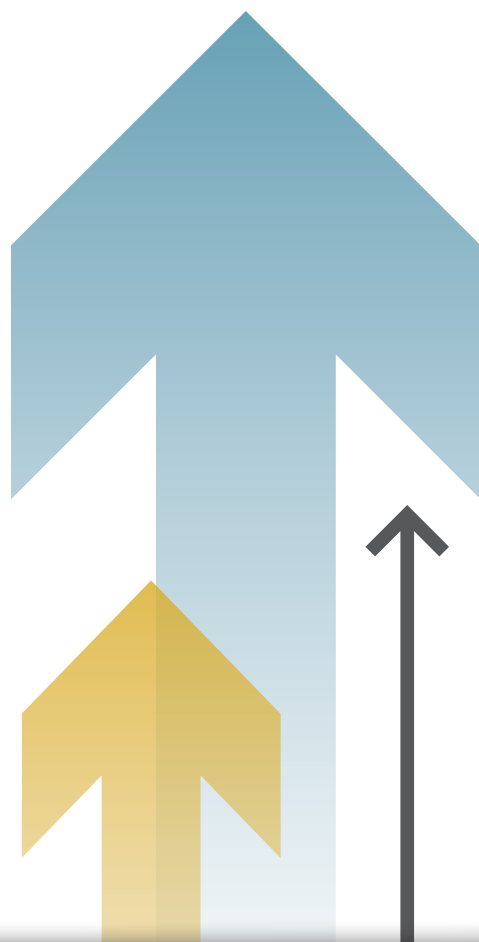


SUPERINTENDENT MILLARD HOUSE II —————→
STRATEGIC FIVE-YEAR PLAN
—————→





HOUSTON ISD FAMILY,

My team and I are excited to share our vision for the future of HISD.

This vision is bold and clear and has been shaped by our students, families, educators, and community partners. **It is aimed at the single goal of improving outcomes for every student who attends our schools.**

We've learned so much in the last several months. Parents are yearning for a district that provides their child a world-class education and meets their unique learning needs. Our educators are eager to be supported in their work. Systems must be implemented to recruit, develop and retain high quality staff across all levels. We know that many students get an exceptional education in HISD schools, but left unchanged, there are many communities in HISD where only D and F schools exist. Families expect and are entitled to be a part of decisions made for their students, their school, and their district. The community is demanding a school district that is transparent and one that operates with the utmost integrity.

We must learn from the past and look to the future.

The case for change is clear and we are ready to work with you to transform HISD into a district we can all be proud of.

We are excited to provide this roadmap for HISD's future. It lays out a framework for providing students with a high quality educational experience, ensuring all families have access to the same educational experiences no matter what school they attend, and making HISD a destination for students from our youngest pre-K learners to those students graduating with the skills and knowledge to prepare them for college, career and life.

The work of transforming this district begins now. It will not be easy, and we cannot do it alone. We need you to stand with us, work with us, and hold us accountable every step of the way.

LET'S GET TO WORK!


MILLARD HOUSE II,
HISD SUPERINTENDENT



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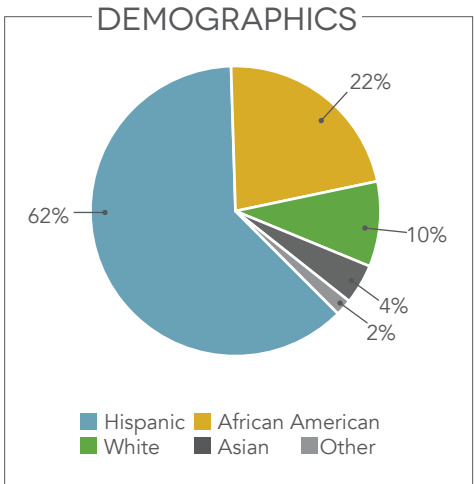
WHO WE ARE



The **HOUSTON INDEPENDENT SCHOOL DISTRICT (HISD)** was established in 1923 after the Texas Legislature voted to separate the city's schools from its municipal government. Encompassing more than 333 square miles, HISD is the largest school district in Texas and the eighth largest public school system in the United States. It is home to 274 schools, more than 194,000 students, and roughly 27,000 employees.

Like the city it calls home, HISD boasts a diverse student body. As of the 2021-2022 school year, Hispanic students make up 62% of the population, with African-American students comprising more than 22% of the student body. White students make up nearly ten percent of the population, with the Asian student population at about 4%. In HISD over 100 languages are spoken.

The Houston Independent School District is governed by a nine-member Board of Education, whose members are elected from nine separate districts and serve staggered four-year terms. The mission of the board is to equitably educate the whole child so that every student graduates with the tools to reach their full potential. The board also sets the district's goals, as well as the constraints under which the superintendent operates.



The Superintendent of Schools is appointed by the Board and serves as the chief administrator for the school district. In June of 2021, Millard House II was selected unanimously by the Board of Education to serve as the HISD Superintendent.



LARGEST
SCHOOL DISTRICT
IN TEXAS



EDUCATING
194,607
STUDENTS

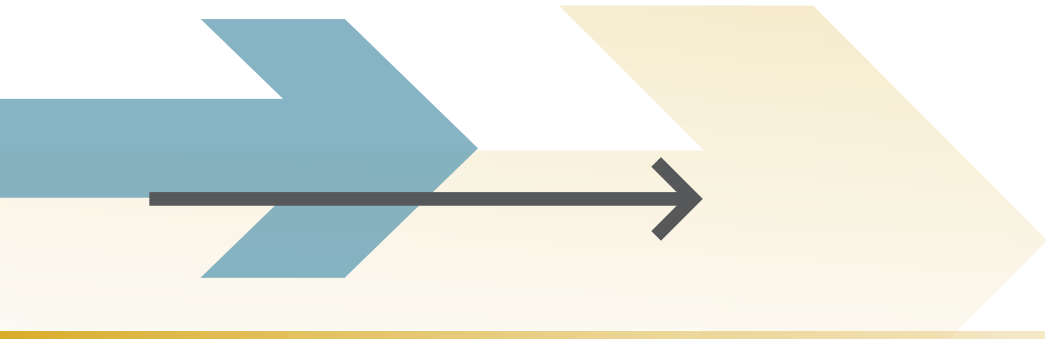


27,040 EMPLOYEES
ONE OF THE LARGEST
EMPLOYERS IN HOUSTON

274 SCHOOLS
SERVE OUR STUDENTS



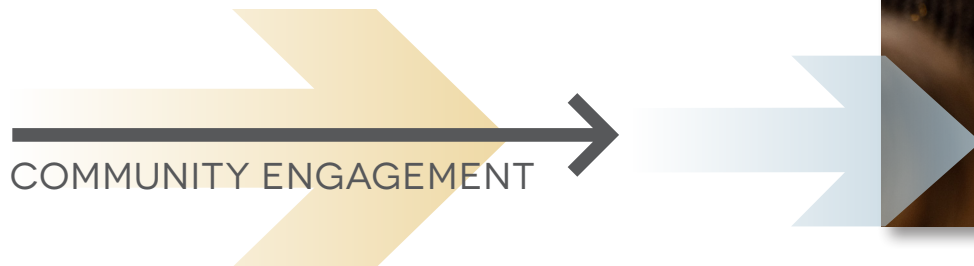
OVER **300**
SQUARE MILES



CALL TO ACTION



LISTENING AND LEARNING: HISD stands ready to move the district forward in a new direction, but we will do this in partnership with our families, students, staff and community. The voices of our stakeholders provided critical guideposts that have helped us chart the path forward.



HISD launched its strategic planning process in August 2021, within weeks of Superintendent House's first day in the district. Over the course of five months, we listened and learned to gather the perspectives of parents, students, teachers, principals and administrators, support staff, and other members of the Houston community. Through town hall meetings, focus groups, and surveys, we listened to learn what the district is doing well and what needs to be improved. What we heard from the community informed the superintendent's priority areas.

In addition to deep stakeholder engagement, the district focused on learning from data and research. This included a deep dive into data on school performance, student outcomes, human resources, operations, and finances. We consulted with education researchers and practitioners locally and nationally to understand how we could begin tackling some of the district's most persistent challenges.

In building the plan, members of HISD's cabinet were designated to drive the work forward. These leaders were charged with collaborating to brainstorm big ideas, continually seeking feedback from teachers, administrators, and other staff, and planning out the resources and systems needed to implement bold solutions. As the plan began to take shape, we launched another round of stakeholder engagement. Through focus groups and community conversations, we listened for feedback to sharpen the work.

We are confident that this strategic plan, over the course of five years, will address the challenges surfaced through our "Listen and Learn" activities, attain goals set by the Board of Education, and allow HISD to realize our potential and purpose.

<p>13 LISTEN & LEARN EVENTS</p>	<p>3 ROUNDTABLE EVENTS</p>	<p>700+ PARTICIPANTS OVERALL</p>
<p>50,000 RESPONSES TO STUDENT & PARENT EXPERIENCE SURVEY</p>		<p>6,000 RESPONSES TO STAFF EXPERIENCE SURVEY</p>



WHAT WE LEARNED

Our initial “Listen and Learn” helped us gain a deep understanding of the district. HISD has many existing strengths. We’ve also learned some hard truths about how we must improve. This five-year plan is built to leverage our assets, while solving key challenges:

- ➔ Parents, students, and the community highly prioritize and desire caring, effective, and engaging educators and support staff. The need to develop, recruit, and retain effective teachers, principals, and support staff was often cited as the most important thing we should focus on as a school district.
- ➔ There is a widespread desire and imperative to strengthen teaching and learning at all schools. The quality of teaching and learning varies greatly across the district, and differences in curriculum, testing, and classroom instruction are leading to inequitable academic outcomes, especially for children who attend more than one HISD campus during their school career.
- ➔ The community is very proud and supportive of its highly acclaimed schools and magnet programs, but there is a desire and a need for more high-performing schools and specialty programs, especially in underserved communities. Many parents and students expressed that while the district has very high-performing schools and specialty programs, there are areas throughout the city where they do not exist and where the only options that exist are chronically low-performing campuses.
- ➔ The district offers a wide portfolio of services and resources for students, but these are not always equitably distributed across schools. Student and family experience is very different across campuses and neighborhoods. This includes fundamental services like facilities, libraries, social and mental health services, fine arts education, extracurriculars, and access to advanced coursework.
- ➔ Many families who have children with exceptional needs are frustrated that the district has not lived up to its promise and obligation of providing their children with the services and support necessary for them to thrive academically. Students with exceptional needs, including students with disabilities and English-language learners, are not realizing their full academic potential.
- ➔ Many parents expressed confidence in HISD and their child’s school, but there is a desire for HISD to be more engaging, efficient, and transparent. They want us to partner with families and community members more effectively and make district operations more responsive and student centered. These operations include finance, transportation, facilities, and information technology services.

We benefited greatly from these listening and learning opportunities and are eager to leverage our strengths to move us to our collective, desired outcomes. To do this, we must redefine and align on critical standards of behavior. The following core values will guide our actions and serve as cornerstones of how we hold ourselves accountable.



CORE VALUES

STUDENTS FIRST

We believe students are our most important constituents and must be the beneficiaries of our efforts. Everything we do will drive student learning, well-being, and success.

RESTORING TRUST

We follow through on our commitments, we are reliable, we are transparent, and we follow the rules. To attain our desired future, our administration and staff must earn the community's trust. We must effectively manage resources and enlist community support to provide a quality education for each student.

EXCELLENCE FOR ALL STUDENTS

We take action to ensure all students can reach their full potential, regardless of their race, economic status, neighborhood, or the language they speak at home.

PURPOSEFUL INNOVATION

We embrace new approaches to meet the diverse needs of our students.

GUIDED BY COMMUNITY VOICE

We honor our city's diversity and continuously engage students, parents, and the Houston community to shape and inform our work.

UNIFIED IN OUR PURSUIT

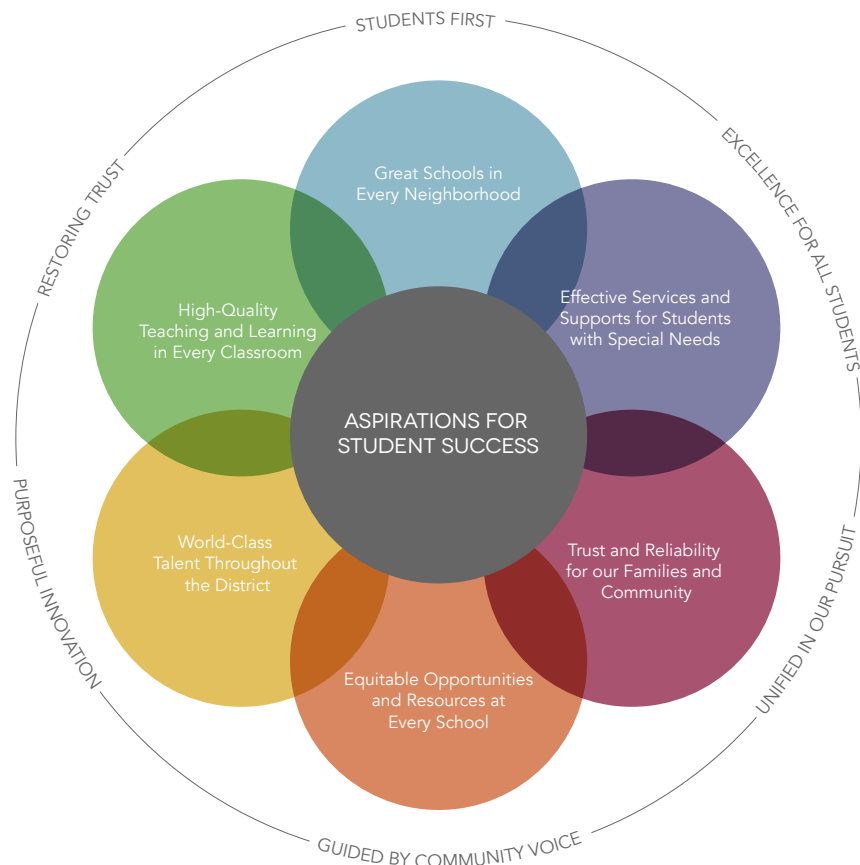
We work as one team in service of our students. We respect our colleagues and operate by our values at every level of our organization, every day.

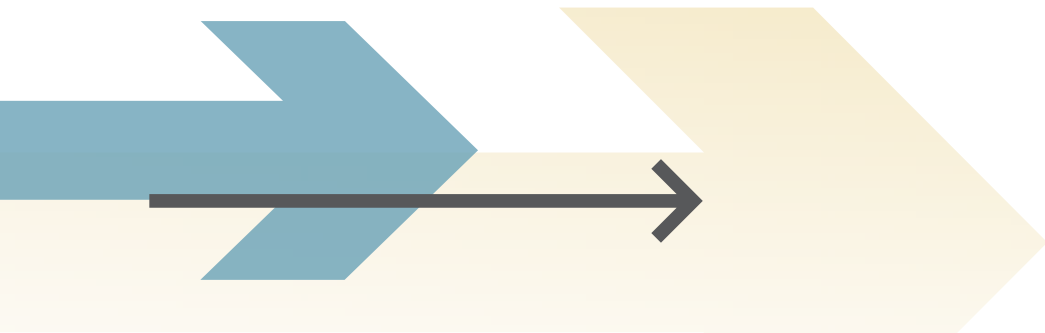
COMMITMENTS

As a result of what we learned through community engagement and the core values that anchor our work, we will have an unwavering focus in manifesting the dreams of each HISD student. To do this, we commit to the following:

- ➔ BUILDING TRUST AND RELIABILITY FOR OUR FAMILIES AND COMMUNITY
- ➔ PROVIDING EQUITABLE OPPORTUNITIES AND RESOURCES AT EVERY SCHOOL
- ➔ OFFERING GREAT SCHOOLS IN EVERY NEIGHBORHOOD
- ➔ ENSURING HIGH-QUALITY TEACHING AND LEARNING IN EVERY CLASSROOM
- ➔ CULTIVATING WORLD-CLASS TALENT THROUGHOUT THE DISTRICT
- ➔ PROMOTING EFFECTIVE SERVICES AND SUPPORTS FOR STUDENTS WITH SPECIAL NEEDS

The following graphic illustrates the combined tenets of our strategic plan and represent the synergy in which we will work to reach our aspirations for student success.





WHERE WE ARE GOING: OUR GOALS & ASPIRATIONS



The district's six commitments are a direct reflection of what we heard from our students, families and other stakeholders through our robust community engagement efforts. The major strategies and initiatives described in this strategic plan fall under each of these commitments and support the following four overarching district goals set by the Houston Independent School District's Board of Education.



BOARD GOALS

GOAL 1:

The percentage of 3rd grade students performing at or above grade level in reading as measured by the Meets Grade Level Standard on STAAR will increase.

GOAL 2:

The percentage of 3rd grade students performing at or above grade level in math as measured by the Meets Grade Level Standard on STAAR will increase.

GOAL 3:

The percentage of graduates that meet the criteria for College/Career/Military Readiness as measured in Domain 1 of the state accountability system will increase.

GOAL 4:

The percentage of students receiving special education services reading at or above grade level as measured by the Meets Grade Level Standard on the STAAR 3–8 Reading and STAAR EOC English I and II assessments will increase.

ASPIRATIONS FOR STUDENT EXPERIENCES

When the strategic plan is implemented successfully, in every single Houston ISD school in every neighborhood in our district, students will experience these foundational, consistent, essential experiences:

- ➔ EVERY DAY, EACH STUDENT learns from a challenging and engaging math, reading, and writing curriculum led by passionate, caring, and effective educators.
- ➔ EVERY DAY, EACH STUDENT has opportunities to pursue interests and passions while building confidence, teamwork, and leadership skills through a variety of courses and extracurricular activities.
- ➔ EVERY DAY, EACH STUDENT learns in a safe and joyful classroom environment that supports their overall well-being.
- ➔ EVERY DAY, EACH STUDENT who needs special education services learns with skilled educators who provide personalized support to help them succeed.
- ➔ EVERY YEAR, EACH STUDENT and family has access to high-quality options in their neighborhood and can pursue their interests in unique learning environments.



HOW WE GET THERE





TRUST AND RELIABILITY FOR OUR FAMILIES AND COMMUNITY

We commit to honesty, transparency, and reliability in order to build and strengthen trusting relationships with our stakeholders.

As a school district, we have an absolute responsibility to earn the trust of families who choose to send their children to our schools. We must be good stewards of the community's financial resources. In years past, leadership transitions, instances of financial impropriety, and a lack of clear communication have eroded public confidence in HISD. To regain trust, we must be intentional about engaging families and the community and operating with transparency and reliability.

FAMILY AND COMMUNITY ENGAGEMENT: Everything we do as a district must be done alongside the community – from our efforts to transform schools to the way we engage with parents navigating the special education process. We recognize the need to streamline communications and build stronger relationships with parents and the community. We will create clear, easy pathways for parents to contact campus and district staff to gather information and address concerns. We'll host listening sessions, build partnerships, and provide leadership development opportunities for parents across the district to ensure their voices inform and influence decision-making. Through our efforts, we will remain laser focused on providing “best-in-class” customer service to our community.

FINANCIAL RESPONSIBILITY AND TRANSPARENCY: HISD's financial resources belong to the community. We must steward the community's investment in our children and schools responsibly and with full transparency. To ensure every dollar spent achieves better student outcomes, HISD is partnering with a third party to conduct a thorough external review of the district's finances and financial practices. The district will use those recommendations to build a robust financial infrastructure that will provide transparency, oversight, and sustainability, while removing barriers to innovation.

STUDENT-CENTERED OPERATIONS: We have heard the critical importance of reliable, responsible operations and school safety in building trust with communities. We will focus on improving business operations in HISD. It is our responsibility to pick up and deliver students to our schools every day. We will invest in an improved fleet of vehicles to provide better reliability and flexibility to support student achievement in every neighborhood. We will double down on efforts to ensure schools are designed and constructed to deliver safe, comfortable, and healthy environments that will stimulate student learning.

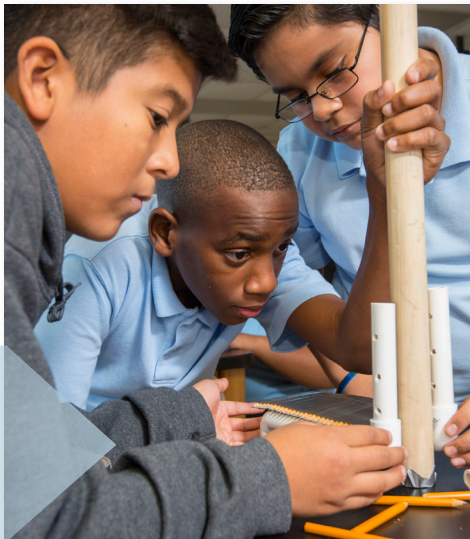
Students must feel safe and be safe, and that begins with establishing relationships between parents, students, and staff. Students must be comfortable in reporting incidents that occur on campus or off campus. With the increase in school support and wraparound services, students will have a greater sense of well-being. The district will invest in facility upgrades and enhancements that will increase physical security. Our campus police will increase a positive presence and interactions with students. The district will increase outreach programs as part of their effort in reaching our students.

EQUITABLE OPPORTUNITIES AND RESOURCES AT EVERY SCHOOL

We commit to ensuring every school provides a quality student core experience that supports the development of the whole child.

HISD's decentralized structure—which gives campuses the ability to determine staff, extracurricular offerings, and other supports—has spurred innovation and cultivated leadership creativity; however, it has also led to inconsistent opportunities for students across the district. We will build a common vision and definition for HISD's Core Student Experience and align resources and support to schools.

DEFINING HISD'S CORE STUDENT EXPERIENCE: We believe that great schools are joyful places that drive learning, ignite students' passions, build confidence, teamwork, and leadership. We will define and fund essential positions and functions that guarantee a basic standard for student health, safety, and academic and non-academic wellbeing at every campus. This articulates the core experience that every student deserves and ensures every campus delivers on this experience, including having:



- ➔ Highly skilled staff, including clear expectations for staff to student ratios for teachers, nurses, librarians, counselors/social workers, college and career advisors, and other critical positions
- ➔ Supports for student wellbeing and mental health
- ➔ Access to print and digital resources for learning
- ➔ Fine arts, including visual and performing arts options
- ➔ Athletic opportunities, equipment, and facilities
- ➔ A variety of options for extra-curricular activities
- ➔ Up-to-date technology

RESOURCES FOR SUCCESS: To make this a reality for all students, we must ensure campuses have the right resources and support. We'll establish and manage centralized budgets for fine arts, athletics, and academic extra-curricular activities so that students have access to these opportunities, regardless of which school they attend. We will also allocate additional resources through a weighted funding formula based on student characteristics that distributes resources to meet differentiated student needs. School leaders will be supported to leverage resources effectively, including assistance on campus budgeting, coordination of community partnerships, and technology services.



GREAT SCHOOLS IN EVERY NEIGHBORHOOD

We commit to accelerating student performance through bold, innovative, and effective actions at persistently underperforming schools and expanding access to quality choice options for students.

Each child, every family, every community should have a quality home school and options for pursuing special interests. It will be the combination of these two principles that will make HISD a system of excellent educational opportunities offering each student a chance to attend the school that is the best fit for current and future success.

We'll work as one team, unified in our goal of ensuring every HISD student has access to a great school in their neighborhood while also having options to pursue special interests.

DISTRICT CONDITIONS FOR BOLD CHANGE: Prioritizing the most underperforming schools, district-level leaders will establish the systems and structures needed to rapidly advance bold change. A newly established transformation office will partner with schools and other district leaders to employ a tiered system of support, coordination, and strategic deployment of resources. We will increase responsiveness and tailor solutions to help schools solve for their most pressing challenges. We will actively monitor implementation, codify and replicate success district wide.

HIGHLY SKILLED, EFFECTIVE AND PASSIONATE STAFF: A targeted and intense talent strategy will be employed in the most challenged schools to reverse underperformance. We'll identify, recruit, and incentivize the most passionate, committed, and effective educators who demonstrate specialized competencies to serve in schools with the greatest needs. We will also adopt a professional learning approach that broadens and elevates leadership capacity at each campus to deepen impact and sustainability of change.

RESOURCES TO ACCELERATE STUDENT LEARNING: In order to accelerate learning in our most underperforming schools, we must increase our investment into the things that matter most and distribute resources equitably. We will prioritize, allocate, and use resources – people, time, and money – to create school experiences that enable students to reach empowering, rigorous learning outcomes.

EXPAND LEARNING OPPORTUNITIES: Students in the most underperforming schools will have prioritized access to more experiences that motivate and inspire them. We will increase student opportunities to learn both inside the classroom and beyond. Increasing field trips, participation in advanced placement courses, and after-school programming will be core components of ensuring students experience success both now and in the future.

REIMAGINE AND BROADEN CHOICE OPTIONS: HISD has a wealth of magnet options that provide a signature theme or program that provides unique educational opportunities designed to engage students' interests and talents, but these programs are not easily accessible to all families. We must also ensure current programs meet a standard of excellence that delivers on high academic standards and the innovative curriculum that was intended. We will remove barriers for families to make it easier to enroll in and attend choice programs by addressing timeliness, fairness, transparency, and equitable access. We will also work to better understand and meet the demand for new specialty programs, particularly in areas of the city where these options are currently not available.

WORLD-CLASS TALENT THROUGHOUT THE DISTRICT

We commit to making HISD a great place for talented people to work and grow by transforming the ways we recruit, develop, support, and retain staff.

Great teachers, principals, and support staff make a difference for students every day, fostering schools and classrooms that allow our young people to thrive. The COVID-19 pandemic shocked the global workforce and demanded more of everyone. To emerge from this experience stronger than ever, we must reimagine the ways we attract, cultivate, and retain the best talent to serve our students.



RECRUITMENT AND HIRING: In HISD, across the state, and beyond, critical staffing shortages are a challenge. This reality also poses an opportunity to upgrade existing recruitment efforts to attract new candidates and streamline hiring so that HISD draws in the very best talent to serve our students. We will share a compelling story of HISD with prospective employees and expand the types and locations of recruitment activities to meet student needs and match candidate trends. We will move hiring timelines earlier and make processes faster and friendlier. Central staff with expertise in talent management will provide proactive and strategic support to principals and other hiring managers.

COMPENSATION AND CULTURE: Our vision is that HISD becomes a destination for world-class talent because of our competitive salary and benefits and a motivating culture. To recruit and retain world-class talent, we must ensure that every single HISD employee receives a compensation package that helps us compete with other districts. We will also provide incentives for teachers and other staff who choose to work in our highest-need content areas and schools. Meanwhile, we will foster community among our employees, connecting their individual interests with our mission, opportunities to serve students, and our core values.

GROWING TALENT: To meet the growing need for teachers and leaders, we will explore new ways to prepare our people to fill critical roles and expand the impact of effective teachers and leaders. We will implement a new instructional framework and teacher evaluation system that will assess and provide consistent feedback on teacher strengths and opportunities for growth. Through Grow Your Own programs, we will help provide current and future staff with the skills, knowledge, and certification to lead as teachers and in other roles. We will adopt innovative staffing models that provide opportunities for educators to develop their skills and expand their impact to more students.

HIGH-QUALITY TEACHING AND LEARNING IN EVERY CLASSROOM

We commit to providing every student in the district a consistent academic experience, regardless of the school they attend.

Great teaching and learning are central to our mission of preparing students for the future. We must ensure our students are taught by highly trained teachers using instructional materials that are at the appropriate grade level and challenge all students.

HIGH-QUALITY READING AND MATH CURRICULUM: We will invest in reading and math curriculum, from pre-K through 12th grade, that is based on research and designed to engage students learning at all levels. We'll pilot the curriculum at a set of schools in the 2022-2023 school year before expanding across the district in 2023-2024 and beyond.



EXPANDED ACCESS TO FINE ARTS PROGRAMS:

Fine arts programs strengthen our students' understanding of math, science, language arts, and social studies and play an important role in every school. We will provide baseline expectations for fine arts offerings across the city and expand programming.

EXPANDED ACCESS TO EARLY LEARNING:

To ensure every student enters school with a strong start, we'll double down on our investment in early learning. Through expanded pre-K offerings, streamlined enrollment processes, and targeted informational campaigns, we'll strive to get every eligible student enrolled in HISD pre-K programs.

EXPANDED ACCESS TO ADVANCED COURSEWORK: Advanced courses provide opportunities for students to challenge themselves academically while building the skills and mindsets necessary to be successful in college, career, and life. Yet, all too often, access to advanced courses depends on a school's offerings, with major gaps in access at lower-performing schools. Centering our core value of Excellence for All Students, we'll ensure each school provides a baseline set of advanced course offerings by investing district-wide in staff training and resources. We'll ensure students are set up for success by building a pipeline of rigorous college preparatory courses from middle school through high school.

TEACHER TRAINING AND SUPPORT: By providing consistent instructional materials across Houston, we will be able to support teachers with high quality, personalized professional development and coaching so that our teachers can focus on the important work of increasing student achievement for all students.

EFFECTIVE SERVICES AND SUPPORTS FOR STUDENTS WITH EXCEPTIONAL NEEDS

We commit to providing best-in-class services that increase achievement for students with exceptional needs.

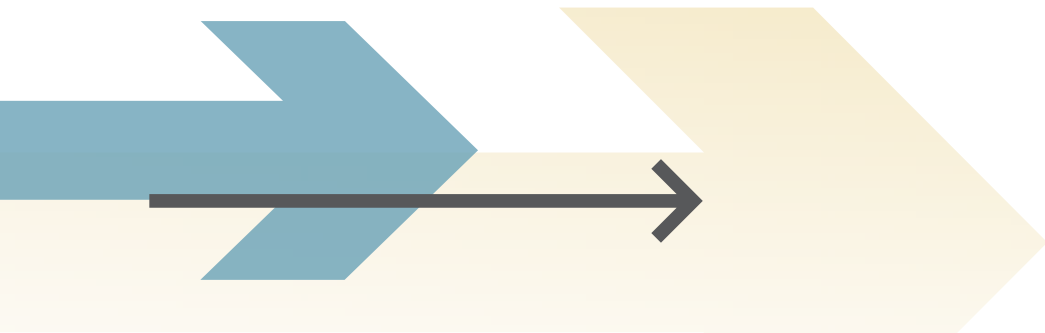


There is no question that HISD must do better for students with specialized learning needs. While historic failures are well documented, we need to analyze the data and engage directly with the families and students we serve to create a path to change. It is our responsibility to address this challenge with openness and transparency while developing systems and structures that ensure student success.

PROACTIVE AND TIMELY COMMUNICATION: Families need to know what to expect throughout the special education process, how well schools are serving students with disabilities, and where to turn if they have questions or concerns. We will develop and distribute step-by-step guides in multiple home languages to help parents get their child the right services. We'll ensure there are designated staff equipped to address parent questions and concerns in a timely manner. We'll focus on providing an exceptional customer service experience for parents and students as they navigate special education processes at their campuses and through the district.

INSTRUCTIONAL EXCELLENCE TO MEET STUDENT NEEDS: Our vision is that every child in the district has the just-right supports that allow them to excel. Like a pair of glasses, these supports must follow a student wherever they are and sharpen their ability to learn in any environment. Every single teacher must be equipped to meet diverse learning needs of their students. We'll build out the staff and resources for targeted professional development and ongoing coaching.

SYSTEMS TO ENSURE QUALITY AND COMPLIANCE: In order to ensure student needs are met across all campuses in compliance with federal and state law, HISD must build strong systems for identifying student needs, monitoring service delivery and student progress, and addressing student and parent concerns. We'll ensure every principal has the right training and guidance to understand and monitor compliance. We'll ensure that each campus has designated leads with the right knowledge and expertise to support students with special needs, including coordinating evaluation and progress monitoring, coaching teachers, and communicating with parents.



LOOKING AHEAD



CLOSING

Houston is a world-class city deserving of a world-class public education system.



As we in HISD hold ourselves accountable to the strategies and goals described within this strategic plan, we ask that the Houston community joins us in embracing this exciting new vision that puts the outcomes of our students first. Team HISD will work tirelessly to make this vision a reality, however, we understand that this work cannot be done alone. Meeting these objectives will require the continued dedication of our students, teachers, school leaders, staff, families, and community partners to continue to work as a unified front, supporting a culture of high expectations that promotes academic excellence. We are incredibly excited about the work ahead and look forward to working collaboratively with the Houston community to build a better school system, one day at a time. Together, we will ensure that every HISD student graduates prepared for success in college, career, and life.