



Conservator Progress Report

presented by
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TEA Assigned Conservator
December 20, 2023

TEA District and Placement Information

District: South San Antonio ISD

Placement Date: Monitor - September 30, 2021

Placement Date: Conservator - October 10, 2023

Anticipated Exit Date: September 22, 2024

- **A Special Accreditation Investigation (SAI) took place between April 2019 and November 2020 and a Monitor was placed in the district on September 30, 2021 to correct the governance findings of the Final Report.**

TEA District and Placement Information

- **South San Antonio ISD entered into a settlement agreement with TEA on September 20, 2023 whereby it accepted the appointment of a Conservator. In this settlement, the district agreed that the Commissioner of Education may appoint a board of managers to exercise the powers and duties of the board of trustees if determined appropriate by the Commissioner of Education after a period of one year from the effective date of this Agreed Order, September 2024.**

Exit Criteria

- **Exit Criteria Goal #1:** By August 31, 2024, the South San Antonio ISD Board of Trustees will demonstrate effective governance in accordance with TEC Chapter 11 by correcting all board governance deficiencies identified in TEA's Special Investigation Unit's 2023 Final Report.
- **Exit Criteria Goal #2:** By August 31, 2024, all Board action will support the district's vision, mission, core values, or goals, and will be quantifiable to student outcomes.

Exit Criteria

- **Exit Criteria Goal #3:** By August 31, 2024, the Board demonstrates a sustained willingness to adhere to and implement best practices for communication among themselves, with the Superintendent, Staff, and Community.
- **Exit Criteria Goal #4:** By August 31, 2024, the trustees will demonstrate an understanding of the difference between board work and superintendent work and will respect the superintendent's responsibility to manage the school district and direct district employees and campus matters as demonstrated by GPMs 4.1 through 4.3.

Needs Assessments

- **The Conservator is currently facilitating a needs assessment of the district's academic, finance and governance systems in collaboration with the superintendent, board president, and appropriate district leaders. At the conclusion of the needs assessment, the Conservator will revisit exit criteria goals and GPMs with the Superintendent and the Board President.**

District Placement Goals

Exit Criteria Goal #1:

- **By August 31, 2024, the South San Antonio ISD Board of Trustees will demonstrate effective governance in accordance with TEC Chapter 11 by correcting all board governance deficiencies identified in TEA's Special Investigation Unit's 2023 Final Report.**
 - ***Start Date: 11/15/23***
 - ***End Date: 8/31/24***
 - ***Activities: 13***

District Placement Goals

Growth Progress Measurement (GPM) 1.1:

The Board in collaboration with the Superintendent will ensure that the Board action will be within the parameters of of the district vision, mission statements and core values.

- A. By January 31, 2024, the Board will recommit to their vision, mission statements and core values or will complete the process for adoption of new vision mission statements and core values.
- B. Every Board meeting agenda item will align to the districts vision and mission and the core value it supports.
- C. The Superintendent will ensure that the district vision, mission and core values are consistently communicated to staff and the community.
- D. Quarterly reports will present objective data that demonstrates that every Board member has consistently abided within the parameters of all Board Operating Procedures and all requirements of the Texas Education Agency and the Texas Administrative Code.

District Placement Goals

Growth Progress Measurement (GPM) 1.2:

By August 31, 2024, all Board meeting agendas will be drafted to ensure an efficient and effective meeting of approximately 2 to 3 hours total as documented in the Board meeting minutes.

- A. In order to ensure consistency of Board leadership, and in light of the Board presidency changing 5 times in two years, the Board will not elect new officers prior to the next Board election.
- B. By August, 31, 2024, all Board members will be in compliance of all required Board training.
- C. 80% of all Board meeting time will be spent in support of student outcomes as evident in quarterly Board meeting reports presented by the Board president in collaboration with the Superintendent.
- D. All trustees will be in attendance at all board meetings and workshops for a minimum of 80% of the scheduled times.

District Placement Goals

Growth Progress Measurement (GPM) 1.3: The Board in collaboration with the Superintendent will adopt a balanced budget with a minimum of reserve funds of 3 months district operations for the 2024-2025 school year.

- A. The Superintendent will present a detailed action plan by January 17, 2024, on how the Board will be able to adopt a balanced budget with a minimum reserve fund of 3 months district operations for the 2024-2025 school year.
- B. The Superintendent will recommend to the Board a competitive teacher salary schedule.
- C. The Superintendent will ensure the district will continue to maintain an “A” rating in the annual FIRST Report.
- D. The Superintendent will recommend and Board will adopt a balanced budget with a minimum reserve of 3 months district operations for the 2024-2025 school year.

District Placement Goals

Exit Criteria Goal #2:

- **By August 31, 2024, all Board action will support the district's vision, mission, core values, or goals, and will be quantifiable to student outcomes.**
 - ***Start Date: 12/20/23***
 - ***End Date: 8/31/24***
 - ***Activities: 13***

District Placement Goals

Growth Progress Measurement (GPM) 2.1: The Board in collaboration with the Superintendent will adopt student outcomes.

- A. The Board demonstrates ownership of student outcome goals, as demonstrated by Board discussion and action at all meetings of the Board.**
- B. All student outcome goals are quantifiable and identify at least one specific student population.**
- C. All student outcome goals identify annual targets..**
- D. Student outcome goals are the Board's and Superintendent's first priority for resource allocation as demonstrated by adoption of the annual budget and amendments to the budget.**

District Placement Goals

Growth Progress Measurement (GPM) 2.2: The Board in collaboration with the Superintendent will ensure that there are systems and processes in place to ensure successful attainment of Board adopted goals and student outcomes.

- A.** Progress toward attainment of of Board adopted goals will be monitored on an ongoing basis and the data will be recorded monthly.
- B.** Progress toward attainment of Board adopted student outcome goals will be monitored on an ongoing basis and the data will be recorded monthly.

District Placement Goals

Growth Progress Measurement (GPM) 2.3: Progress toward attainment of Board adopted goals and student outcome goals will be reported monthly at the regular Monthly Board meeting.

- A. The Board in collaboration with the Superintendent will develop an annual calendar to identify Board goal data that will be reported during different months of the year.**
- B. The Board in collaboration with the Superintendent will develop an annual calendar to identify student outcome goals that will be reported during different months of the year.**

District Placement Goals

Growth Progress Measurement (GPM) 2.4: The Board will ensure that there is an accountability system that supports successful progress and attainment of Board adopted goals and student outcomes.

- A.** The Board will develop and adopt an accountability system that holds individual board members accountable for the successful progress and attainment of Board goals and student outcomes.
- B.** The Board will identify an accountability system that holds the board accountable for the success progress and attainment of Board goals and student outcomes.
- C.** The Board will conduct a Board member and Board self-assessment on a rolling quarterly basis.
- D.** The Board will identify an accountability system that holds the Superintendent accountable for the successful progress and attainment of Board goals and student outcomes.
- E.** The Board will post the required training of all trustees on the district website.

District Placement Goals

Exit Criteria Goal #3:

- **By May 31, 2024, the Board demonstrates a sustained willingness to adhere to and implement best practices for communication among themselves, with the Superintendent, Staff and Community.**
 - ***Start Date: 11/1/23***
 - ***End Date: 9/22/24***
 - ***Activities: 6***

District Placement Goals

Growth Progress Measurement (GPM) 3.1: By May 31, 2024, trustees will consistently follow Board Operating Procedures, Board policies and Superintendent protocols for requesting receiving and sending information to and from the Superintendent and each other.

- A. Effective 11/1/2023, all trustee requests for information must align with the district's vision, mission and/or core values.**
- B. By August 31, 2024, the number of trustee emails to the Superintendent requesting information will be reduced by 50% from the number of requests made during the 2022-2023 school year.**
- C. By January 31, 2024, the district creates and maintains a technology solution for trustees to RSVP to notifications, invitations, training, district events and to track professional development training costs.**

District Placement Goals

Growth Progress Measurement (GPM) 3.1: Continued

- D. No later than 2/11/2024, all trustees will consistently use the technology solution developed to keep up with district invitations, activities, board training as well tracking the cost of individual board training.
- E. By November 1, 2023, the district will maintain a record of requests made by individual trustees for information and reports as well as the cost associated with providing the information or report that will be provided to TEA annually by September 1 as required by TEC 11.1512 ©, (d).

District Placement Goals

Growth Progress Measurement (GPM) 3.2: By August 31, 2024, trustees will consistently follow Board Operating Procedures, board policies, and best practices for public meeting decorum as they address the Superintendent, staff and each other at meeting of the Board.

- A. By 11/1/2023, the Conservator will not observe any board member addressing other board members, the superintendent, or the staff in a manner that is not consistent with best practices for public meeting decorum.**

District Placement Goals

Exit Criteria Goal #4:

- **By September 22, 2024, the Board of Trustees will demonstrate an understanding of the difference between Board work and Superintendent work and respect the Superintendent's responsibility to manage the school district and direct district employee and campus matters as demonstrated by GPM's 4.1 through 4.3**
 - ***Start Date: 11/1/23***
 - ***End Date: 9/22/24***
 - ***Activities: 8***

District Placement Goals

Growth Progress Measurement (GPM) 4.1: By 1/31/24, the Board and Superintendent will reach agreement on what “collaboration with the Superintendent” means and will include the definition in the Board Operating Procedures.

- A. No later than 11/15/2023, the Board by their actions and discussions will demonstrate collaboration with the Superintendent.**
- B. No later than the November 2023 Regular Board Meeting, the Board President and Superintendent will, without exception, collaborate on developing all Board agendas.**
- C. The Board and the Superintendent, will demonstrate, through their actions, a clear understanding of collaboration.**
- D. No later than 1/31/2024, the Board and the Superintendent will receive 3 hours training on Board/Superintendent collaboration.**

District Placement Goals

Growth Progress Measurement (GPM) 4.2: Starting with the November 14, 2023 Board meeting, only agenda items that the Board President and the Superintendent fully collaborate on will appear on the agenda.

- A. At every meeting of the Board, the Superintendent will publicly inform the Board of any agenda item he did not have an opportunity to collaborate on.**
- B. At every meeting of the Board, the Board shall not take action on any agenda item that the Superintendent did not have an opportunity to collaborate on.**

District Placement Goals

Growth Progress Measurement (GPM) 4.3: By 1/31/2024, the Board and the Superintendent will demonstrate a complete understanding of the authority and responsibilities of the Board and a complete understanding of the authority and responsibilities of the Superintendent.

- A. The Board will not violate any policy, procedure, or law that gives authority to the Superintendent.**
- B. The Superintendent will not violate any policy, procedure, or law that gives authority to the Board.**