CREATING A PATH TO POSTSECONDARY SUCCESS

- Demographics
- Our Strategic Plan
  - 1: Effective Teachers
  - 2: Effective Principals
  - 3: Rigorous Instructional Standards and Supports
    - Staying on the Path to Postsecondary Success
  - 4: Data-driven Accountability
  - 5: Culture of Trust through Action
- Success Highlights
“I’M FULFILLING MY DREAM”

A STUDENT’S PERSPECTIVE

STANLEY SANDOVAL, student at Long Academy
Speaking at annual State of the Schools luncheon
Hours before delivering his speech, Stanley found out his family was being evicted.

Four months later, they are still living with relatives.
HISD DEMOGRAPHICS

276 schools

203,354 students

57% at-risk

80% low-income
STUDENT DEMOGRAPHICS

- 63% Hispanic
- 25% African American
- 8% White
- 3% Asian
A LARGE DISTRICT
EMBRACING DIVERSITY

- 86 native languages
- 60,546 English language learners
- 1,811 refugee students
- 93% of ELL students are native Spanish speakers, followed by Arabic and Vietnamese

- 7,435 students in the district are homeless
CREATING A PATH TO POSTSECONDARY SUCCESS

A consistent and rigorous education in a safe, engaging environment

Every student graduates with keys to their choice future

HISD’S STRATEGIC DIRECTION (2010–present)
CREATING A PATH TO POSTSECONDARY SUCCESS

- Strong portfolio of schools
- Autonomy with accountability
- College and career readiness

HISD’S STRATEGIC DIRECTION (2010 – present)

1: Effective Teacher
2: Effective Principal
3: Rigorous Instructional Standards & Supports
4: Data-driven Accountability
5: Culture of Trust through Action
BUILDING A STRONG PORTFOLIO OF SCHOOLS

- Magnet schools
- Gifted and Talented
- Early Childhood Education Centers
- Montessori
- International Baccalaureate
- Dual-Language/Immersion
- Early College High Schools
- Neighborhood schools
SCHOOL AUTONOMY
WITH ACCOUNTABILITY

- Decisions are made by those closest to students
- Principals make decisions about people, time, money, curriculum and safety
  - Must meet standards for rigor and safety
  - Are held accountable for student outcomes
  - Schools receive support in designing optimal models
FOCUSBING ON COLLEGE AND CAREER READINESS

- Early Academics: College visits, Duke Tip, ReadiStep, SpringBoard, Personalized Graduation Plan
- Secondary: 15 AP classes offered at every high school, free SAT during school day, Ivy League Forum, GO Centers, EMERGE program, dual credit

Marquis Alexander, first African-American commander of Texas A&M Corps of Cadets
OPENING THEIR WORLD

1. Pre-K/Elementary
2. Middle School
3. High School
4. College or Career

Key Features:
- DIVERSE OPTIONS
- RIGOROUS PROGRAMS
- AUTONOMY IN OUR SCHOOLS
- CULTURE OF LEARNING AND INNOVATION
- EARLY PREPARATION

World of Opportunities
OPENING THEIR WORLD

A look at major reform driven by Strategic Direction
## Major Reform on Teacher Quality

<table>
<thead>
<tr>
<th>STRATEGIC DIRECTION</th>
<th>Effective Teachers</th>
<th>Effective Principal</th>
<th>Rigor</th>
<th>Data-Driven</th>
<th>Culture of Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment and Selection</td>
<td>• Haberman screening, math assessment and sample lesson • Data-driven recruitment</td>
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<td></td>
</tr>
<tr>
<td>Appraisal and Development</td>
<td>• Teacher evaluations linked to student performance • Development plans, feedback, and support for every teacher</td>
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</tr>
<tr>
<td>Retention and Rewards</td>
<td>• ASPIRE performance pay • Keeping highly effective teachers • Removing ineffective teachers</td>
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SUCCESSFULLY RETAINING EFFECTIVE TEACHERS

More than 90% of highly effective teachers retained during 2009-2010, 2010-2011, and 2011-2012.

54% of low-performing teachers exited in 2011-2012, up from 40% in 2009-2010.

ASPIRE

$136 million was paid to highly effective teachers from 2008–2009 to 2011–2012.
ALIGNED, ONGOING PROFESSIONAL DEVELOPMENT

Teacher Development Specialists: Job-embedded coaching

- Online professional learning and HISD Video Exemplars
- Face-to-face training, including Neuhaus, just-in-time curriculum previews
HIETING SCHOOL LEADERS WHO WILL SUCCEED

1. INITIAL SCREENING
2. ONLINE ASSESSMENT ON BELIEFS & VALUES
3. DEMONSTRATION OF SKILLS
4. STRUCTURED IN PERSON INTERVIEW

HIETING POOL

STRATEGIC DIRECTION

Effective Teacher
Effective Principals
Rigor
Data-Driven
Culture of Trust

OPENING THEIR WORLD HISD
LEADERSHIP DEVELOPMENT

- “Grow your own” model for aspiring leaders
- Two-year development program for new principals
- Support for first-year principals as a cohort
- Training and support for struggling principals
- Intensive training and coaching from mentors and School Support Officers
UNIVERSITY PARTNERSHIPS

Effective Teacher Culture of Trust
Effective Principals
Rigor
Data-Driven
Culture of Trust

STRATEGIC DIRECTION
MAINTAINING RIGOR

- Strong, externally validated, standards-based “college-readiness” curriculum
- Instructional framework guides teaching and used as walk-through tool
- Emphasis on uniform “teaching and learning” vocabulary
- Literacy focus in Pre-K-12
RIGOR AND COLLEGE READINESS IN THE EARLY GRADES

- MLK Early Childhood Center focuses on math/science/literacy
- 163 schools with full-day pre-K
- Renzulli gifted program infused in regular elementary curriculum.
  - Project-based learning program
- Focused teacher training in differentiating instruction
Students completing eighth-grade Algebra I/pre-AP jumped 24 percent from 2007-08 to 2010-11.

- Springboard
- Laying the Foundation
- Duke Talent Identification Program
HIGH SCHOOL MODELS

- Four early college high schools
- IB programs
- Specialized academies
- GO Centers in every high school
- 419 dual credit offers in 2011-2012
MORE HIGH SCHOOL STUDENTS TAKE COLLEGE READINESS EXAMS

- 15+ AP courses at all high schools
- Pre-AP curriculum
- SAT, AP exam fees paid by HISD
- In-school SAT testing
SUPPORTING RIGOR WITH EARLY INTERVENTION SYSTEMS

- Principal student case study
- Beginning-of-the-year diagnostics exam
- Response to Intervention (RtI)
- Early Warning Indicator System
- Tiered Intervention Support System
## Percentage of students in 2012 participating in AP courses:

<p>| | |</p>
<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>Houston ISD</td>
<td>54%</td>
</tr>
<tr>
<td>Rest of Texas</td>
<td>36%</td>
</tr>
<tr>
<td>Rest of U.S.</td>
<td>32%</td>
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</tbody>
</table>

## Increase in AP seats: (2010-2012)

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<table>
<thead>
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</tr>
</thead>
<tbody>
<tr>
<td>Houston ISD</td>
<td>127%</td>
</tr>
<tr>
<td>Rest of Texas</td>
<td>64%</td>
</tr>
<tr>
<td>Rest of the U.S.</td>
<td>57%</td>
</tr>
</tbody>
</table>
AP: EXPANSION IN EQUITY, ACCESS

Increase in Scores of 3 or Better on AP Exams

Achievement and Performance (2010-2012)

- Houston ISD: 51%
- Rest of Texas: 31%
- Rest of the U.S.: 27%

Texas: 31%
US: 27%

Effective Teacher
Effective Principals
Rigor
Data-Driven
Culture of Trust
AP: EXPANSION IN EQUITY, ACCESS

Students Scoring 3+ on at least one AP Exam

Equity and Access (2010-2012)

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Houston ISD</td>
<td>12%</td>
</tr>
<tr>
<td>Rest of Texas</td>
<td>8%</td>
</tr>
<tr>
<td>Rest of the U.S.</td>
<td>8%</td>
</tr>
</tbody>
</table>

Texas 8%
US 8%

Effective Teacher
Effective Principals
Rigor
Data-Driven
Culture of Trust
DATA-DRIVEN ACCOUNTABILITY

- Getting multiple data reports, including EVAAS value-added, into educators’ hands
- State-of-the-art data warehouse
- Early warning indicators
- Alignment of dashboards, district and school scorecards (e.g. Board Monitoring, School Profiles), superintendent’s appraisal
A “NO EXCUSES” CULTURE

- Apollo 20
- Dropout prevention
- Caring for the whole child
- Classroom, campus, and districtwide family and community engagement efforts

STRATEGIC DIRECTION

Effective Teacher  Effective Principals  Rigor  Data-Driven
APOLLO 20

- $16.8 million contributed by business, philanthropic leaders
- Apollo 20 schools considered a proven national model after almost three years

“In terms of strategies designed to help poor children at risk in public schools, nothing like the Apollo project is going on anywhere in America.”

—Geoffrey Canada
Harlem Children’s Zone
APOLLO 20 LEVERS

- Strong leaders that are change agents
- Effective teachers
- Increased instructional time
- Data-driven instruction
- High-dosage tutoring
- Culture of high expectations and no excuses
DROP OUT PREVENTION

HIGH SCHOOL AHEAD

GRADUATION LABS

TWILIGHT HIGH SCHOOLS

DROP OUT RECOVERY, INTERVENTION

STRATEGIC DIRECTION

Effective Teacher

Effective Principals

Rigor

Data-Driven

Culture of Trust
CARING FOR THE WHOLE CHILD

- Classroom breakfast for all elementary and middle school students
- Physical and psychological safety
  - Free vision screenings and eyeglasses funded; dental programs
  - Social/emotional well being and anti-bullying efforts
  - Counseling, family support services
EXEMPLARY RESULTS
ELEMENTARY SCHOOLS COMMENDED IN STATE TEST (TAKS*)

**READING**

- Third-grade:
  - 2008: 30
  - 2011: 42 (Increase: +12)

- Fifth-grade:
  - 2008: 22
  - 2011: 33 (Increase: +11)

**MATH**

- Third-grade:
  - 2008: 28
  - 2011: 34 (Increase: +6)

- Fifth-grade:
  - 2008: 35
  - 2011: 41 (Increase: +6)

* Texas adopted new accountability system in 2011-2012
BILINGUAL ELL STATE TEST (TAKS)

Math:
% Commended in grades 3-5

<table>
<thead>
<tr>
<th>Year</th>
<th>% Commended</th>
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<tbody>
<tr>
<td>2007-2008</td>
<td>35</td>
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<tr>
<td>2008-2009</td>
<td>35</td>
</tr>
<tr>
<td>2009-2010</td>
<td>35</td>
</tr>
<tr>
<td>2010-2011</td>
<td>39</td>
</tr>
</tbody>
</table>

Reading:
% Commended in grades 3-5

<table>
<thead>
<tr>
<th>Year</th>
<th>% Commended</th>
</tr>
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<tbody>
<tr>
<td>2007-2008</td>
<td>28</td>
</tr>
<tr>
<td>2008-2009</td>
<td>28</td>
</tr>
<tr>
<td>2009-2010</td>
<td>48</td>
</tr>
<tr>
<td>2010-2011</td>
<td>48</td>
</tr>
</tbody>
</table>
BILINGUAL SCIENCE

Percentage of students meeting the advanced standard for the district and the state

**HISD**

6%

**STATE**

3%
HISPANIC, AFRICAN-AMERICAN MIDDLE SCHOOLERS TOP U.S. PEERS

NAEP MATH RANKINGS: HISD compared to large cities

<table>
<thead>
<tr>
<th>Category</th>
<th>Grade 4</th>
<th>Grade 8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economically disadvantaged</td>
<td>5&lt;sup&gt;th&lt;/sup&gt;</td>
<td>1&lt;sup&gt;st&lt;/sup&gt;</td>
</tr>
<tr>
<td>Hispanic students</td>
<td>6&lt;sup&gt;th&lt;/sup&gt;</td>
<td>1&lt;sup&gt;st&lt;/sup&gt;</td>
</tr>
<tr>
<td>African-American students</td>
<td>4&lt;sup&gt;th&lt;/sup&gt;</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt;</td>
</tr>
</tbody>
</table>
STUDENTS SCORING 500+ ON SAT

  - Increase: +528

  - Increase: +929

  - Increase: +368
Number of AP exams taken soars 129% from 2009-2012

Significantly more African-American, Hispanic students are passing AP tests
Graduation rates reach all-time high

White-Hispanic gap continues to narrow

Graduation rates:
- Class of '08: Hispanic - 68, African American - 68.2, White - 62.8, All students - 62.8
- Class of '09: Hispanic - 77.1, African American - 76.2, White - 76.2, All students - 76.2
- Class of '10: Hispanic - 78.5, African American - 77.1, White - 78.5, All students - 78.5
- Class of '11: Hispanic - 90.1, African American - 84.7, White - 90.1, All students - 90.1

White-Hispanic gap:
- Class of '08: 21.9
- Class of '09: 13.9
- Class of '10: 13.9
- Class of '11: 13.9

Legend:
- **Red**: Hispanic
- **Orange**: African American
- **Turquoise**: White
- **Green**: All students
RECORD LOW DROPOUT RATE

Dropout rates hit all-time low

White-Hispanic gap dramatically reduced

- Hispanic
- African American
- White
- All students
RECORD HIGH SCHOLARSHIP OFFERS

$180 MILLION IN SCHOLARSHIP OFFERS FOR CLASS OF 2012

Alejandra Ortega: $400,000 in scholarship offers

Class of 2009: $74.5 million
Class of 2010
Class of 2011
Class of 2012

OPENING THEIR WORLD ☆ HISD
FAMILIES ARE CHOOSING HISD

Enrollment: 201,594
Attendance rate: 95.7%
“WE CAN OVERCOME ANYTHING”
A TEACHER’S PERSPECTIVE

Raquel Sosa-Gonzalez, Las Americas Newcomer School
OPENING THEIR WORLD
HOUSTON INDEPENDENT SCHOOL DISTRICT

OPENING THEIR WORLD