

BOARD WORK SESSION

3 AUG 2023



The HISD Transformation Journey



60-day Accomplishments

Vision setting.

Changing the mindset of HISD to orient around Destination 2035

- Rolled out Destination 2035 plan
- Passed a revised budget more aligned with our reform efforts
- Dozens of hours with principals, assistant principals, and school leadership in training and meetings
- Revised 13 Board policies (to be adopted on August 10)

60-day Accomplishments

Meetings with Houston Families

Campuses	Date	Total Attendees
Forest Brook MS	Tuesday, June 27	115
MC Williams MS	Thursday, June 29	70
Pugh ES	Tuesday, July 11	123
Marshall MS	Thursday, July 13	84
Hattie Mae White	Tuesday, July 18	117
Virtual Event	Thursday, July 20	494
West Briar	Saturday, July 29	111
Stevenson MS	Tuesday, August 1	138
Attucks MS	Wednesday, August 2	108

60-day Accomplishments

Central Office.

Reorganizing to support students, educators, and schools

- Reorganized most of the departments in Central Administration, aligning the structure to the priorities outlined in the 2035 plan
- Right-sized Central Administration, eliminating 2,334 positions
- Developed the plan and began implementation of that plan to move central administration services closer to the schools.

60-day Accomplishments

New Education System. Approaching learning and schools with the future in mind.

- Began implementation of a plan to conduct wholesale, systemic reform – 28 New Education Schools (NES)
- Reconstituted 28 Schools
- Added 57 schools to the wholesale transformation process, bringing the total to 85 (out of 273 schools)

60-day Accomplishments

School Leaders, Teachers, and Schools.

Enabling leaders to lead toward Destination 2035

- Assessed leadership at chronically failing high schools – reassigned four high school principals
- Developed and previewed the largest principal pay-for-performance plan in the nation (to be adopted in September)
- Significantly revised the list of reports, requirements, and paperwork that principals had previously had to submit, eliminating most of the non-instructional tasks
- Reduced teacher vacancies from close to 800 to under 238 by end of July; will get close to zero by school start (644 vacancies at the start of the school year last year)

60-day Accomplishments

School Leaders, Teachers, and Schools.

Enabling leaders to lead toward Destination 2035

- Developed and previewed a pay-for-performance plan for the teachers in the 85 NES and NES-aligned schools (to be adopted on August 10)
- Increased compensation for approximately 2,350 teachers by \$10,000; increased compensation for another 1,200 teachers by approximately \$25,000.
- Began creation of lesson plans and differentiated assignments for 85 schools based on HQIM curriculum and an innovative instructional model
- Conducted six full days of professional development for school and instructional leaders

HISD Vision

By the year 2030, HISD will implement wholesale systemic reform of 150 schools to significantly narrow achievement gaps and prepare all students for Year 2035 workplace and world.



More clarity; greater urgency



This is the last generation of underserved children that will go through public education before the skills gap is locked in for the next 30 years.

Two significant adjustments

Ineffective and broken system and processes



Need to upgrade CTE courses



57 Schools Stepped Up



$$\boxed{\text{NES}} = \boxed{\text{NES/A}}$$

Except:

I) No reconstitution

**II) Compensation plan for
this year**

NES and NES-A

- Staffing Model
- Hospital model compensation
- LSAE instructional model
- Art of Thinking class
- Student travel
- Dyad courses
- Pay-for-performance evaluation/ compensation
- Instructional coaching model
- Curriculum/instructional supports
- Doors open early; close later

Summer Professional Development

SUMMER PD COMPLETED	SUMMER PD UPCOMING
June 6-8, 13 1200 Campus and District Leaders Trained	Aug 7-10 NES Campus Leader Training in Odessa
June 17 NES Campus Design Training	Aug 7-11 NES Teacher Curriculum Training
June 18 ED and Campus Leader Training	Aug 14, 15, 17, 18 Districtwide Teacher Training at NRG
July 31-Aug 1 ED and Campus Leadership Conference	Aug 16 Convocation (NRG and satellite locations)
Aug 2-3 ED and Campus Leadership Curriculum	Aug 21-25 Campus-level Training with Principals

Principal/AP 2023-2024 Schedule

PRINCIPALS 8AM-3:30PM	ASSISTANT PRINCIPALS 8AM-12PM
Tuesday, September 12	Wednesday, September 13
Tuesday, October 10	Wednesday, October 11
Tuesday, November 14	Wednesday, November 15
Tuesday, December 12	Wednesday, December 13
Tuesday, January 9	Wednesday, January 10
Tuesday, February 13	Wednesday, February 14
Tuesday, March 19	Wednesday, March 20
Tuesday, April 16	Wednesday, April 17
Tuesday, May 14	Wednesday, May 15



WHAT IF DATA



What If Data

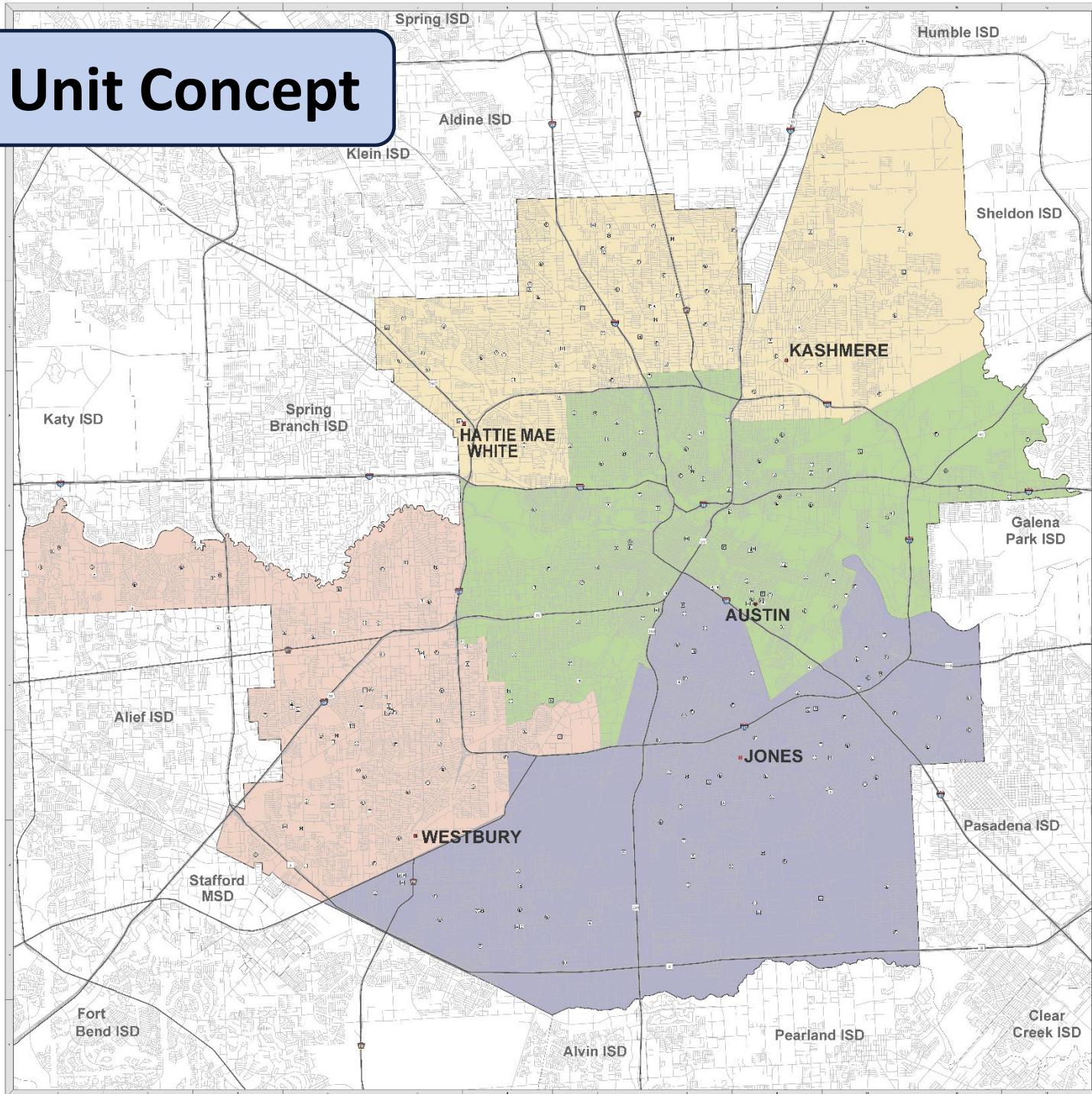
- **Decreases the 2022 rating of an B (88) to a C (76)**
- **69 schools (27%) decreased at least one letter grade**
- **57% of high schools have a decreased letter grade**



What If Data

	ES	MS	HS
D	16	4	10
F	7	5	10
	NES	NES-A	Non-NES/A
D	1	9	20
F	7	11	4

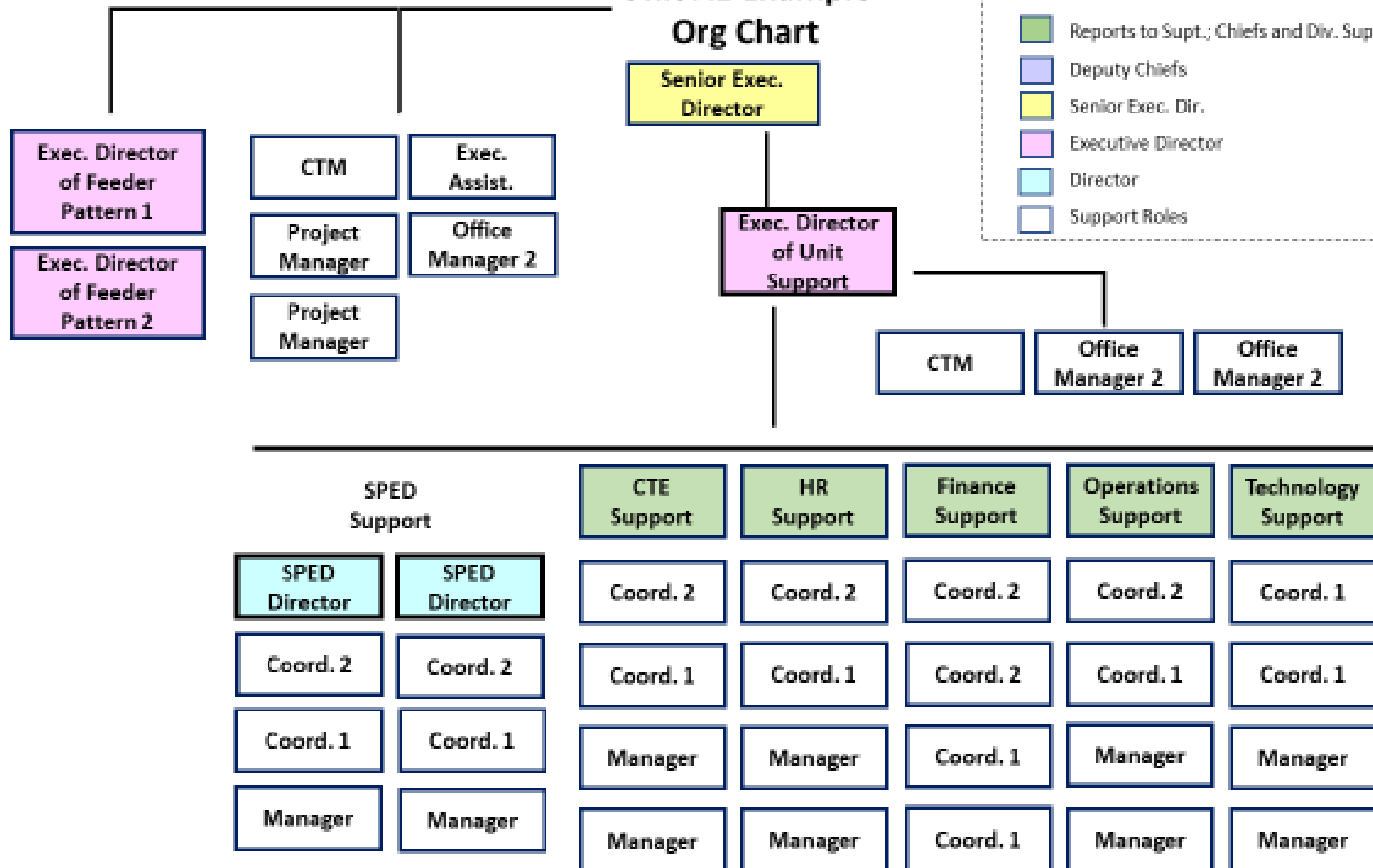
The Unit Concept



Unit A1 Example Org Chart

Legend

- Reports to Supt.; Chiefs and Div. Supts.
- Deputy Chiefs
- Senior Exec. Dir.
- Executive Director
- Director
- Support Roles



Reorganization

Department	Available Positions	
	June 2023	July 2023
Operations	6,372	5,080
Academics	2,478	1,052
Human Resources	235	153
Finance	368	360
Schools	331	0
Information & Technology	298	297
Chief of Staff	75	76
Legal	19	17
Strategic Initiatives	0	570
Division Supts / Units	0	180
Professional Development	0	57
Total	10,176	7,842



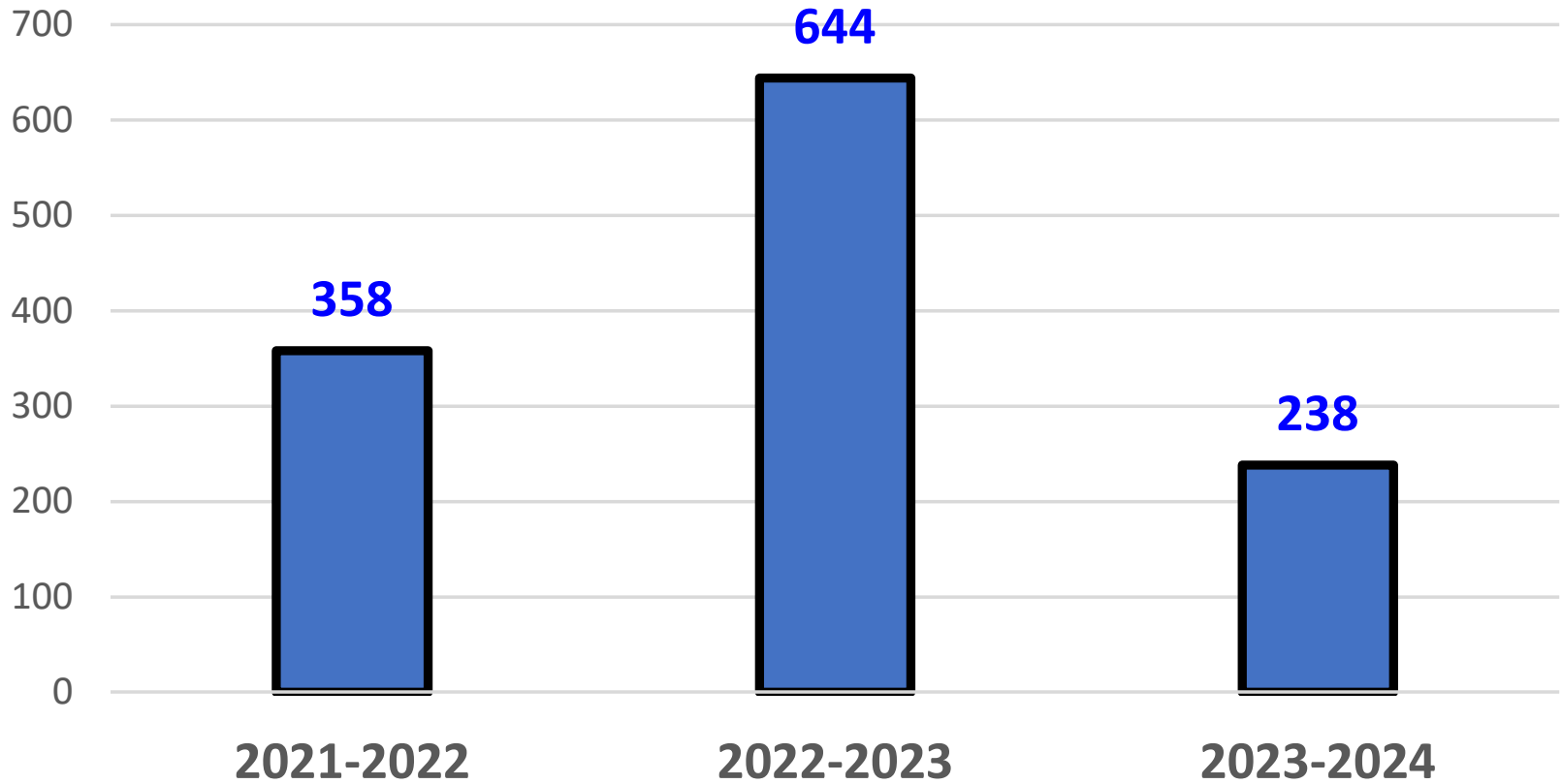
STAFF VACANCIES

AUGUST 2023



Teacher Vacancies

HISD Teacher Vacancies at BOY



Human Resources Department Waiver & Coverage Data August 2, 2023

# of Candidates Requiring Waivers for the 2023-2024 SY (As of August 2, 2023)	Teachers – 84 Assistant Principals – 72
# of ACP Candidates for the 2023-2024 SY (As of August 2, 2023)	294
# of ACP Candidates for the 2022-2023 SY	320
# of Teachers Requiring Waivers for the 2022-2023 SY	0
# of Assistant Principals Requiring Waivers for the 2022-2023 SY	0
# of Teachers on a Non-Renewable Permit for the 2022-2023 SY	48
# of Associate Teachers Covering Classes at the Beginning of the 2022-2023 SY	478
# of Central Office Staff Members Covering Classes at the Beginning of the 2022-2023 SY	8

What We're Doing

- Applicant volume remains high
- Yesterday, we received more than 1,300 applications
 - 800 applications for teacher roles
- We are conducting hundreds of interviews every day
- Another Teaching Hiring Fair tomorrow
 - Friday, August 4th



HISD GOALS

AUGUST 2023



Goals

- Decrease the number of D & F rated schools from 50 in 2023 to fewer than 20 by July 2024
 - Raise the overall accountability rating of at least 70% of the NES schools at least one level from the 2023 rating (or maintain an A rating)
 - The NES schools will achieve an average 1.5 years of growth on the NWEA Math and Reading assessments
 - The NES schools will achieve an average percentile growth of at least 6% in NWEA Math and Reading assessments

GOALS

- Improve the quality of instruction
 - The percentage of teachers receiving a “Proficient” or higher rating on the spot observations will be 10% higher by 1 Feb 2024 than the percentage on 20 September 2023 as assessed by an District review team
 - This percentage will be 20% higher than the beginning of year (September) in May 2024

GOALS

- SPED instruction and achievement
 - By 1 June 2024, the average 3-8 student with special needs in F, D, and CI schools will demonstrate academic growth at least 1.4 times the national average on the NWEA MAP assessments in reading, math, and science (not including life-skills students)

GOALS

■ CCMR

- HISD will increase the percentage of graduates attending college, entering public service, or graduating with an industry-approved certification by 5%
- HISD will prepare and begin implementation of a district-wide plan to upgrade CTE programs and add AI-related courses at all high schools

Priority Work Areas (PWAs)

