REIMAGINE THE SYSTEM

The Houston Independent School District (HISD) empowers students to become critical thinkers, visionary leaders, and active contributors in their community, fostering a pathway to success for limitless opportunities in a competitive global landscape.

HOUSTON ISD IS THE LARGEST DISTRICT IN TEXAS.

184k students
11.5k teachers
274 schools
333 square miles

SITUATION ANALYSIS

Houston ISD lags behind Texas and the United States in overall performance.

2022 NAEP | PERCENT PROFICIENT AND ABOVE

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<td>Houston</td>
<td>19</td>
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2023 ACCOUNTABILITY RESULTS

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<tr>
<th>GRADE</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>F</th>
<th>Not rated</th>
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<tr>
<td>Non-NES/A</td>
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<td>42</td>
<td>41</td>
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CREATE NEW EDUCATION SYSTEM

COMMITMENT: CONDUCT THE NATION’S LARGEST WHOLE-SCALE TRANSFORMATION EFFORT IN AN URBAN PUBLIC SCHOOL SYSTEM AND ELIMINATE THE INEQUITIES THAT EXIST FOR HISD’S HIGHEST NEED STUDENTS.

PROGRESS

Conducted whole scale systemic reform in 85 schools
- Inducted first cohort of 28 schools into NES model
- Added 57 schools to the NES program based on principal request
- Selected another 45 schools for the 2024-2025 school year bringing the total to 130 campuses

Implemented the following initiatives
- Global experiences
- Learning, Secured, Advanced, Enriched (LSAE) instructional model
- Art of Thinking
- Unique Compensation Model
- Performance arts and life skills experiences through Dyad program

IMPROVE THE QUALITY OF INSTRUCTION

COMMITMENT: RAISE STUDENT ACHIEVEMENT BY GIVING EDUCATORS THE ADMINISTRATIVE SUPPORT AND STRUCTURE THEY NEED TO BE CHAMPIONS IN THE CLASSROOM.

PROGRESS

INCREASE EXPECTATIONS FOR PRINCIPALS TO HAVE HANDS-ON REVIEW AND PROVIDE REAL-TIME FEEDBACK TO TEACHERS.

AVERAGE OBSERVATIONS FOR THE WEEK (out of 15 pts)

<table>
<thead>
<tr>
<th>Week</th>
<th>Average Observations</th>
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<tr>
<td>Oct 9 - 13</td>
<td>9.8</td>
</tr>
<tr>
<td>Nov 6 - 10</td>
<td>10.15</td>
</tr>
<tr>
<td>Dec 4 - 8</td>
<td>10.43</td>
</tr>
<tr>
<td>Jan 22 - 26</td>
<td>10</td>
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</table>

TEACHERS ARE SHOWING UP FOR OUR STUDENTS.

TEACHERS ABSENT >10 DAYS (excluding FMLA)

<table>
<thead>
<tr>
<th>Date</th>
<th>Absent Teacher Count</th>
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<tbody>
<tr>
<td>Dec 1, 2022</td>
<td>311</td>
</tr>
<tr>
<td>Dec 1, 2023</td>
<td>180</td>
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<tr>
<td>Difference</td>
<td>-131</td>
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</table>

42% Decrease in high absenteeism
EXPAND LEADERSHIP DENSITY

COMMITMENT: DEVELOP AN INSTRUCTIONAL LEADERSHIP TEAM FOCUSED ON IMPROVING STUDENT OUTCOMES ACROSS THE ENTIRE DISTRICT, STARTING WITH THE SCHOOLS THAT NEED IT THE MOST.

PROGRESS

- Created management team structure to develop new leaders and prioritize teaching
- Instituted largest principal pay for performance evaluation system in Nation
- Provided consistent weekly programming for executive directors and monthly programming for principals
- Launched the leadership and professional development team including first cohort of the Principals Leadership Academy

IMPLEMENT INNOVATIVE STAFFING MODEL

COMMITMENT: SHIFT STAFFING PARADIGM TO ENSURE EVERY STUDENT HAS ACCESS TO 180 DAYS OF QUALITY INSTRUCTION. THE ENTIRE DISTRICT IS STAFFED TO SERVE STUDENTS WELL.

PROGRESS

- Realigned compensation and resources
  - Increased salaries
  - Differentiated compensation based on specialty

- Implemented Hospital Model supports
  - Paid teachers like highly trained professionals with specialized skills
  - Built a supportive staffing model by adding teacher apprentice and learning coaches to allow teachers to focus on instructional responsibilities

- Innovative teacher support
  - Provided on-the-job coaching
  - Created teacher apprentice role and learning coach roles

- Prioritized instructional time for teachers
  - Shifted discipline to administrators
  - Provided curriculum plans and materials, as well as consistent daily structures
  - Reassigned administrative duties such as making copies / grading papers to other support personnel
STRENGTHEN CENTRAL OFFICE EFFECTIVENESS

COMMITMENT: CREATE A STRUCTURE THAT SUPPORTS WHOLE-SCALE DISTRICT TRANSFORMATION AND ENSURES THE MAXIMUM AMOUNT OF RESOURCES MAKE IT TO STUDENTS AND CLASSROOMS.

PROGRESS

Hired world-class cabinet members
- Experienced team with over 472 years in public education
- Proven innovators in leadership

Implemented divisional structure to create more field support
- Installed Senior Executive Directors to streamline administration access
- Push supports to the field and out of central office

Decreased size of central office by 2,000 positions
- Restructured departments to improve efficiency
- Eliminated duplication of services

Completed review of systems to identify inefficiencies

IMPROVE PRE-K – 4TH GRADE READING INSTRUCTION

COMMITMENT: PRIORITIZE READING FUNDAMENTALS AND COMPREHENSION AT THE ELEMENTARY SCHOOL LEVEL TO ENSURE STUDENTS CAN READ TO LEARN.

PROGRESS

Implemented “science of reading” curriculum in NES/A elementary schools

Added 790+ Pre-K seats
August 2023-January 2024
ESTABLISH SIX SUNRISE CENTERS

Sunrise Centers provide food pantry access, health and safety resources, counseling, case management work, tutoring, clothing closets, career services, transportation, and more.

COMMITMENT: CREATE A NETWORK OF SIX COMMUNITY CENTERS TO SUPPORT STUDENT NEEDS OUTSIDE THE CLASSROOM.

Progress

- Opened seven centers across the District
- Infused communities with a $12M investment of resources
- Strengthened nonprofit and service provider relationships
- Focused on social-emotional and health of our students and families

IMPROVE SPECIAL EDUCATION

COMMITMENT: ENSURE STUDENTS WITH SPECIAL NEEDS ARE IDENTIFIED, SUPPORTED AND ACHIEVE AT HIGH LEVELS IN THE DISTRICT.

Progress

- Process Improvements
  - Improved writing and implementation of IEP’s
  - Redesigned instructional systems and practices
- Staffing
  - Increased salaries
  - Pushed support to schools and the classrooms
- Improved compliance

Identification and ARD Timelines

<table>
<thead>
<tr>
<th>Identification and ARD Timelines</th>
<th>Dec 2022</th>
<th>Dec 2023</th>
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<tbody>
<tr>
<td>Students with special needs identified</td>
<td>758</td>
<td>1,158</td>
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<tr>
<td>Missed ARD timeline</td>
<td>124</td>
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REIMAGINE THE SYSTEM

COMMITMENT: ENSURE ALL HISD STUDENTS HAVE ACCESS TO A FIRST CLASS EDUCATION.

PROGRESS

HISD students are out performing on MAP testing.

MET EXPECTED GROWTH

NWEA calculates a projected growth target for each student based on maintaining percentile rank (see example to the right). Met Expected Growth is the percentage of students who met their individualized projected growth target.

In a class of 25 students, if 15 met or exceeded their target growth, the percentage would be 60%. For a NWEA MAP test, about half of a typical group of students will meet or exceed their growth projections. For example, 66% of NES third graders met expected growth in math.

MET EXPECTED GROWTH: MATH, GRADES 3–8

<table>
<thead>
<tr>
<th></th>
<th>NES</th>
<th>NES-A</th>
<th>HISD</th>
<th>Non NES</th>
<th>55%</th>
<th>60%</th>
<th>65%</th>
<th>70%</th>
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<tbody>
<tr>
<td>Grd. 3 Math</td>
<td>66</td>
<td>65</td>
<td>62</td>
<td>61</td>
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<td>Grd. 4 Math</td>
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<td>Grd. 3-5 Average</td>
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<td>Grd. 6-8 Average</td>
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### Reimagine the System (continued)

**Commitment:** Ensure all HISD students have access to a first class education.

**Progress**

HISD students are outperforming on MAP testing.

### Met Expected Growth

**NWEA** calculates a projected growth target for each student based on maintaining percentile rank (see example to the right).

**Met Expected Growth** is the percentage of students who met their individualized projected growth target.

In a class of 25 students, if 15 met or exceeded their target growth, the percentage would be 60%. For a NWEA MAP test, about half of a typical group of students will meet or exceed their growth projections. For example, 59% of NES third graders met expected growth in reading.

### Met Expected Growth: Reading, Grades 3–8

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<tbody>
<tr>
<td>Grd. 3 Reading</td>
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