



2022-2025

# Hopes & Dreams Realized

El Paso ISD Strategic Blueprint



**EL PASO ISD**  
it starts with us





## Message from the Superintendent

Since my arrival in El Paso to take the helm of the region's largest school district, I have been inspired by the community's support of our schools and encouraged by its expectation that all our students achieve excellence. The young people at our 76 campuses deserve an outstanding education and our teachers, staff and administrative leadership are eager to deliver. To this end, I believe the development of a Strategic Blueprint to focus and unify our efforts is necessary.

Throughout the last 10 months, El Paso ISD has worked diligently to identify its strategic priorities and identify how to work toward them by leveraging our strengths. To achieve this aim, we have embraced a theory of action and identified initiatives that are high priorities to guide us forward. This theory of action focuses on whole child development, delivery of instructional excellence, fostering a transparent culture of excellence, and intentional equity design that makes El Paso ISD a destination district.

This plan will be a constantly evolving roadmap to excellence. In addition to regular progress updates to our Board, families, and community, we will also assess the goals and strategies themselves. If state policies or standards change, we will adjust the Strategic Blueprint accordingly and keep moving in a positive direction.

We launch this Strategic Blueprint confident in our community and families, proud of our schools' commitment to inspire and empower, and excited for our students' achievements during the next three years.

Diana Sayavedra  
Superintendent of Schools

# Team of Eight

**Mission** In partnership with our families and community, we will uphold the highest standards to provide inclusive and fair learning experiences that support the whole child.

**Vision** INSPIRE and EMPOWER learners to THRIVE.

**Core Beliefs** The foundation of success, for our students and our school system, is rooted in our core beliefs and these beliefs define the EPISD Way. Our six core beliefs affirm who we are, what we stand for, how we treat each other, what we prioritize, and what guiding principles we live by as members of the El Paso ISD family.



**Israel Irrobali**  
*President*



**Valerie Ganelon Beals**  
*Vice President*



**Isabel Hernandez**  
*Secretary*



**Daniel Call**  
*Trustee*



**Alex Cuellar**  
*Trustee*



**Leah Hanany**  
*Trustee*





## Our Strategic Blueprint

The El Paso Independent School District is the pioneer of public education in the Paso del Norte region. With a history that spans more than 140 years, El Paso ISD recognizes its position as the springboard for generations of students to realize their dreams. We acknowledge the need to continue to assess our existing programs to bring innovation, empowerment, and inspiration so our students thrive socially, emotionally, and academically. We are El Paso's district!

Throughout the last 10 months, El Paso ISD has undertaken a process to identify our strategic priorities. This has spurred us to carefully evaluate our inherent strengths and how they can be leveraged to meet the community we serve.

Our organization's theory of action is anchored on our core values, mission, and vision. In partnership with our families and community we seek to uphold the highest standards to provide inclusive and fair learning experiences that support the whole child. We will accomplish this theory of action through whole child development, delivery of instructional excellence, fostering a transparent culture of excellence, and intentional equity design to thereby make EPISD a destination district.

Armed with these strategic levers and with an unwavering commitment, the district has established a road map to work toward the Hopes and Dreams of our students and families.





# EL PASO ISD

## starts with us

## Overview of Strategic Blueprint Process

Our planning approach is designed to ensure that El Paso ISD's Strategic Blueprint remains an effective and adaptive guide that can evolve with a public education environment that is constantly changing. To meet that end, we have spent a considerable amount of time visiting schools to better understand the state of the district and the work that needs to occur to help us meet our goals.

Part of that work included an extensive effort to acquire input from parents and community members through our Hopes and Dreams listening sessions. These sessions occurred in spring 2022 with a group of identified stakeholders from every feeder pattern in the

district. Together, we engaged in conversations about a shared vision for the future of El Paso ISD. This dynamic dialogue culled input not only from invited stakeholders, but also from a general audience attending in-person and via livestream.

The feedback provided valuable insights that informed the development of broad, overarching priorities and specific, measurable objectives that lay the foundation for enhanced student success. Our commitment to utilizing research-based methods to authentically engage our community has resulted in the development of a Strategic Blueprint that reflects our various stakeholders' needs.

# Five Strategic Levers

## I Whole Child Development

El Paso ISD schools foster learning environments for the whole child to thrive.

## II Academic Excellence

El Paso ISD empowers all learners to excel in current and future pursuits.

## III Destination District

El Paso ISD solidifies its position as El Paso's destination district.

## IV Culture of Accountability

El Paso ISD cultivates a culture of transparency, care, and service.

## V Equity by Design

El Paso ISD champions a targeted approach to universal access and system equity.

## Core Beliefs



### Whole Child

We champion a well-rounded educational experience to ensure all students are healthy, safe, valued, engaged, and academically challenged.



### Opportunity

We honor and cultivate the unique needs and interests of all learners through relationships and personalization.



### Excellence

We embrace a culture of creativity, exploration, and innovation to sustain our growth and improvement.



### Equity

We commit to removing barriers to ensure our schools and programs are inclusive and equitable.



### Community

We build community through authentic engagement, collaboration, and honoring diversity of thought.



### Accountability

We foster high expectations, continuous growth, and high achievement.

# Summary of Strategic Levers & Essential Actions

## Whole Child Development

El Paso ISD schools foster learning environments for the whole child to thrive.

**Essential Action 1** Create a classroom culture where each student has access to personalized learning and is supported by caring adults.

**Key Target 1.1.1** Employee, student, and parent perspectives and experiences measured by a culture climate survey will increase annually from the baseline. [Supt. Eval 1.5]

**Key Target 1.1.2** Increase PK-12th grade student participation in UIL, extra-curricular, co-curricular activities at all levels by 5%. [Supt. Eval 1.2]

**Essential Action 2** Use the Community Schools model to create an integrated system of school supports, extended learning opportunities, and community partnerships.

**Key Target 1.2.1** Increase PK – 6 extended learning opportunities to include opening and licensing at least four (4) Extended Day Learning Centers as well as providing After School Learning Centers at all Elementary and PK-8 campuses. [Supt. Eval 1.1]

**Key Target 1.2.2** Increase and maintain the number of meaningful community and youth-based organizations in formal partnerships with the district by 3–5%. [Supt. Eval 1.3]

**Essential Action 3** Build mindsets, healthy habits, and skills that strengthen students' social, emotional, and academic competence.

**Key Target 1.3.1** Elementary counselors will carry a caseload of 1:500 students or less at 100% of campuses by 2025. (Total Elementary Campuses =43) [Supt. Eval 1.4]

**Key Target 1.3.2** PK-8 and middle school counselors will carry a caseload of 1:350 students or less at 100% of campuses by 2025. (Total PK8 and Middle School Campuses =15)

**Key Target 1.3.3** Principal and academic support team PBIS/SEL fidelity walkthrough data (measured by an inventory instrument) will meet all established percentages for schoolwide behavior expectations, classrooms procedures and instruction, and student and staff awareness in 70% of all campuses by 2025. [Supt. Eval 1.6]

# Summary of Strategic Levers & Essential Actions



## Whole Child Development

El Paso ISD schools foster learning environments for the whole child to thrive.

**Essential Action 4** Implement meaningful, engaging practices that develop students' ability to manage and own their behavior.

**Key Target 1.4.1** Reduce the percent of all ISS, OSS, Disciplinary Removal for all student groups from 7% to 5% and reduce the overall number of disciplinary removals from 2731 to 2594

**Essential Action 5** Provide relevant and challenging coursework through multiple pathways such as advanced placements, International Baccalaureate, dual-enrollment programs to all interested students.

**Key Target 1.5.1** Increase percent of students in grades 9–12 who earn college credit by completing an Advanced Placement (AP)/International Baccalaureate (IB), On Ramps, or dual credit course by 2025. [Supt. Eval 1.7]



# Summary of Strategic Levers & Essential Actions



## Academic Excellence

El Paso ISD empowers all learners to excel in current and future pursuits.

**Essential Action 1** Develop and implement a guaranteed and viable student-centered District curriculum to ensure access to high quality learning experiences for every student.

**Key Target 2.1.1** Principal and academic support team curriculum fidelity walkthrough data (measured by an inventory instrument) will meet all established percentages for rigor, instructional model, and scope and sequence for reading language arts, math, science, and social studies instruction in 70% of all campuses by 2025. [Supt. Eval 2.1]

**Key Target 2.1.2** Principal and academic support team dual language fidelity walkthrough data (measured by an inventory instrument) will meet all established percentages for instructional model, classroom environment and instruction, and language acquisition in 70% of all campuses with a dual language program by 2025. [Supt. Eval 2.5]

**Essential Action 2** Increase student achievement outcomes by closing the performance gap in literacy and STEM.

**Key Target 2.2.1** Increase Domain 1 Student Achievement STAAR results from 45% to 50% by June 2025.

**Key Target 2.2.2** The Percent of 3rd grade students that score "Meets" Grade level or above on STAAR reading will increase from 52% to 61% by June 2025 with all student groups meeting board approved metrics. [HB3]

**Key Target 2.2.3** The Percent of 3rd grade students that score "Meets" grade level or above on STAAR math will increase from 42% to 61% by June 2025 with all student groups meeting board approved metrics. [HB3]

**Key Target 2.2.4** All students and two lowest performing student groups demonstrating achievement on 6–8 Grade at the Meet or Masters Level will increase in reading over a three-year period. (SPED from 14% – 20%, & EB from 32% – 47%) [Supt. Eval 2.2]

**Key Target 2.2.5** All students and two lowest performing student groups demonstrating achievement on 6–8 Grade at the Meet or Masters Level will increase in math over a three-year period. (SPED from 7% – 13%, & EB from 21% – 30%) [Supt. Eval 2.3]

# Summary of Strategic Levers & Essential Actions



## Academic Excellence

El Paso ISD empowers all learners to excel in current and future pursuits.

**Essential Action 3** Increase graduation rates and ensure all students graduate prepared for college and/or career with a viable postsecondary plan.

**Key Target 2.3.1** Increase 4-year graduation rate from 84% to 90% with all student groups showing 5% increase by June 2025.

**Key Target 2.3.2** Increase students who earn at least one College, Career and Readiness (CCR) Focus measure from 64% to 73% by June 2025 with all student groups meeting board approved metrics. [HB3]

**Key Target 2.3.3** Increase the percent of 9th-12th grade students completing TSIA2 by 10% by June 2025 as well as students average SAT score 5% from 952 to 989. [HB3 progress measure]

**Key Target 2.3.4** Increase the number of students that meet criteria for CCMR Outcome Bonus by 5% [from 706 students (Econ Dis), 700 students (Non-Econ Dis), 17 (SPED) to 741 students (Econ Dis), 735 (Non-Econ Dis), 18 SPED by June 2025. [HB3 progress measure]

**Key Target 2.3.5** Increase percent of students in grades 9-12 who earn post-secondary credentials beyond high school diploma by completing an associates degree from 4% to 5%, Level 1 certificate from 0% to 2%, or industry certification in an aligned program of study from 5% to 14% by 2025. [Supt. Eval 2.4] [HB3 progress measure]



# Summary of Strategic Levers & Essential Actions



## Destination District

El Paso ISD solidifies its position as El Paso's destination district. pursuits.

**Essential Action 1** Develop and implement detailed strategic facilities master plan for modernizing schools and rightsizing the district.

**Key Target 3.1.1** Stabilize enrollment PK4–12th grade by 1% per year above Demographic Study projections as well as increase enrollment in PK3.

**Key Target 3.1.2** Reduce the three-year projected deficit by \$8M annually for a three-year period. [Supt. Eval 3.2]

**Key Target 3.1.3** Strengthen the district's financial solvency by increasing the percent of high quality seats in the district and creating a facilities master plan that includes facilities assessment, demographic study, school boundary outlook, recommended program expansion, and rightsizing measures. [Supt. Eval 3.3]

**Essential Action 2** Attract, grow, and retain top talent equipped and empowered to meet the needs of all students.

**Key Target 3.2.1** Implement an employee recruiting and retention plan designed to increase % filled positions on first day of school from 91% to 95% by 2025.

**Essential Action 3** Effectively market and communicate information to the district's public.

**Key Target 3.3.1** Improve the district's image as reflected through an increase in stakeholder satisfaction by 3% via marketing and consistent messaging on all communication platforms. [Supt. Eval 3.4]

**Essential Action 4** Expand the integration of 21st century learning and innovation skills.

**Key Target 3.4.1** Develop and implement an instructional technology campus support plan.

# Summary of Strategic Levers & Essential Actions

## IV

### Culture of Accountability

El Paso ISD cultivates a culture of transparency, care, and service.

**Essential Action 1** Foster a welcoming and safe environment where all students, families, staff, and community members feel supported.

**Key Target 4.1.1** Increase student attendance rate from 89% to 94%. [Supt. Eval 4.1]

**Key Target 4.1.2** Increase level of accountability by ensuring 100% of schools offer all required community events over a three-year period. [Supt. Eval 4.2]

**Essential Action 2** Ensure effective two-way communication with families, students, and community.

**Key Target 4.2.1** Implement a two-way communication plan designed to increase the number and quality of opportunities to engage, inform, train, and gather input from family and community stakeholders as measured on Thought Exchange (3 times per year with 40% response rate) and Let's Talk Platform (customer satisfaction rating from 7.8 to 9 and response rate from 10.5 days to 3 days)

**Essential Action 3** Continue to be an accountable entity that is fiscally responsible, efficient in its use of resources, and strives for transparency with public-facing information.

**Key Target 4.3.1** Increase the annual percentage of entitlement program expenditures (i.e., Title I Part A: Improving Basic Programs, Title I Part D, Subpart 2: Delinquent Programs, Title II Part A: Supporting Effective Instruction, Title III Part A: ELA, and Title IV Part A, Subpart 1). [Supt. Eval 4.3]

**Key Target 4.3.2** Increase the annual percentage of state allotment expenditures for special programs (Bilingual and State Compensatory Education). [Supt. Eval 4.4]

**Key Target 4.3.3** Maintain a healthy unassigned general fund balance. [Supt. Eval 4.5]



# Summary of Strategic Levers & Essential Actions



## Equity by Design

El Paso ISD champions a targeted approach to universal access and system equity.

### Essential Action 1 Foster equitable access to opportunities by eliminating barriers for all students.

**Key Target 5.1.1** Develop and implement a Comprehensive Equity Plan designed to address system equity disparities based on the result of an equity audit.

**Key Target 5.1.2** Increase percent of underrepresented (i.e., special education and emergent bilingual) middle school students who complete high school credits by 5% within a three-year period. [Supt. Eval 5.1]

**Key Target 5.1.3** Increase enrollment of underrepresented (i.e., special education and emergent bilingual) high school student groups in advanced academic courses (AP/IB, OnRamps and Dual Credit) by 5% within a three-year period.

**Key Target 5.1.4** Reduce the percentage of long-term Emergent Bilinguals Achieving Beg/Int on TELPAS Composite from 30% to 19% as well as reduce the number of Emergent Bilingual Achieving Beginning on TELPAS reading from 14% to 7% [RDA]

### Essential Action 2 Provide high-quality, relevant, and differentiated resources matched to each school's needs and strengths.

**Key Target 5.2.1** Design and implement an Equity/Diversified Funding Model aligned with recommendations from Equity Study. [Supt. Eval 5.3]

**Key Target 5.2.2** Increase the percent of campus staff that have 5+ years of experience and are certified in the roles to which they are assigned and decrease the rate of staff mobility in the lowest performing campuses by 2025.

**Key Target 5.2.3** Develop a Teacher Profile and Rubric that reflects teacher experience, effectiveness, and campus specific instructional needs. [Supt. Eval 5.4]





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