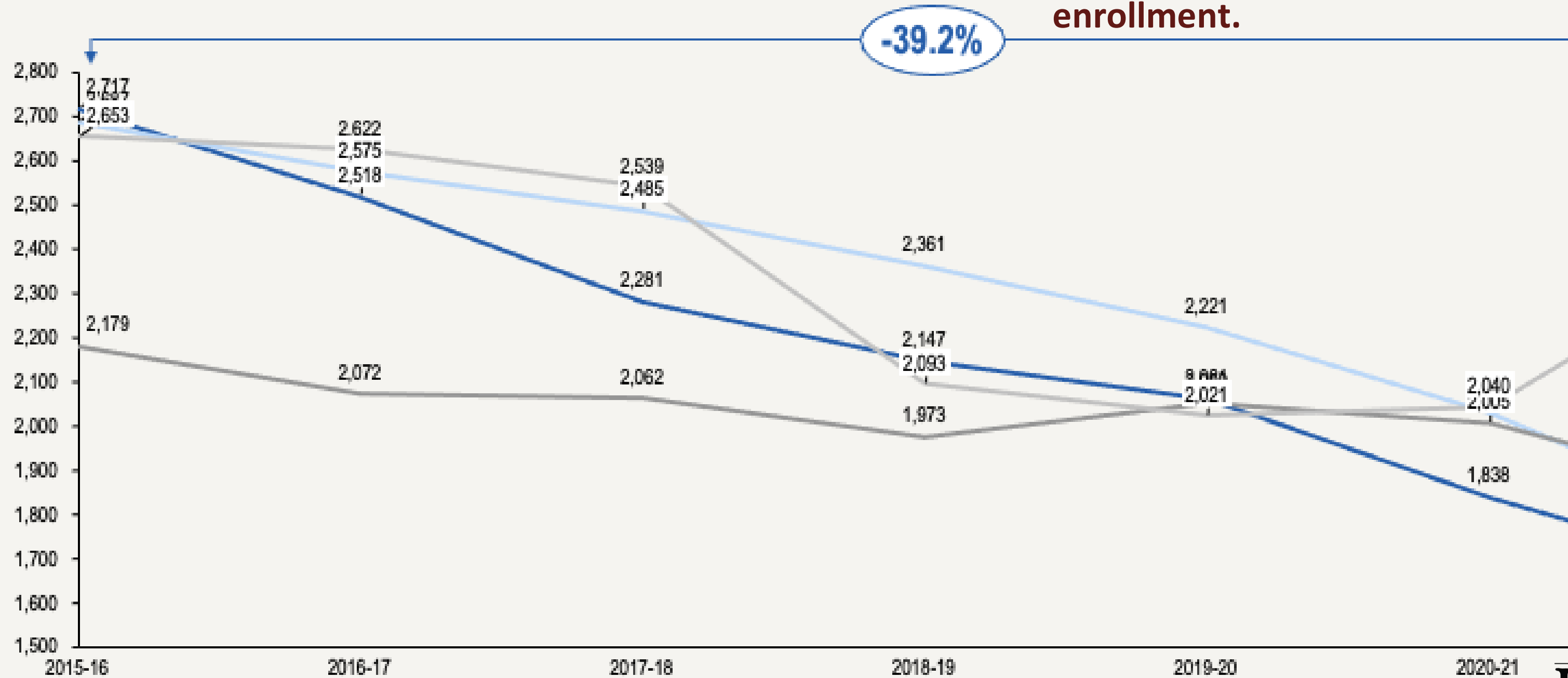


# Why Rethink and Redesign Now?

# HISTORICAL ENROLLMENT TRENDS BY GRADE BAND SY 15-16 TO SY21-22

## Grade Bands

— K-2nd — 3rd-5th — 6th-8th — 9th-12th



Key takeaway: K-5 steep enrollment drops from 2015-2020 serve as a prelude for what is ahead in enrollment.



# 10-YEAR ENROLLMENT PROJECTIONS BY SCHOOL LEVEL



|                                 |         | Fall  | ENROLLMENT PROJECTIONS |       |        |        |        |       |       |       |       |       |
|---------------------------------|---------|-------|------------------------|-------|--------|--------|--------|-------|-------|-------|-------|-------|
| School Levels                   | 21/22   | 22/23 | 23/24                  | 24/25 | 25/26  | 26/27  | 27/28  | 28/29 | 29/30 | 30/31 | 31/32 | 32/33 |
| <b>ELEMENTARY SCHOOL TOTALS</b> | 4,125   | 4,226 | 4,207                  | 4,262 | 4,257  | 4,142  | 4,137  | 4,161 | 4,175 | 4,198 | 4,233 | 4,283 |
| Elementary Absolute Change      | -482    | 101   | -19                    | 54    | -5     | -115   | -5     | 24    | 14    | 23    | 35    | 50    |
| Elementary Percent Change       | -10.46% | 2.45% | -0.44%                 | 1.29% | -0.11% | -2.70% | -0.11% | 0.58% | 0.33% | 0.54% | 0.83% | 1.18% |

**\*Total Elementary School Capacity: 7,972**

|                               |        |         |         |         |        |       |       |        |        |        |        |        |
|-------------------------------|--------|---------|---------|---------|--------|-------|-------|--------|--------|--------|--------|--------|
| <b>MIDDLE SCHOOL TOTALS</b>   | 1,840  | 1,601   | 1,412   | 1,243   | 1,239  | 1,261 | 1,281 | 1,276  | 1,255  | 1,249  | 1,228  | 1,206  |
| Middle School Absolute Change | -165   | -239    | -189    | -169    | -4     | 22    | 20    | -5     | -21    | -6     | -21    | -22    |
| Middle School Percent Change  | -8.23% | -12.99% | -11.81% | -11.97% | -0.32% | 1.78% | 1.59% | -0.39% | -1.65% | -0.48% | -1.68% | -1.79% |

**\*Total Middle School Capacity: 3,004**

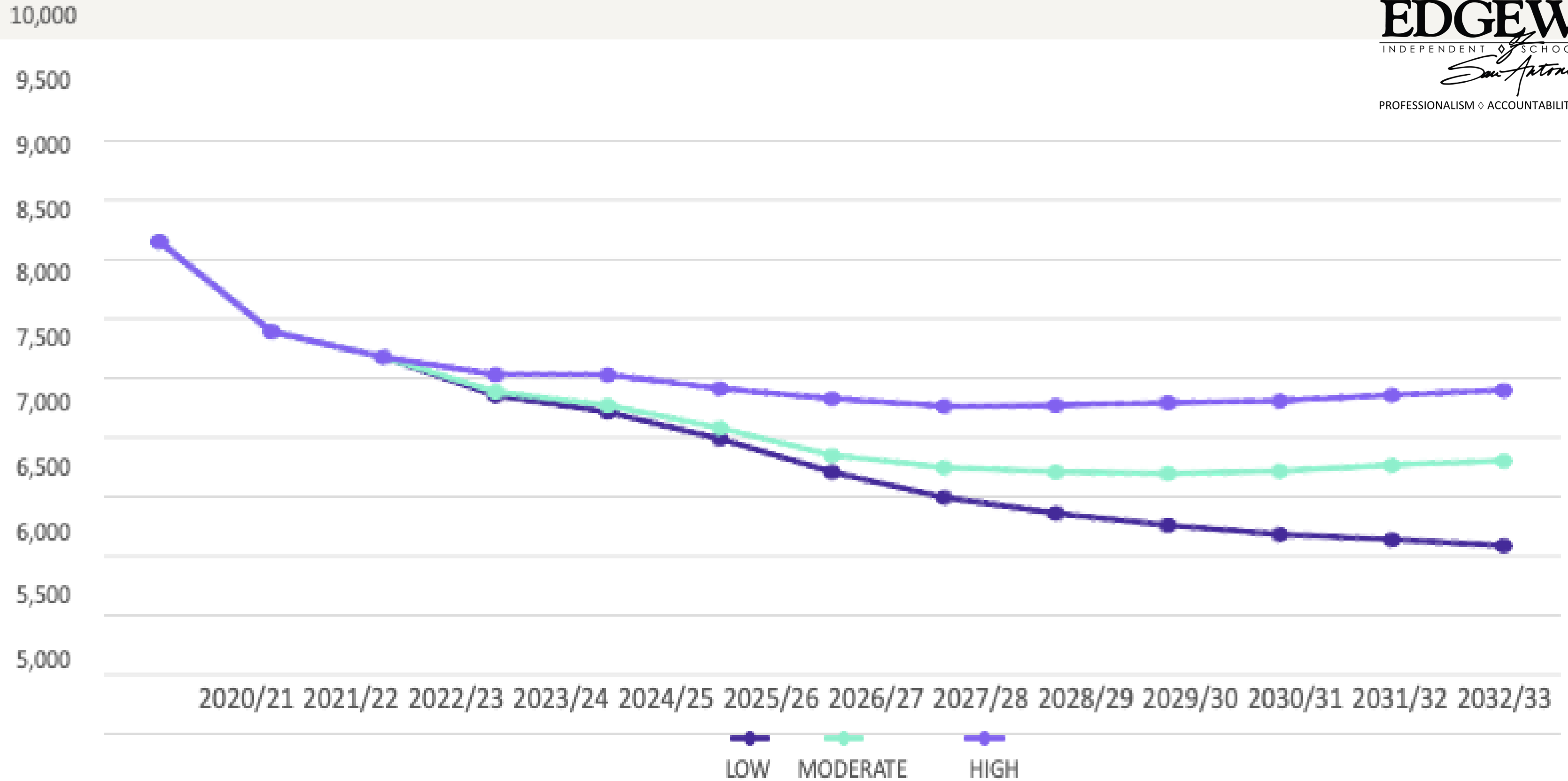
|                             |        |        |        |       |        |        |        |        |        |       |       |       |
|-----------------------------|--------|--------|--------|-------|--------|--------|--------|--------|--------|-------|-------|-------|
| <b>HIGH SCHOOL TOTALS</b>   | 2,402  | 2,294  | 2,210  | 2,210 | 2,029  | 1,890  | 1,771  | 1,716  | 1,709  | 1,713 | 1,748 | 1,756 |
| High School Absolute Change | -133   | -108   | -84    | 0     | -181   | -139   | -119   | -55    | -7     | 4     | 35    | 8     |
| High School Percent Change  | -5.25% | -4.50% | -3.66% | 0.00% | -8.19% | -6.85% | -6.30% | -3.11% | -0.41% | 0.23% | 2.04% | 0.46% |

**\*Total High School Capacity: 5,282**

|                          |              |              |              |              |              |              |              |              |              |              |              |              |
|--------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| <b>DISTRICT TOTALS</b>   | <b>8,389</b> | <b>8,177</b> | <b>7,885</b> | <b>7,771</b> | <b>7,581</b> | <b>7,349</b> | <b>7,245</b> | <b>7,209</b> | <b>7,195</b> | <b>7,216</b> | <b>7,265</b> | <b>7,301</b> |
| District Absolute Change | -763         | -212         | -292         | -115         | -190         | -232         | -104         | -36          | -14          | 21           | 49           | 36           |
| District Percent Change  | -8.3%        | -2.5%        | -3.6%        | -1.5%        | -2.4%        | -3.1%        | -1.4%        | -0.5%        | -0.2%        | 0.3%         | 0.7%         | 0.5%         |

**\*Total District Capacity: 16,258**

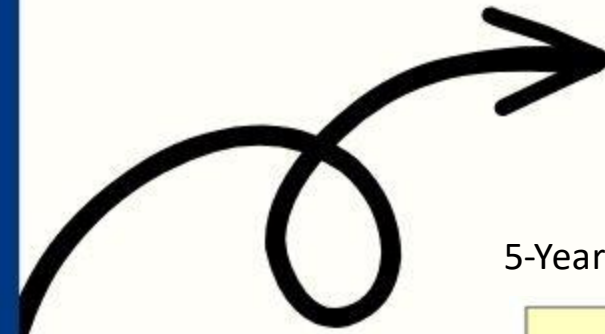
# ENROLLMENT PROJECTIONS



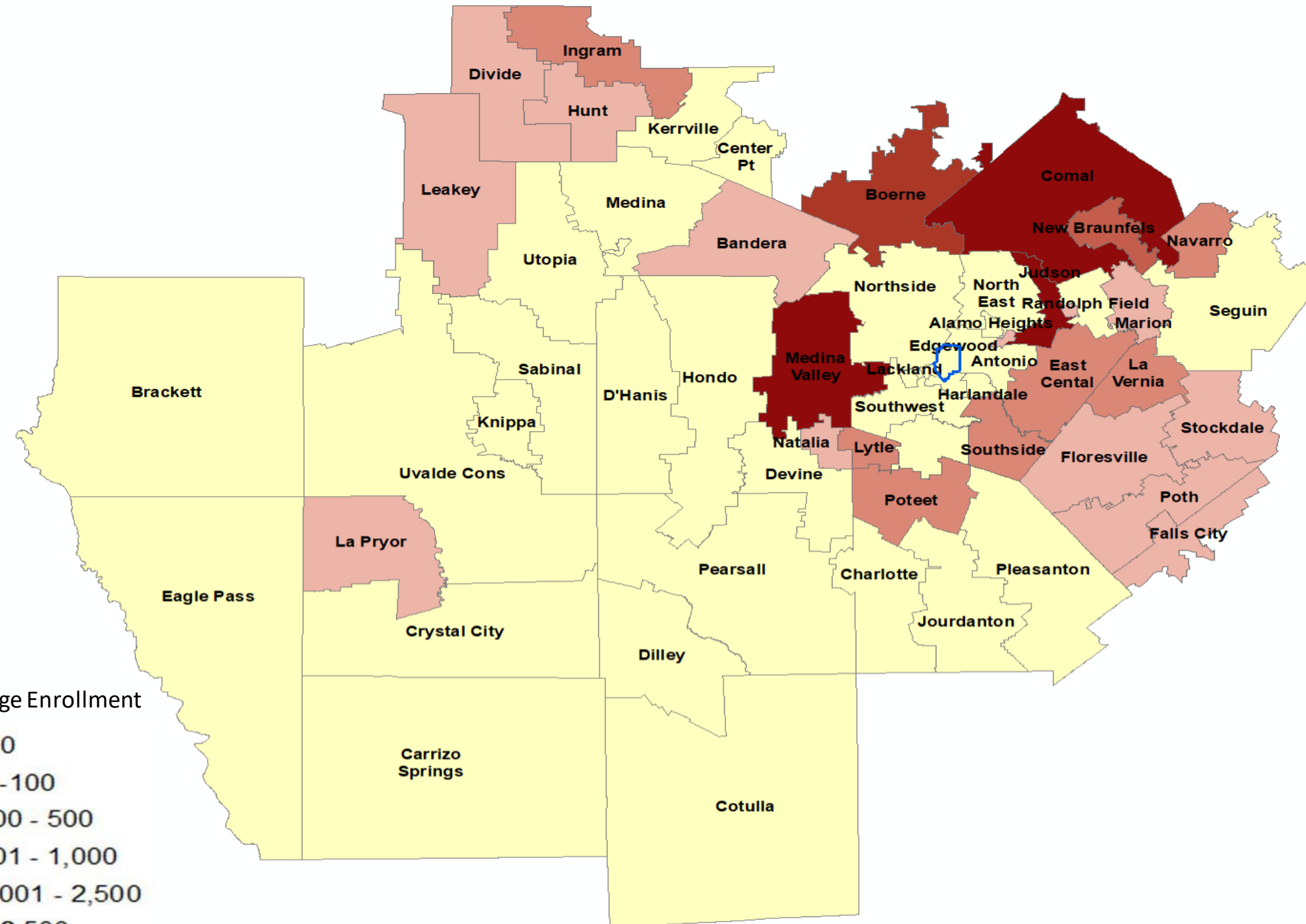
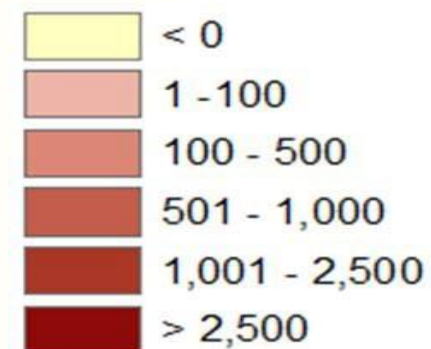
# Region 20 Enrollment Trends\*

(\* Preliminary Enrollment Data, TEA April 2023)

- Edgewood ISD enrollment has fallen by almost 2,300 students between 2017/18 and 2022/23, a decrease of 21.9%
- EISD enrollment has decreased last year 216 students, or 2.6%



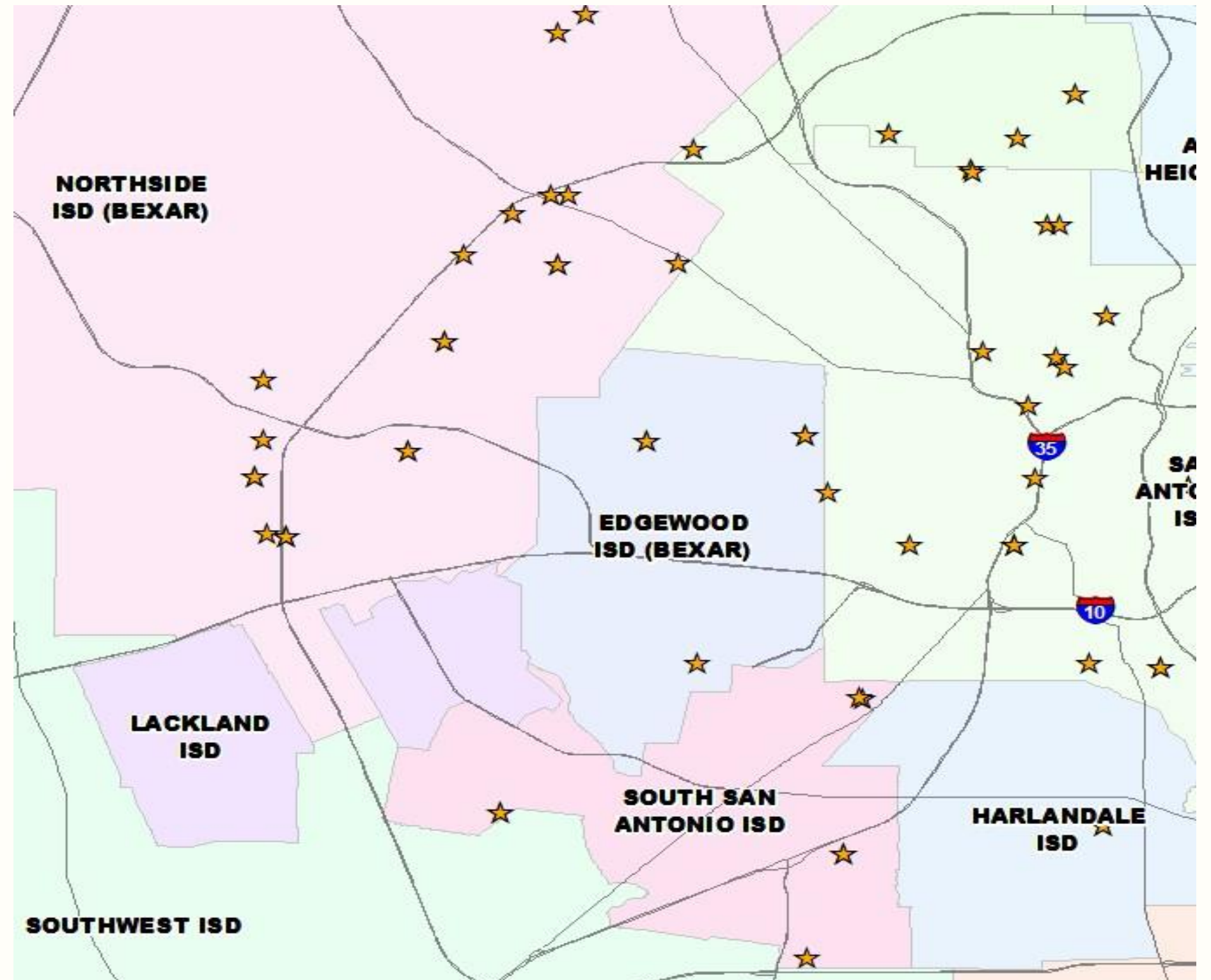
5-Year Change Enrollment



# Charter Schools in San Antonio

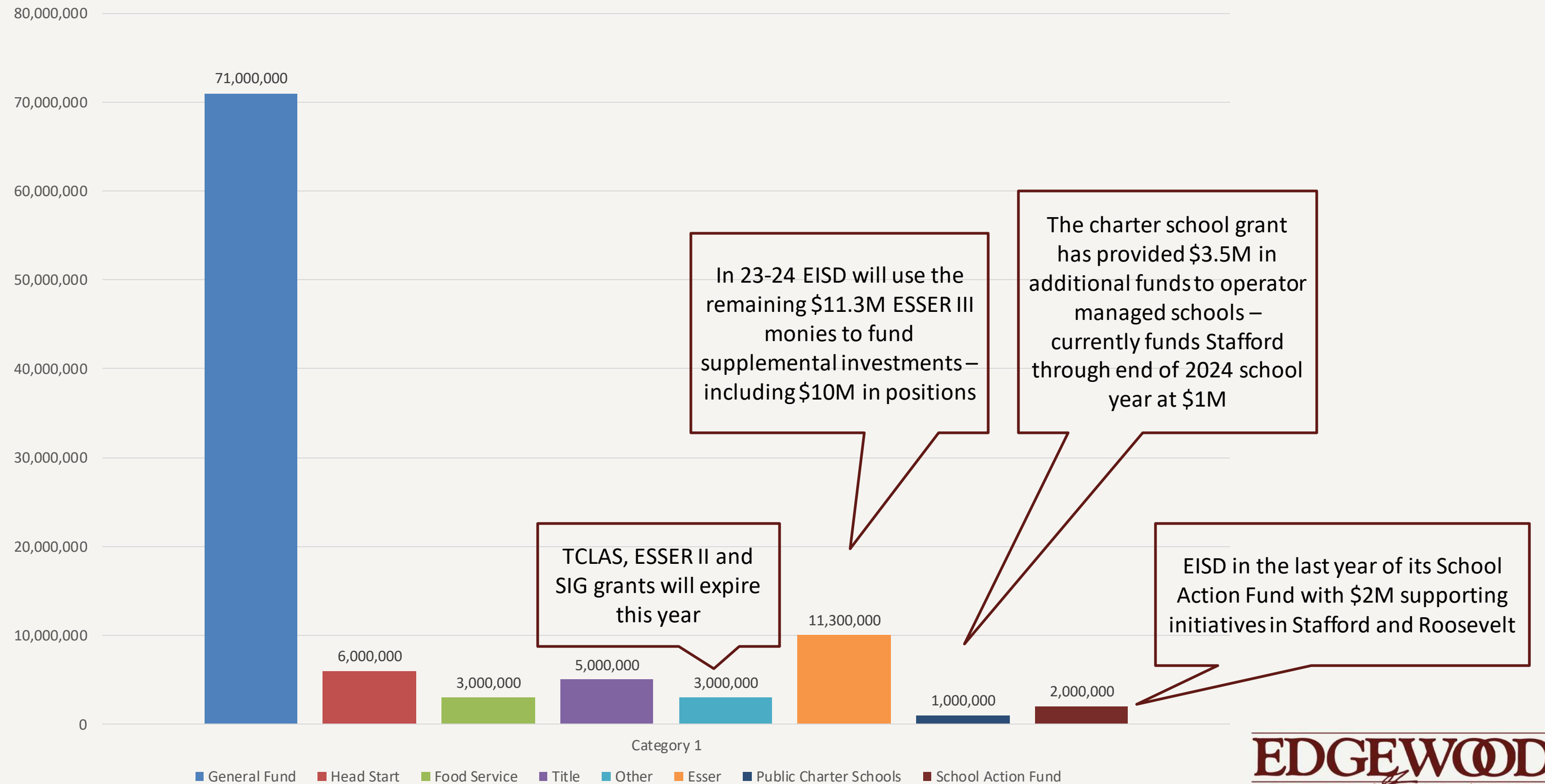
*Did you know?*

- There are 59 charter campuses within five miles of Edgewood ISD
- These campuses enrolled over 22,000 students in the 2022-23 school year



# SHORT-TERM FUNDS WILL EXPIRE

## Expenses are Outpacing Revenue by At Least -11% (\$13M)



\*Source: EISD 2023-24 Adopted Budget, Estimated Grant Balances and Payroll

Better position EISD to **SERVE** our **STUDENTS** today and in the future by identifying opportunities to **OPTIMIZE RESOURCES**



# OBJECTIVE

# Rethink & Redesign Task Force



# MEMBER SELECTION PARAMETERS

2 candidates to be recommended per campus  
(one staff member and one parent)

1 community candidate per trustee  
(non-staff parent or community member e.g. business  
or nonprofit leader/general taxpayer/clergy)

3 Board members currently on the  
Facilities & Finance Advisory  
Committee

## Knowledge C1

Ideal candidates should possess expertise about our community, schools and the needs of our students

## Balance C2

Willingness to provide information and advice that is in the best interest of Edgewood ISD in its entirety

## Insight C3

Commitment to provide the School Board and administration with insight and strategic, innovative recommendations to create more equitable, exciting opportunities for our students and staff

## Responsibility C4

Pledge to keep in mind the fiscal responsibility of the Board and administration in executing recommendations

## Respect C5

Promise to adhere to respectful, efficient and valuable communication

**The Task Force will be co-chaired by a Board Member and Community Member**

\*Members of Edgewood ISD administrative leadership will attend meetings in an advisory, information sharing capacity.



# MEMBER ROLES AND RESPONSIBILITIES

## **4 meeting** *series*

Participate in a series of four meetings to become familiar with the current challenges and opportunities of the district

## **50+** *resources*

These 50+ community members will **serve as a resource** for SLT and Board of Trustees

## **unlimited** *ideas*

Explore and **share new insights** and ideas for how to move the District forward given the current and future landscape

## **2+** *discussions*

Create **positive dialogue with the community** through a platform of Rethink & Redesign Community meetings to be set in the Fall

## **infinite** *possibilities*

Ultimately **provide recommendations** toward EISDs redesign process that will facilitate the vision of establishing 5 innovation zones of excellence

## **50+** *champions*

Serve as a **champion for the best interests of our students, staff and community** as we move toward a recommitment to a brighter future for EISD

# TIMELINE & NEXT STEPS

**August 8**

*Tuesday*

Special Called Board Meeting to approve Task Force and selection process

**August 9**

*Wednesday*

Principal meeting to explain committee and selection process

**August 11**

*Friday*

Deadline to submit names to Maria Elena Villareal

**August 23**

*Wednesday*

Task Force Meeting 1

**September 6**

*Wednesday*

Task Force Meeting 2

**September 20**

*Wednesday*

Task Force Meeting 3

**October 4**

*Wednesday*

Task Force Meeting 4

**\*Conduct all four meetings and community meetings**





Join us as we...

**ReThink, ReDesign and ReCommit**

to our students, staff, and community.

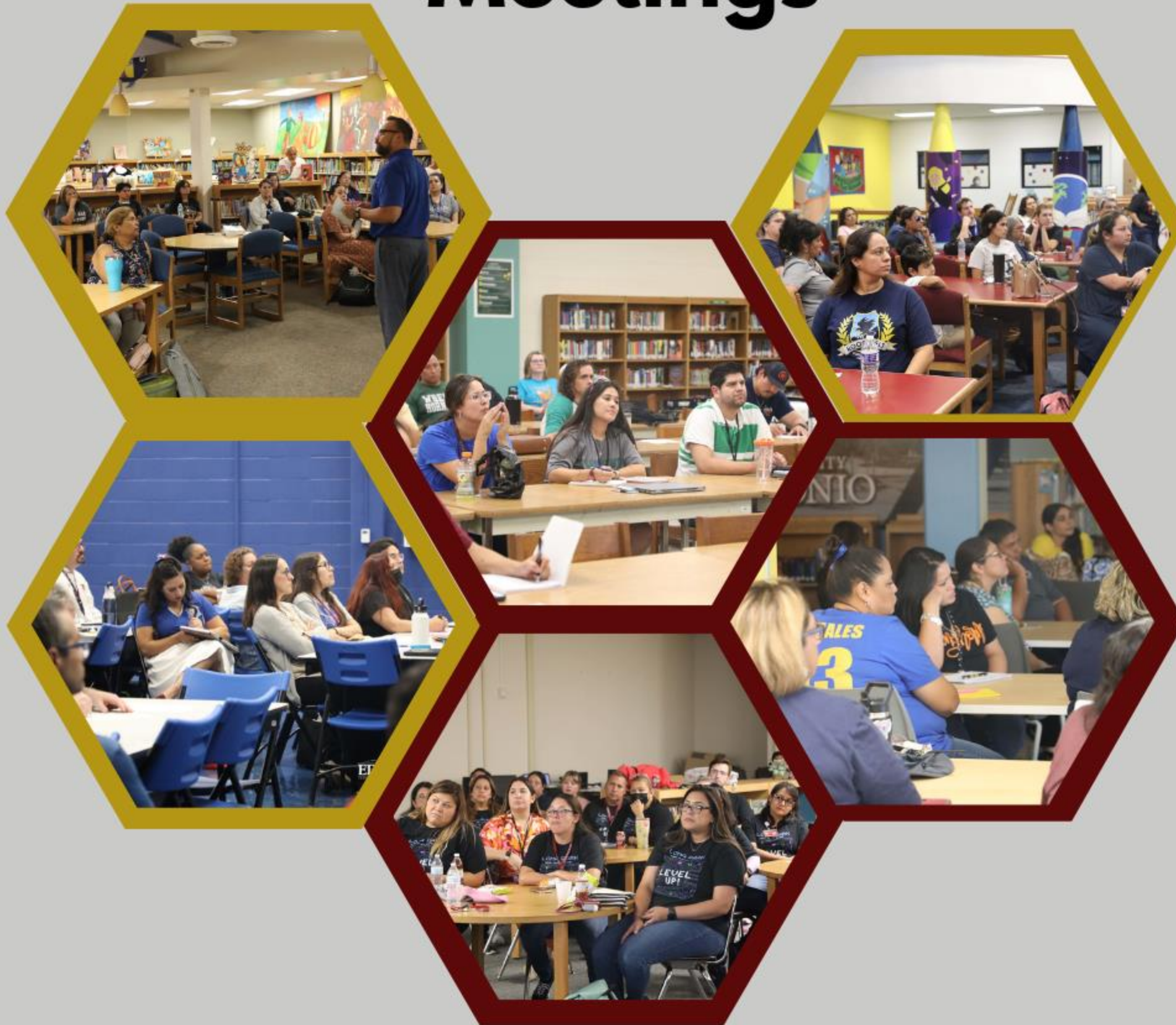
# Questions?

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LET'S ALL THINK. PLAY. WIN BIG!



# Rethink & Redesign Campus Meetings



## SUPERINTENDENT'S RETHINK & REDESIGN MEETINGS

Reuniones con el superintendente para Replantear y Rediseñar

### At A Glance de un vistazo



[www.eisd.net](http://www.eisd.net)

## SEPTEMBER

- 11 Cisneros Leadership School for Boys 
- 12 Henry B. Gonzalez Elementary 
- 13 L.B. Johnson Elementary School  
Gus Garcia University School  
John F. Kennedy High School   
- 14 Perales STEAM School  
Edgewood Fine Arts Academy/DAEP  
- 18 Las Palmas Leadership School for Girls 
- 21 Cardenas Early Childhood Center 
- 22 Gardendale Early Learning Program 
- 25 Burleson School of Innovation 

\*Meetings are for faculty and staff ONLY

\*Rethink & Redesign Community Meetings information will be forthcoming.

\*Las reuniones son solo para maestros y empleados.

\*Próximamente se informará sobre las reuniones de Replantear y Rediseñar para la comunidad.

# SUPERINTENDENT'S RETHINK AND REDESIGN COMMUNITY MEETINGS

Reuniones con el superintendente de Replantear y Rediseñar para la comunidad

**19**  
OCT

John F. Kennedy High School  
Auditorium  
5:30-6:30 pm



**20**  
OCT

Edgewood Fine Arts Academy  
Recital Hall  
5:30-6:30 pm



**23**  
OCT

Memorial High School  
Auditorium  
5:30-6:30 pm



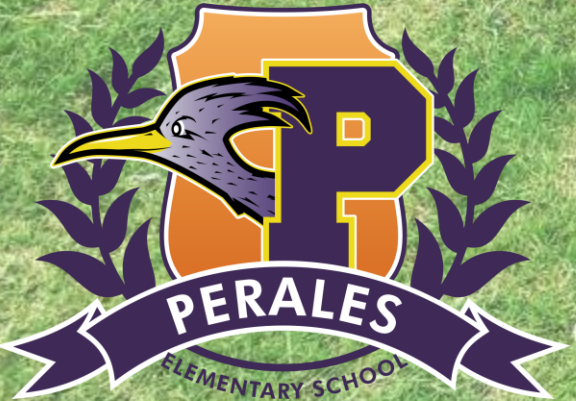
# Rethink & Redesign Community Meetings



# SUPERINTENDENT'S



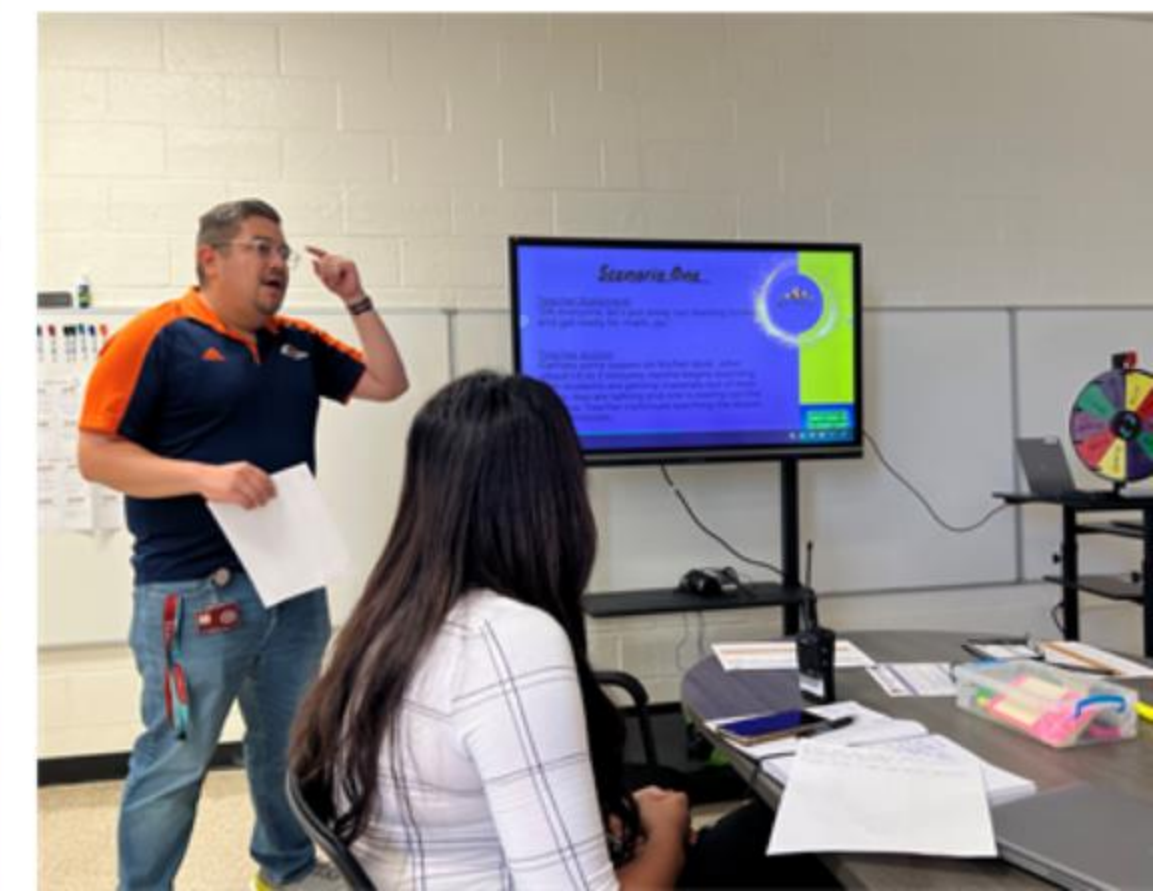
# for 2023-2024



August 2023

# Dr. Eduardo Hernández

# Leading Like Champions





# Educational Equity Defined

**KIDS need to access ALL four key resources**

**1** GRADE-APPROPRIATE  
ASSIGNMENTS

**2** STRONG INSTRUCTION

**3** DEEP ENGAGEMENT

**4** TEACHERS WITH  
HIGH EXPECTATIONS

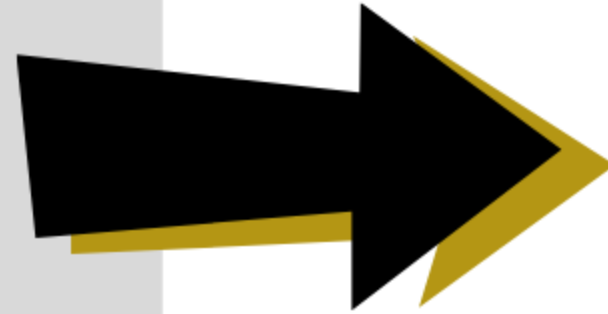
**EVERY DAY. EVERY CLASSROOM. EVERY CHILD.**

# Superintendent's District Business



# Instructional Leadership

# ALAMOPROMISE-TO-PROMISE PARTNERSHIP



AlamoPROMISE covers the full cost of tuition and required fees for new graduates seeking an academic certificate or associate degree **at one of the five Alamo Colleges**. The UTSA's Bold Promise program covers the full cost of tuition and fees for qualifying incoming undergraduates.



Alamo College students in the AlamoPROMISE program can transfer to UTSA with tuition and fees covered for up to two years

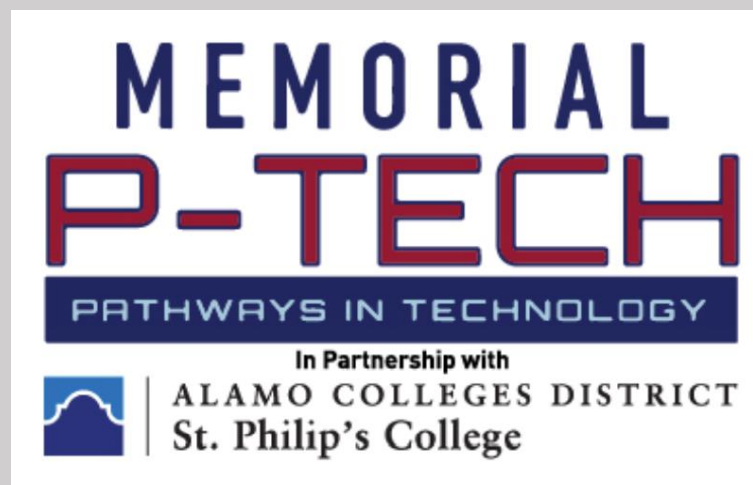
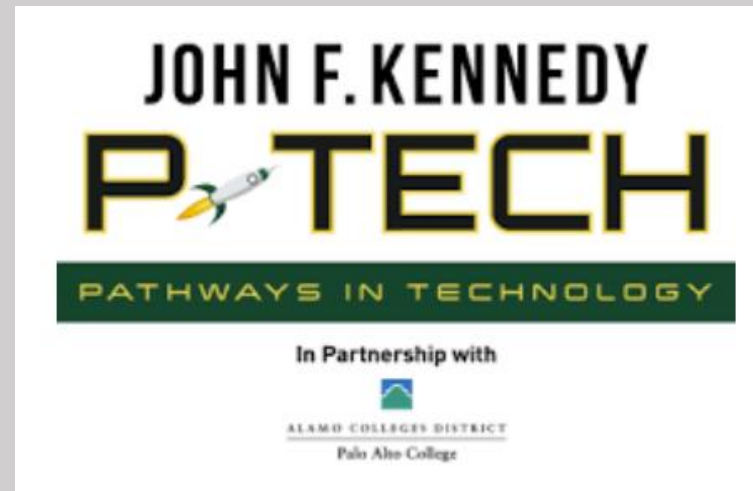


# Pathway to Early College High School

## P-TECH



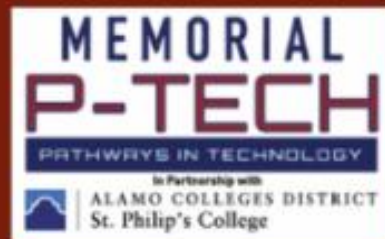
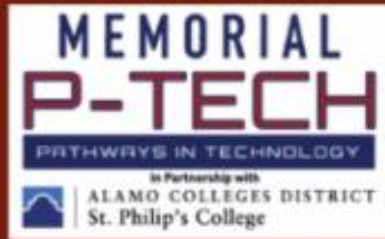
ALAMO  
COLLEGES



PROFESSIONALISM ♦ ACCOUNTABILITY ♦ COMMUNICATION

- Students can receive a high school diploma, an industry credential and/or an associate degree AT NO COST.
- The P-TECH model is career focused and includes work-based education.
- Innovative partnerships with colleges, universities, and industry

PATHWAYS IN TECHNOLOGY EARLY COLLEGE  
HIGH SCHOOL (P-TECH)



P-TECH AT MEMORIAL



ASSOCIATE OF ARTS  
IN TEACHING, A.A.T.

Educational Aide I



CULINARY ARTS,  
A.A.S.

Culinary Studies, Level I  
Certificate  
Culinary Studies, Level II  
Certificate



P-TECH AT JFK HIGH SCHOOL



AIRCRAFT AIRFRAME  
TECHNICIAN, A.A.S.

Aircraft Structures Mechanic,  
Level I Certificate  
Aircraft Mechanic Airframe,  
Level II Certificate



CYBER DEFENSE &  
OPERATIONS, A.A.S.

Cyber & Digital Forensics,  
Level I Certificate  
Cyber Defense & Operations,  
Level II Certificate

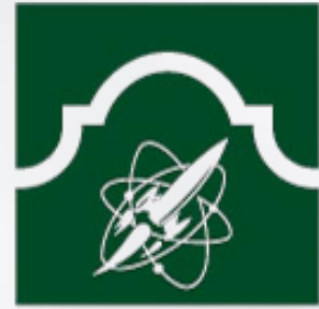


COMPUTER SCIENCE, A.S.

Microsoft Technology Associate,  
Industry Certification



PROFESSIONALISM ♦ ACCOUNTABILITY ♦ COMMUNICATION



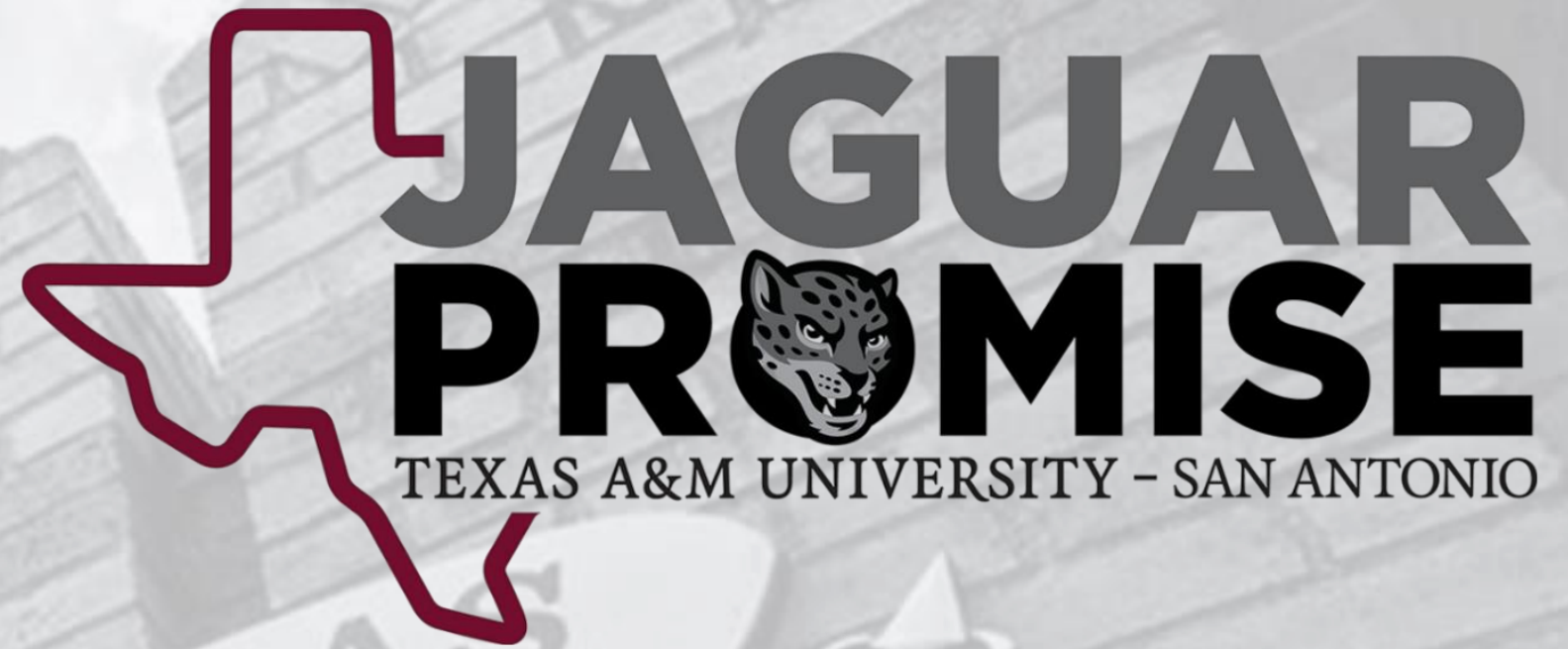
**JOHN F. KENNEDY**  
EARLY COLLEGE HIGH SCHOOL

Edgewood Independent School District  
Alamo Colleges District—Palo Alto College



**MEMORIAL**  
EARLY COLLEGE HIGH SCHOOL

Edgewood Independent School District  
Alamo Colleges District—Palo Alto College



Top students in Texas will be able to attend Texas A&M University-San Antonio tuition- and fee-free starting next fall, with a book stipend of \$300 a year as part of the Jaguar Promise program. The Jaguar Promise program is effective in Fall 2024 for the 2024-2025 academic year.

**EDGEWOOD**

INDEPENDENT SCHOOL DISTRICT

*San Antonio*

PROFESSIONALISM ACCOUNTABILITY COMMUNICATION



**Top 10%**  
Graduating within the top 10% of your high school class.



**Early College HS**  
Graduating from an Early College HS with at least 30 credit hours.



**Transfers**  
Earned an associate's degree or 60 credit hours and has a family AGI of \$70,000 or less.



**Top 35%**  
Graduating within 11-35% from a Texas high school and has a family AGI of \$70,000 or less.

All students must be Texas Residents & must be enrolled full-time.

# CAMPUS VISITS FOR SEPTEMBER

**September 11th at Stafford Visual & Performing Arts**

Supt: Deputy Supt. and Asst Supt. of Business & Operations (AM)

**September 14th at Henry B. Gonzalez Elementary**

Supt: Chief of HR and Chief Strategic Officer

**September 18th at Winston Intermediate School of Excellence**

Supt: Deputy Supt. and Asst Supt. of Business & Operations (AM)

**September 18th at Las Palmas Leadership School for Girls**

Supt: Asst Supt. of Operations, and Chief of EISD Police (PM)

**September 25th at Roy Cisneros Leadership School for Boys**

Supt: Deputy Supt. and Asst Supt. of Business & Operations (AM)

Supt: Asst. Supt. of Academics and Asst. Supt. of School Leadership





*Jesse Quiroga,*  
**CHIEF OF POLICE**

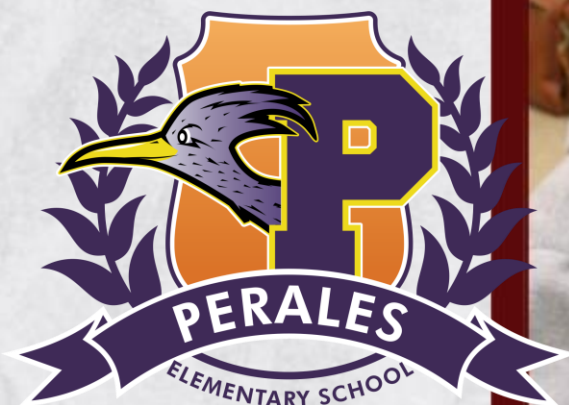
**Dr. Eduardo Hernández**  
**Superintendent of Schools**

**#SafetyMattersEISD**



# INTENDED LEARNING OUTCOMES

- Superintendent's Welcome Message
- District Roadmap
- Why Rethink and Redesign Now?
- Task Force Objectives
- Task Force Composition
- Timeline
- Next Steps



September 13, 2023  
Gus Garcia University School

# Superintendent's Rethink & Redesign Meeting



**Dr. Eduardo  
Hernández**

**Superintendent  
of Schools**

