Strategic Direction Discussion—Phase II

*Working to become the best school district in America*

June 2, 2010
Districtwide Principal Meeting
Today’s agenda

- Review strategic planning process
- Discuss core initiatives for HISD’s transformation
HISD has developed a clear set of goals

1. Increase student achievement
2. Improve human capital
3. Provide a safe environment
4. Increase management effectiveness and efficiency
5. Improve public support and confidence in schools
6. Create a positive district culture

Our ultimate goal is to become the best school district in America.
These goals are aligned with the core values set by the Board of Education

- Safety Above All Else
- Student Learning is the Main Thing
- Focus on Results and Excellence
- Parents are Partners
- Common Decency
- Human Capital—People Matter
To achieve our goals, we launched a strategic planning process

- Six-month effort that started in February and will end in August

- Purpose:
  - Provide clear picture
  - Include learnings
  - Develop shared vision
  - Outline core initiatives
  - Develop implementation and communication plans

Blueprint to guide transformation
We are currently in Phase II of the strategic planning process

Phase I
- Conduct diagnostic research

Phase II
- Develop a strategy for impact

Phase III
- Plan for implementation and communication
The core initiatives and strategies emerged from a number of sources

- Stakeholder feedback
- External benchmarking
- Leveraging of previous HISD research
- Team HISD input
- Board input
- Initial diagnostic research

Core initiatives and key strategies
## Feedback about our strengths and opportunities for improvement

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Opportunities for improvement</th>
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<tbody>
<tr>
<td>• Choice</td>
<td>• Equity of options</td>
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<tr>
<td>• Diversity</td>
<td>• Teacher and leadership quality</td>
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<td>• Specialty programs</td>
<td>• Students’ health</td>
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<td>• Extracurricular options</td>
<td>• Safety (e.g., bullying)</td>
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<td>• Great teachers, principals, and school staff (at some schools)</td>
<td>• Transparency in communications</td>
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<td>• Materials, technology, and resources (at some schools)</td>
<td>• Collaboration with parents and broader community</td>
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</table>
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- Discuss core initiatives for HISD’s transformation
Core initiatives for HISD transformation

1. Effective Teacher in Every Classroom
2. Principal as CEO
3. Rigorous Instructional Standards and Supports
4. Data-Driven Accountability
5. Culture of Trust Through Action

Board of Education goals for HISD from Declaration of Beliefs and Visions

Best school district in America
1 Effective Teacher in Every Classroom

- Teacher recruiting, selection, and staffing
- Rigorous teacher appraisal process
- Individualized support and professional development
- Career pathways and differentiated compensation

Every HISD teacher consistently demonstrates effective instruction and student learning gains, and teachers receive feedback, support, rewards, and recognition to continuously improve performance.
Principal staffing standards and practices

Instructional leadership development

School decision-making model

Rigorous principal appraisal system

Safe and secure environment

Principals are empowered instructional leaders and decision-makers with high and clear expectations
Rigorous Instructional Standards and Supports

- Curriculum and assessment
- Response to intervention model
- School turnaround
- Literacy program
- Numeracy/mathematics program
- Equity in access to educational programs

There is equity in access to quality instructional models for accelerating student academic growth and achievement.
4 Data-Driven Accountability

- Data architecture, warehouse, and technology infrastructure
- Performance management tools and practices
- Business processes

Robust systems and processes enable easy access to and use of key data to inform decisions and manage high levels of performance districtwide.
Culture of Trust Through Action

- Engagement of internal stakeholders
- Engagement of external stakeholders
- Communications capacity
- Proactive communication strategies and processes

Communications strategy and processes exist that foster engagement, commitment, and unity of internal and external HISD stakeholders.
Breakout questions

- How do these initiatives capture what you think is important for the district to achieve its goals?

- Are there any key elements or strategies that you think should be added?

- ...

- ...
Our next steps

- Incorporate comments into strategic planning process
- Develop detail on core initiatives and key strategies
- Continue to gather input from other members of Team HISD across the district
- Modify plan based on outreach information
- Continue to keep you updated about the progress of HISD’s transformation
We look forward to working together as we transform the district.

Check our Web site regularly for updates:
www.houstonisd.org/strategicdirection

Send us your comments by e-mail to:
strategicdirection@houstonisd.org