



LEADERSHIP DENSITY



QUALITY OF INSTRUCTION



INNOVATIVE STAFFING MODEL



CENTRAL OFFICE
EFFECTIVENESS



PRE-K - 4TH
GRADE READING



SPECIAL EDUCATION



SUNRISE CENTERS



NEW EDUCATION SYSTEM



REIMAGINE THE SYSTEM

DESTINATION 2035

PROGRESS REPORT:
FEBRUARY 2024

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.



-  Expect Excellence
-  Align Resources
-  Graduate Learners

HOUSTON ISD IS THE LARGEST DISTRICT IN TEXAS.

184k

STUDENTS

11.5k

TEACHERS

274

SCHOOLS

333

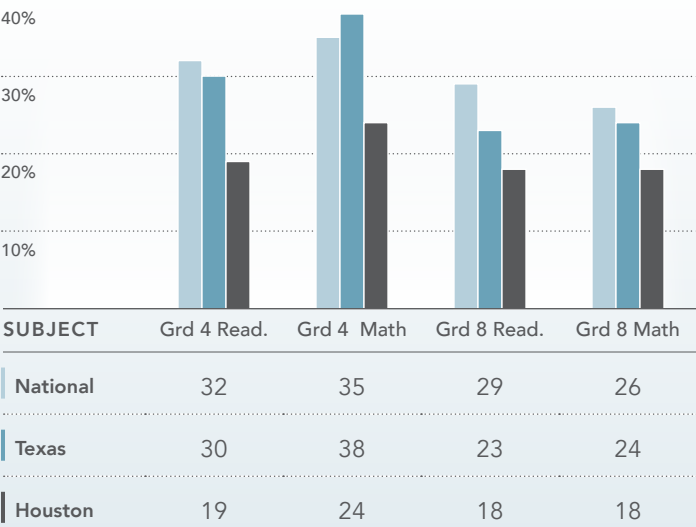
SQUARE MILES

SITUATION ANALYSIS

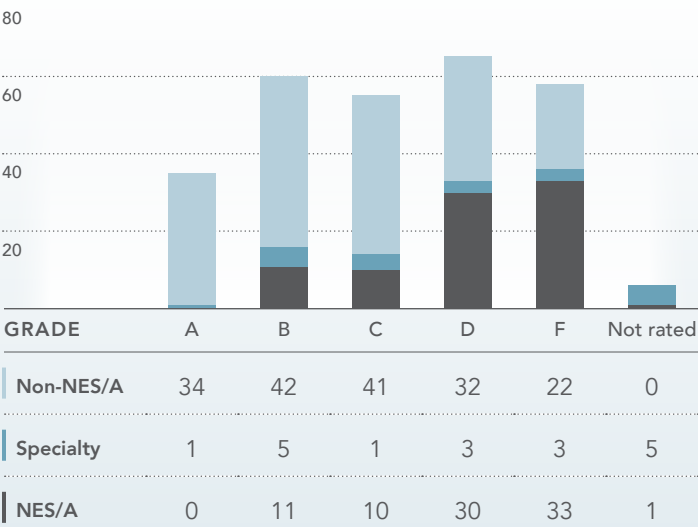
URGENCY TO CLOSE SKILLS GAP

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

2022 NAEP | PERCENT PROFICIENT AND ABOVE



2023 ACCOUNTABILITY RESULTS



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

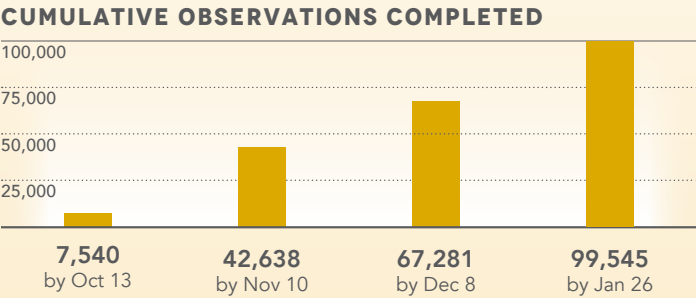
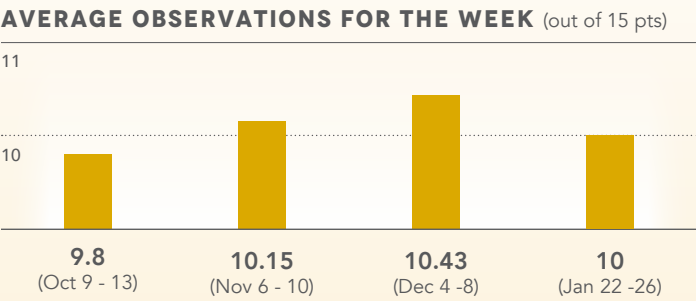
IMPROVE THE QUALITY OF INSTRUCTION



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

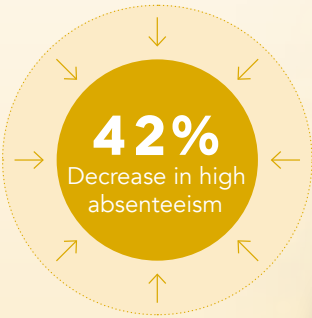
PROGRESS

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



TEACHERS ARE SHOWING UP FOR OUR STUDENTS.

TEACHERS ABSENT >10 DAYS (excluding FMLA)	
Dec 1, 2022	311
Dec 1, 2023	180
Difference	-131



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

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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
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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



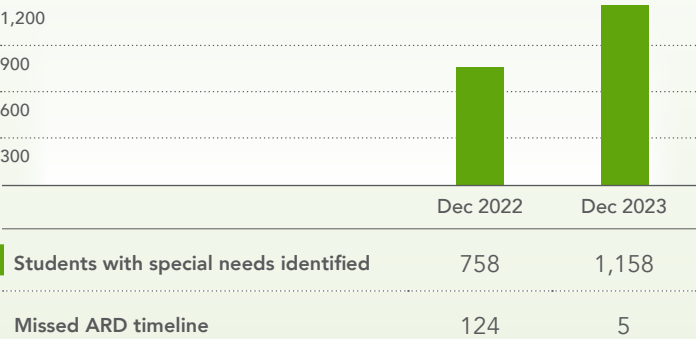
Staffing

- Increased salaries
- Pushed support to schools and the classrooms



Improved compliance

IDENTIFICATION AND ARD TIMELINES



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



REIMAGINE THE SYSTEM *(continued)*

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MET EXPECTED GROWTH: READING, GRADES 3-8

