
MANAGEMENT DIVISIONS 2008 – 2009

Superintendent of Schools

The Superintendent of Schools of the Houston Independent School District is responsible for coordination of the overall administration of the school district and liaison with the Board of Education. Directly reporting to this office are the Chief Operations Officer, Chief Financial Officer, Chief of Staff, Chief Academic Officer, Assistant Superintendent for Communications and Publications, General Counsel, Inspector General, Regional Superintendents and Manager for Alternative and Charter Schools, Executive General Manager for Human Resources, and Assistant Superintendent for Research and Accountability.

Chief Operations Officer

The Chief Operations Officer acts for the Superintendent by providing broad business oriented perspectives in developing strategies that enhance the effectiveness and efficiency of non-instructional service delivery to schools and departments. The position provides leadership, oversight, coordination, assistance, and support to heads of the Food Services, Transportation, Police, and Business Operations departments.

Chief Financial Officer

The Office of the Chief Financial Officer is responsible for the direction, management, and supervision of all aspects of the finance functions of the district, including the receipt, disbursement, reimbursement, investment, control, planning for allocation, and reporting of the financial resources of the district. The office is also responsible for oversight and development of the district's external business activities whereby the district provides services and products to outside organizations in order to enhance the district's revenue and gain exposure for the district as the foremost source of information and assistance in public education. The departments within the office are: Finance, Budgeting and Financial Planning, Benefits and Risk Management, Enterprise Resource Planning, Medicaid Finance, Materials Management, Finance Attorney, Technology and Information Systems, and Tax and Real Estate.

Chief of Staff

The Office of the Chief of Staff facilitates coordination and communication among the direct reports of the Superintendent of Schools so that the Superintendent is informed about current issues and areas of need within the district and that the Superintendent's instructions to staff are carried out. The Chief of Staff also oversees staff communication with members of the HISD Board of Education, Board policy maintenance and standard practice memoranda development. The office includes Board Services, coordinating communication services and support of the Board of Education and serving as liaison between staff and Board members; Policy Administration, coordinating Board agenda preparation and the online Board policy database and Directive and Information system; and Government Relations.

Chief Academic Officer

The Office of Chief Academic Officer assists the Superintendent of Schools with day-to-day district operations related to academic support activities. The Chief Academic Officer is responsible for guiding the development of the district-level curriculum design and implementation of special district initiatives intended to maximize student learning. The Chief Academic Officer is also responsible for evaluating student achievement throughout the district. The offices and departments reporting to the Chief Academic Officer include Academic Support Services; Curriculum, Instruction, and Assessment; Federal and State Compliance; Professional Development Services; School Support Services; Special Educa-

tion; Special Populations; and Student Support Services. This office supports and monitors the management of the five regional offices alternative and charter schools. It is also responsible for providing support in the development of budgets, aligning resources to support the educational objectives in the schools, and providing leadership in solving major school related problems.

Communications and Publications Assistant Superintendent

The office of Communications and Publications is responsible for directing and coordinating the district's varied internal and external communications. This office oversees six key departments. Media Relations, formerly the Press Office, coordinates news coverage of the school district and is responsible for overseeing official communications between the school system and the news media. Communication Services encompasses publications, translation services, and the HISDConnect Web portal. Instructional Media Services produces the district's television programming and inservice videotapes. Strategic Partnerships manages business and community partnerships, special events, the HISD Foundation, and the Volunteers in Public Schools program. Administrative Services handles districtwide graphics, printing, distribution, and mail services; and maintaining and archiving districtwide records. The office of Communications and Publications also supervises the HISD Information Center.

General Counsel

The General Counsel leads the Office of Legal Services and serves as in-house legal counsel to the Superintendent of Schools and staff on various issues in school law relating to local, state, and federal laws, rules, and regulations as well as district policy and administrative procedures. It represents the school district in judicial and administrative proceedings and monitors the legal services contracted from outside law firms. The office assists in grievance and employee disciplinary matters including termination and non-renewal hearings. It also coordinates the school district's responses to investigations by the Texas Education Agency, Office of Civil Rights of the U.S. Department of Education, and other state and federal agencies. The Office of Legal Services conducts professional development training for staff, provides legal assistance in drafting and revising district policies and procedures, and responds to requests through the Texas Public Information Act.

Inspector General

The Office of Inspector General is responsible for conducting a broad, comprehensive program of investigations, financial and non-financial data audits, compliance, operational, activity fund, campus, construction, information systems, and property tax audits within the district. The office issues fact-filled reports based on professional audits and investigative and inspection standards. Standards shall comply with those promulgated by appropriate professional oversight organizations, such as the Institute of Internal Auditors, Association of Certified Fraud Examiners, and American Institute of Certified Public Accountants, and other such professional oversight organizations.

Regional Superintendents and Alternative and Charter Schools Manager

The five Regional Superintendents' Offices are management units over a particular group of elementary and secondary schools within a geographic region of the city. The offices are located in the region of the city in which they serve. The offices include feeder pattern executive principals who lead one or two vertical feeder patterns. The Manager of the Alternative and Charter Schools Office leads the group of Alternative and Charter elementary and secondary schools across a broad geographic region within the city. The Alternative and Charter Schools Office includes feeder-pattern executive principals who lead one or two vertical feeder patterns

Human Resources Executive General Manager

The Executive General Manager of the Human Resources Department provides strategic leadership to a full-service Human Resources division including Recruitment, Staffing, Compensation, Human Resources Customer Service, Employee Assessment, Employee Relations, the Equal Employment Opportunity Office, Certification, Alternative Certification Intake, and the Associate Teachers' Office.

Research and Accountability Assistant Superintendent

The Research and Accountability Assistant Superintendent is responsible for the evaluation of state and federally funded educational programs, the production of districtwide data reports, reporting of student outcome data, implementation of the ASPIRE Award performance program, and the response to special requests from Board members, district personnel, and the public. Program evaluations include planning, organizing, controlling, and directing local, state and federally funded programs, projects, and activities related to the research, evaluation, and assessment of the district. Districtwide publications are disseminated to the public which address student outcomes such as: student and teacher demographic characteristics, academic performance, accountability, budgetary data, school-based programs, community partnerships, and other school-related information. The assistant superintendent also oversees the Student Assessment Department and Test Materials Center which administers all state and district mandated testing programs.