



SOUTH SAN ANTONIO INDEPENDENT SCHOOL DISTRICT

Agenda Item Summary

Meeting Date: April 20, 2026

Agenda Section: Presentation/Reports/Possible Action

Agenda Item Title: Strategic Compensation

From/Presenters: Dr. Jennifer Gutierrez, Deputy Superintendent

Additional Presenters if Applicable: Rose Chapa, Director of Strategic Compensation

Description: The purpose of this presentation is to provide the Board of Managers with an update on the progress toward the development of a Strategic Compensation Plan for administrators, including principals, assistant principals, academic deans, and associate principal.

Strategic Compensation is designed to replace the traditional step and ladder salary structure with a performance-based model organized around performance bands. This approach aligns compensation with district priorities, performance expectations, and organizational culture. As a performance-based human capital strategy, it supports the recruitment, development, and retention of high-quality leaders while reinforcing accountability for results.

Administration will also share input from the Strategic Compensation Design Team, composed of principals and administrators. The team has developed proposed scorecards and outlined an implementation framework to ensure clarity, fairness, and alignment to district goals.

Data collection will occur during the current school year. The 2026–2027 school year will serve as a “hold-harmless” transition year, allowing for refinement and calibration prior to full implementation in the 2027–2028 school year.

The goal is to fully implement Strategic Compensation for administrators by the 2027–2028 school year and for teachers by the 2028–2029 school year. This phased approach supports strategic talent placement and ensures that highly effective teachers and administrators are serving schools and students with the greatest needs.

Historical Data: South San Antonio ISD has participated in the Teacher Incentive Allotment since 2023-2024.

Recommendation: Approve the implementation of Strategic Compensation for administrators by the 2027–2028 school year and for teachers by the 2028–2029 school year.

Purchasing Director and Approval Date: N/A

Funding Budget Code and Amount: N/A

Goal: 2. SSAISD will recruit, develop, support, and retain effective teachers, principals, and other instructional staff.

Strategic Compensation Overview

April 20, 2026



Agenda

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What is Strategic Compensation?

Definitions

Strategic Compensation

Strategic compensation is a performance-based human resource management **strategy** that involves **designing and implementing** a compensation plan that is **strategically aligned with district objectives and culture**.

Enhanced TIA

Enhanced TIA is a **designation** a district can **apply for** and receive **after establishing a compensation system based on performance**. Once obtained, this designation **allows districts to access an additional 10% of their TIA funds** to support this new system.

Strategic compensation and **Enhanced TIA** are both based on:



Student Outcomes



Observations



Other District Priorities

What is Strategic Compensation?

Strategic Compensation Theory of Action

For teachers and administrators, if we... Then we will...

- Prioritize **differentiation of pay** based on effectiveness,
 - Develop comprehensive **evidence-based evaluation systems**,
 - Align **district and TIA funds** to work in tandem,
 - Pay effective educators more for a) serving **highest need schools**, and b) serving in roles that **extend their reach to more students and educators**, and
 - Relentlessly **prioritize increasing compensation based on effectiveness** to elevate the perception of the profession as a whole,
- Increase the **retention rate** of teachers and administrators at scale,
 - Increase **educator satisfaction**,
 - Increase **student performance** and satisfaction, thereby
 - Increasing the **quality and quantity of educators** entering the profession.

Where are we headed?



Develop a refined administrator evaluation system for principals and assistant principals



Develop and adopt a TIA-compliant teacher evaluation system for all



Replace the traditional step and ladder pay system and transition to one based on bands of effectiveness



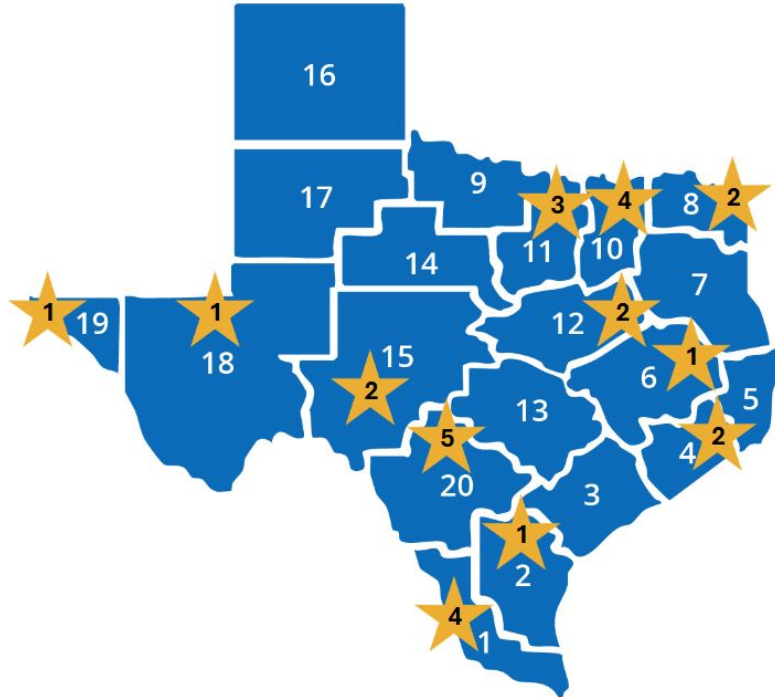
Blend TIA, Teacher Retention Allotment (TRA) and other funding sources to ensure financial sustainability



Adopt an approach to teacher and administrator assignment based on student need

For ALL teachers and administrators

Strategic Compensation Districts



28 Strategic Compensation Districts

Impacting
15% of Students
&
13% of Teachers
in the State of Texas

HB 2

Created a Fourth Designation Tier: Acknowledged (Top 50%)

- Acknowledged teachers will be compensated at the current Recognized designation level
- Recognized, Exemplary, and Master allotments will all increase

Established Enhanced TIA (TEA Rules in Progress – Subject to Change)

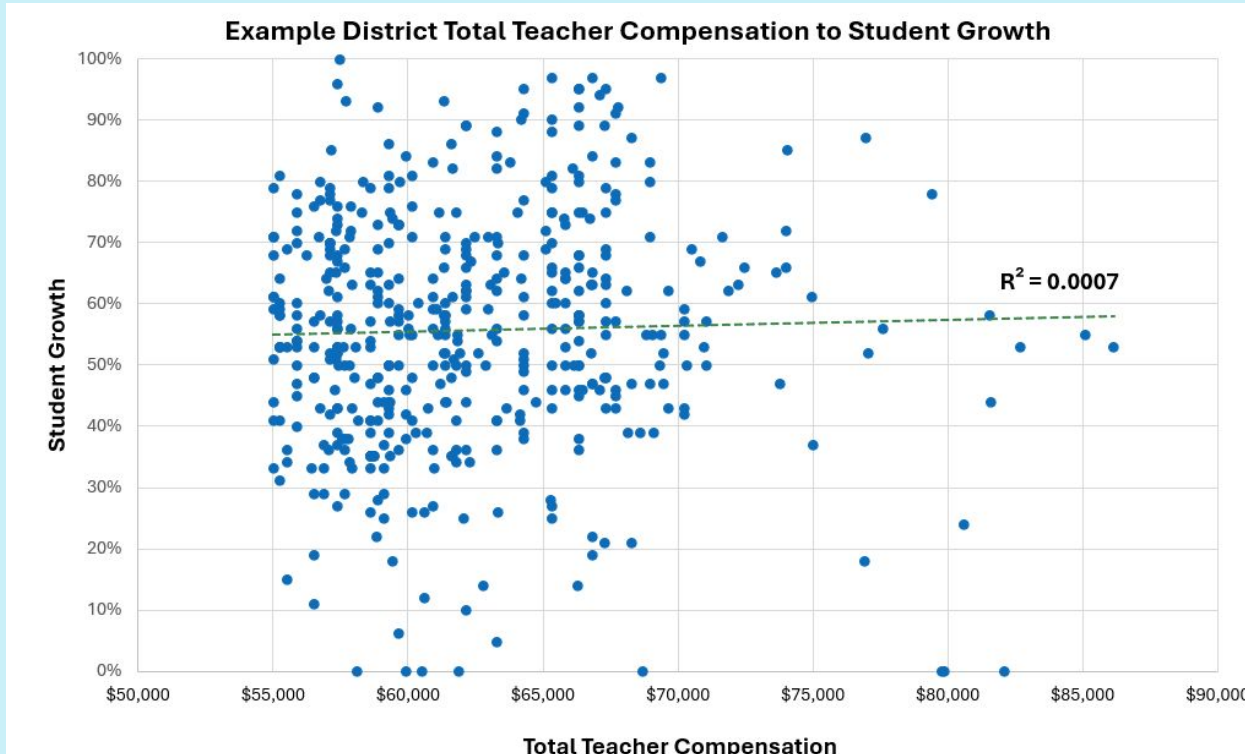
Requirements:

- Performance-based compensation plan (no tenure-based step and ladder) for teachers, assistant principals, and principals, applied to base pay
- 95% eligibility for TIA
- TIA used as a revenue stream and not a direct pass-through stipend

Financial Benefit:

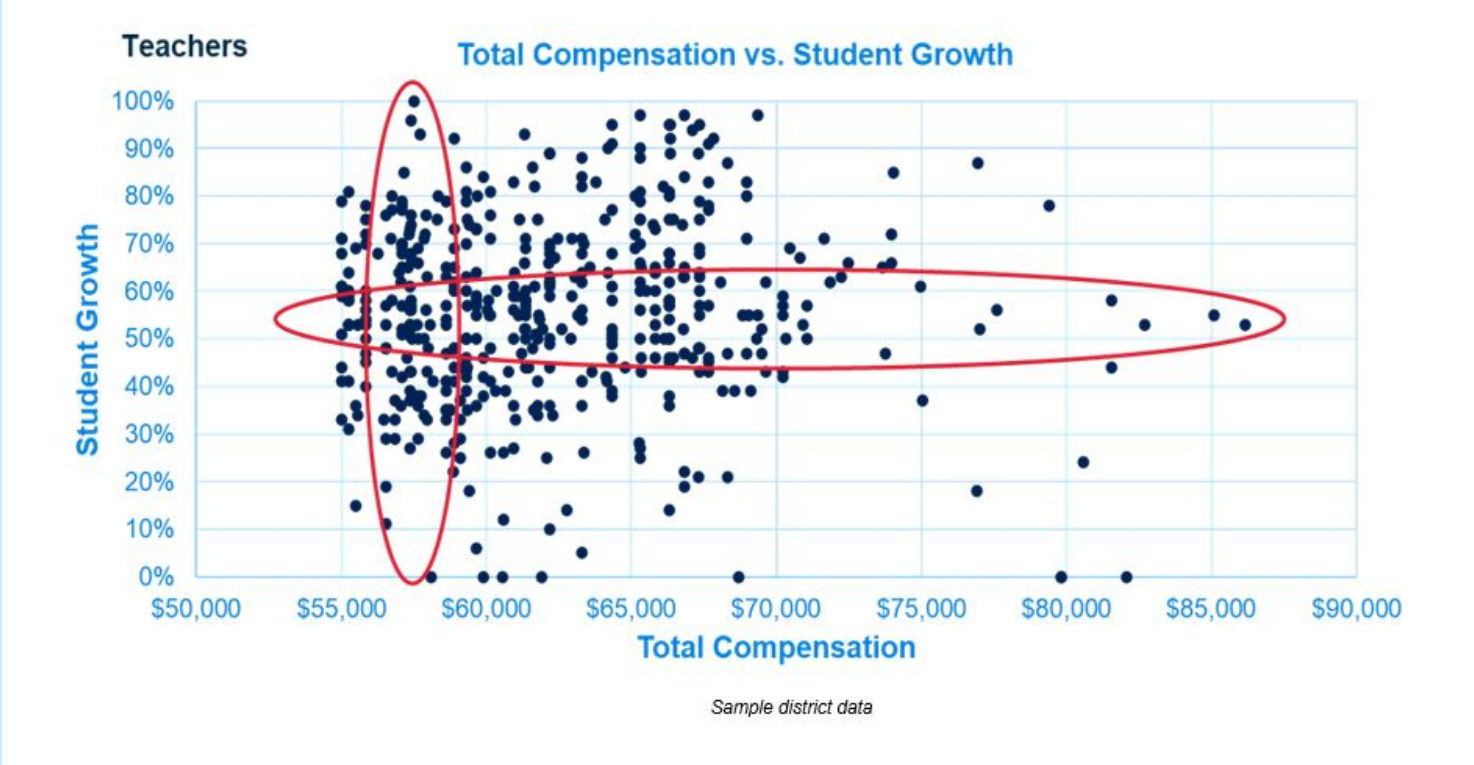
- 0.1 weight added to all TIA allotments
- Additional flexibility on specific use allotments

In a traditional tenure-based system, there is very little correlation between teacher performance and total compensation



- Of the teachers making about \$65K, student growth ranges from 25% to 97%.
- Of the teachers with student growth between 50% and 60%, pay ranges from \$55K and over \$85K – a difference of \$32K.

In a traditional tenure-based system, there is very little correlation between teacher performance and total compensation



Roadmap & Timeline

Strategic Compensation Roadmap

Workstream	Milestone	2025-26	2026-27	2027-28	2028-29	2029-30
TIA						
Leader Compensation (Principals and Assistant Principals)	Design Principal & Assistant Principal Compensation System (2025-26)					
	<i>Strategic Compensation Foundations (Aug 25-Feb 26)</i>					
	<i>Principal and Assistant Principal Engagement to Finalize Details (Mar-May 26)</i>					
	<i>Produce Principal and Assistant Principal Score Cards (Summer 26)</i>					
	Socialize and Implement (2026-2027)					
	<i>Share Scorecards (Aug/Sept 2026)</i>					
	Compensation hold harmless applied (2026-2027 & 2027-2028)					
	Compensation fully aligned to effectiveness starting Aug. 2028					
Educator Compensation	Design Teacher Compensation System (2026-2027)					
	<i>Strategic Compensation Foundations (Aug 26-Feb 27)</i>					
	<i>Teacher Engagement to Finalize Details (Mar-May 27)</i>					
	<i>Produce Teacher Score Cards (Summer 27)</i>					
	Socialize and Implement (2027-2028)					
	<i>Share Scorecards (Aug/Sept 2027)</i>					
	Compensation hold harmless applied (2028-2029)					
	Compensation fully aligned to effectiveness beginning in Aug. 2029					

Financial Models

Principal Strategic Compensation Budget Model

FUTURE STATE - PRINCIPALS

Table 2a. FUTURE COMPENSATION SPEND (BASED ON EFFECTIVENESS LEVEL):

Effectiveness Levels	Elementary School			Middle School			High School		
	Count	Base Pay Rate	Base Pay Sub-total	Count	Base Pay Rate	Base Pay Sub-total	Count	Base Pay Rate	Base Pay Sub-total
Unsatisfactory	0	\$105,000	\$0	0	\$105,000	\$0	1	\$105,000	\$105,000
Progressing I	1	\$110,000	\$110,000	1	\$120,000	\$120,000	0	\$130,000	\$0
Progressing II	1	\$115,000	\$115,000	0	\$125,000	\$0	0	\$135,000	\$0
Proficient I	3	\$120,000	\$360,000	1	\$130,000	\$130,000	0	\$140,000	\$0
Proficient II	2	\$125,000	\$250,000	0	\$137,500	\$0	0	\$150,000	\$0
Exemplary	1	\$130,000	\$130,000	1	\$145,000	\$145,000	0	\$160,000	\$0
Master	0	\$135,000	\$0	0	\$155,000	\$0	1	\$170,000	\$170,000
Sub-total	8		\$965,000	3		\$395,000	2		\$275,000

- In this example, 100% of principals would have a salary above \$105,000
- Currently, only 21% of Principals across the state of Texas earn that salary

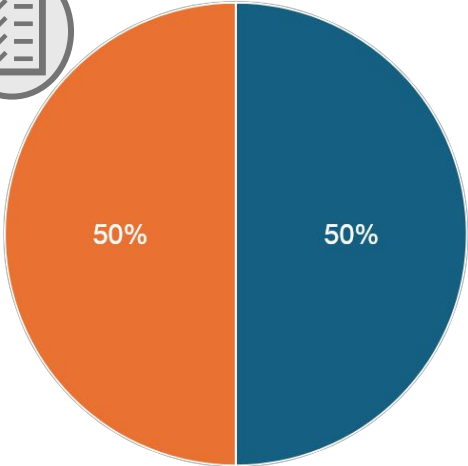


**This budget model is subject to change*

System Design
Principals & Assistant Principals

What Components Comprise Principal Effectiveness?

Administrator Performance



Student Outcomes

Campus-level achievement measures capture growth and proficiency on state assessments



Administrator Performance

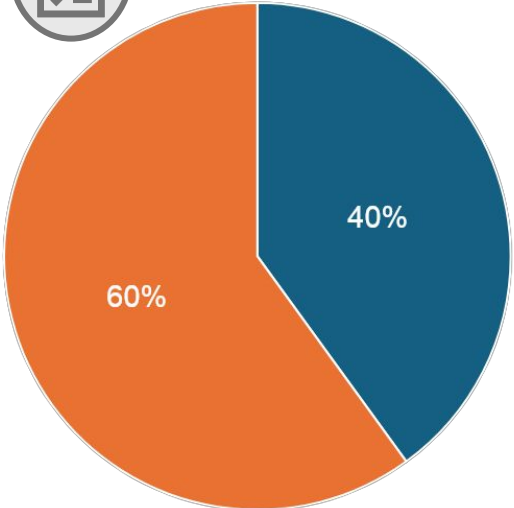
Principals are evaluated and receive feedback on the T-P ESS rubric



Student Outcomes

What Components Comprise Assistant Principal Effectiveness?

Administrator Performance



Student Outcomes

Campus-level achievement measures achievement measures capture growth and proficiency on state assessments



Administrator Performance

Assistant Principals are evaluated and receive feedback on the T-P ESS rubric



Student Outcomes

Next Steps

Stakeholder Engagement

			2026		
Meeting	Audience	Key Messaging	February	March/April	June/July
Meeting #1 Vision & Why	All Principals/APs	Explain the overall vision and “why.”	Complete		
Meeting #2 Components	Design Team	Deep dive into the effectiveness components		Complete	
Strategic Compensation	School Board	Superintendent Update Strategic Compensation			
Meeting #3	All Principals/APs	Share mock scorecards based on 25-26 data			