



TEACHER and SCHOOL LEADER (TSL)

INCENTIVE PROGRAM

Project LEADERS

Leveraging **E**ffective **A**cademics **D**istrictwide for **E**quity and **R**esources for **S**tudents

The TSL Grant



What is the TSL Grant?

The U.S. Department of Education awarded Houston Independent School District (HISD) the Teacher and School Leader (TSL) Incentive Grant in the fall of 2017. TSL grant funding will provide HISD with the opportunity to increase the effectiveness of teachers, principals, and other school leaders. The TSL Incentive program aims to improve student outcomes by increasing educator effectiveness.

The U.S. Department of Education awarded 14 new grants under the FY 2017 Teacher and School Leader Incentive Program (TSL) competition. These awards total \$88,058,069 for the first project year and will be implemented over a three year period. TSL funding will provide grantees with the opportunity to increase the effectiveness of teachers, principals, and other school leaders by developing, implementing, improving, and/or expanding performance-based compensation systems and human capital management systems.

The TSL program builds on the former Teacher Incentive Fund (TIF) program and promotes performance-based compensation and comprehensive human capital management systems for teachers, principals, and other school leaders. Support of these systems is intended to catalyze improvements in a district's human capital management system to drive increased student outcomes.

In recognition of the importance that effective school leadership has on student achievement, TSL also promotes comprehensive Evaluation and Support Systems for all Educators within a Local Education Agency (LEA), especially those serving in high-need schools. By providing educators with performance-based compensation, including robust career ladder opportunities, and offering a range of related educator supports, the TSL program aims to improve student outcomes by increasing educators' effectiveness.

Purpose of the Grant

- Prioritize improvements in the District's human capital management system (HCMS)
- Implement a sustainable performance-based compensation system (PBCS)
- Increase the effectiveness of teachers, principals, and other school leaders
- Increase student achievement

Key Strategies

- Strengthen recruiting and staffing policies and practices
- Establish a rigorous and fair appraisal system
- Provide effective and individualized support and professional development
- Offer meaningful Career Pathways characterized by increased responsibility and compensation
- Provide wraparound mental and physical health services to remove barriers to learning
- Strengthen parent and community engagement to promote student success

Amount of Award

Five-Year Grant Award in the amount of \$47,411,668

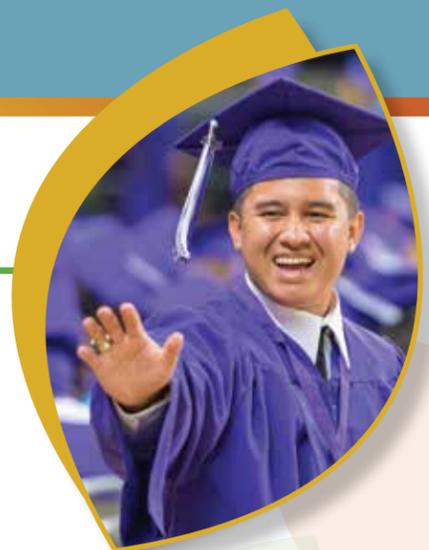
- Years 1-3 (\$28,940,344)
- Years 4-5* (\$18,471,324)
**Dependent upon substantial progress toward grant goals*

School Eligibility

- Free and Reduced Meals Status over 50% (average 85%)
- Priority, Focus, or Improvement Required Schools (Achieve 180 Schools)
- Approved by District Leadership

Grant Components

- Incentivized Pay
- Wrap-Around Services (Mental Health and Health Services)
- University Partnerships: Bilingual Cohort (University of St. Thomas); Teach Forward Houston (University of Houston); and other partnerships to be developed
- Professional Development
- Family and Community Engagement



TSL Incentives



Teacher Transfers

High-Achieving Teachers transfer to Low-Performing, High-Need Schools

- One-time incentive of \$10,000
- Opportunity to serve as a Career Pathway Teacher Leader in future years

Assistant Principal Transfers

High-Achieving Assistant Principals transfer to Low-Performing, High-Need Schools

- One-time incentive of \$10,000
- Opportunity to serve as a principal successor

Principal Transfers

High-Achieving Principals transfer to Low-Performing, High-Need Schools

- One-time incentive:
\$10,000 – Elementary School
\$15,000 – Middle School
\$20,000 – High School
- Opportunity to earn a performance bonus up to \$7,500 for school success

Principals at Low-Performing, High-Need Schools

- Opportunity to earn a performance bonus up to \$7,500 for school success
- Opportunities for professional growth

Principal Mentors

- Provide support to new or struggling principals
- Incentives include a base stipend and the opportunity to earn a performance bonus



Career Pathways Teacher Leaders

The solution to campus teacher performance gaps already exists in the building: Teacher Leaders. HISD's Career Pathways Teacher Leader program leverages the districts' best classroom teachers to provide embedded instructional support to their peers and improve student outcomes while building an enhanced pool of campus leaders.

Incentives up to \$10,000 including a base stipend and performance-based bonuses

Career Pathways Master Mentor

Role: Supports a cohort of one to three novice teachers (0-3 years) throughout the school year

Incentives: \$3,500 base stipend; up to \$2,500 performance bonus for supported teacher success

Minimum qualifications: Maintains an effective/highly effective rating on district teacher evaluation

Career Pathways Teacher Leader Specialist (Campus Level)

Role: Supports the entire school in a specialized area*; works with teachers as needed

Incentives: \$3,500 base stipend; up to \$2,500 for school growth

Minimum qualifications: Maintains an effective/highly effective rating on district teacher evaluation

Career Pathways Teacher Leader Specialist (Cohort)

Role: Supports a cohort of one to three teachers throughout the school year in a specialized area*

Incentives: \$3,500 base stipend; up to \$2,500 for supported teacher success

Minimum qualifications: Maintains an effective/highly effective rating on district teacher evaluation

**Teacher Leader roles include Classroom Culture Specialist, Data Tracking and Assessment Specialist, Effective Practice Specialist, Instructional Technology Specialist, Literacy Specialist and additional roles aligned to district initiatives*

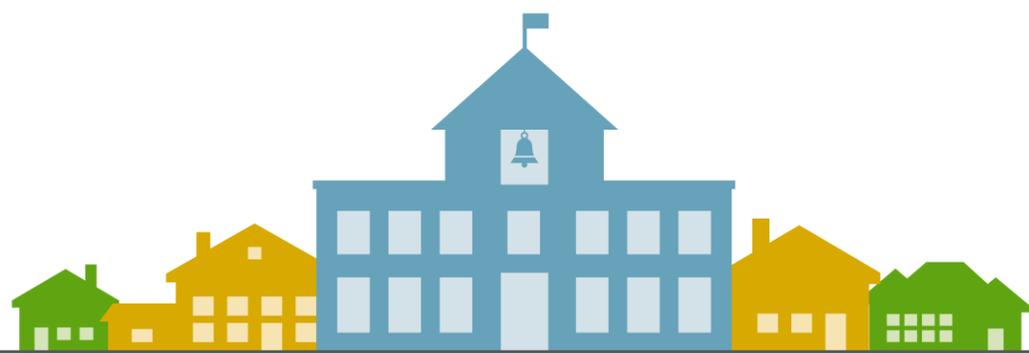
Career Pathways Instructional Excellence Coach (Cohort)

Role: Coaches a cohort of one to three novice teachers throughout the school year with a focus on improving student outcomes

Incentives: \$5,000 base stipend; up to \$5,000 for supported teacher success

Minimum qualifications: Maintains a highly effective rating on district teacher evaluation

HISD Wraparound Services



EVERY COMMUNITY EVERY SCHOOL

The Plan

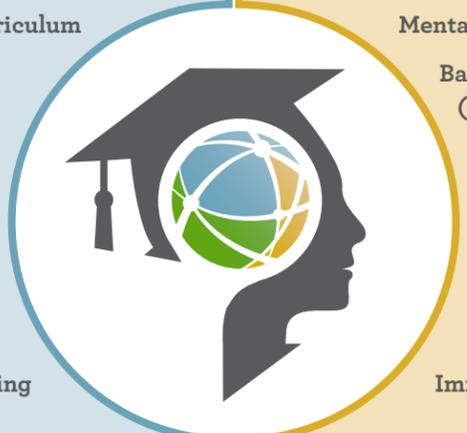
The plan for Every Community Every School is based on the findings of interviews with Houston civic and community leaders; the study of other large cities and school districts with wraparound service programs; input from district, school, and teacher leaders at HISD; analysis of HISD, TEA, and Census data; and the review of existing local efforts.

With support from the City of Houston and with funding from the Houston Endowment, HISD has developed Every Community Every School, a comprehensive initiative to connect schools to non-academic supports needed to improve the well-being and academic achievement of all students.

Often called wraparound services, these non-academic supports address critical issues such as mental health and physical health needs, food insecurity, lack of stable housing, violence, incarceration of a parent, and many other challenges that can have adverse effects on a student's readiness and ability to learn. When wraparound services are provided in tandem with strong academics and high-quality teaching, schools can truly meet the needs of the whole child and graduate students who are college and career ready.

Get involved and learn more at WWW.HoustonISD.org/Wraparound

ACADEMICS	WRAPAROUND SERVICES
Effective, holistic curriculum	Mental health
High-quality, data-driven teachers	Basic needs (e.g. food, shelter)
Strong school leadership	Out-of-school time/Vocation
Safe, maintained facilities	Legal, safety and crisis support
Personalized learning	Cultural and spiritual
	Social and recreational
	Immigration



TSL Services

The City of Houston, acting by and through its Health Department, works with HISD to help parents and students gain access to care by assisting families with enrollment in Children's Health Insurance Program (CHIP), Medicaid, SNAP Food Benefits, Gold Card, Temporary Assistance for Needy Families (TANF), and other programs.



Communities In School (CIS) provides supportive guidance and counseling and brings community resources into schools to empower success for all students by removing barriers for vulnerable students at risk of dropping out, keeping kids in school and on the path to graduation.

Project CLASS (Children Learning Appropriate Social Skills) develops core underpinning social and relationship skills in children 3-5 and 6-12 years old, and strengthens social skills teaching abilities of teachers, teacher assistants, other school staff, and parents.



TEACH (To Educate All Children) provides educators with intensive training and coaching in de-escalation, conflict resolution, and nonverbal communication to promote calmer and more productive classrooms, to decrease disciplinary referrals, and to improve student achievement.



University of St. Thomas Bilingual Cohort



Earn a University of St. Thomas B.A. in Education and become a Bilingual (or ESL*) Teacher in Houston ISD

Houston Independent School District has partnered with University of St. Thomas and Houston Community College to prepare elementary teachers to teach in the area of English as a Second Language or bilingual education. This two-year program is a perfect opportunity for Houston ISD paraprofessionals, associate degree graduates, and current aspiring teachers to earn a bachelor's degree from the University of St. Thomas and ultimately return to the Houston ISD community for a minimum of three years as a classroom teacher.



Program benefits include:

- \$7,500 Tuition Assistance per year
- Financial Aid Opportunities
- Reduced Tuition Cost
- Flexible Schedule and Location

Requirements:

- An associate degree or 60 college credit hours that meet the university's requirement of a GPA of 2.75, but preferably 3.0
- Native-like fluency in Spanish or another high-need language**
- Desire to become an elementary bilingual (or ESL) teacher in Houston ISD

*An ESL Cohort is being developed and will begin in the 2019-2020 school year, if minimum enrollment numbers are met.

**This requirement will be waived for the ESL program, but candidates must have strong ability to work with students whose first language is not English.

For more information, contact:

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Teach Forward Houston



TEACH FORWARD HOUSTON

What is the Teach Forward Houston program?

Teach Forward Houston (TFH) is a ground-breaking and prestigious fellowship developed in partnership between the forward-thinking leaders of Houston Independent School District and University of Houston. Together, UH and HISD are working to ensure our schools are staffed with highly effective teachers who have a vested interest in improving their community through education. TFH Fellows earn a B.S. in Teaching and Learning at the University of Houston, and ultimately return to the greater Houston community for a minimum of four years as an HISD classroom teacher and instructional leader on the front lines of education.

What supports can fellows expect throughout the program?

Teach Forward Houston Fellows receive program supports throughout their experience in the four-year degree program and also while serving as a teacher of record in HISD. HISD supports include, but are not limited to, tuition assistance; designated summer-internship opportunities; prioritized hiring support; coaching and mentoring; cohort activities; and targeted and specialized professional development.

For more information, email TeachForwardHouston@houstonisd.org or visit the Teach Forward Houston website.



Additional TSL Supports

Recruitment and Retention

The TSL grant aims to attract local talent to HISD campuses by partnering with local universities to identify graduating teachers who are willing to make a commitment to teach at a high-need campus for multiple years, especially in critical shortage areas including, but not limited to, STEM, Bilingual Ed, and Special Ed (specialized).



Robust Appraisal Systems and Continuous Feedback

Through the TSL grant, the District is making updates to its teacher and school leader appraisal systems, making them more user friendly and accessible. Additionally, the TSL grant is funding new feedback platforms that enable teachers and school leaders to evaluate their own practices and make adjustments, and gain understanding of how their students perceive them in the classroom.

Teacher Appraisal and Development System (TADS)

TADS is designed to increase the effectiveness of each HISD teacher by providing relevant feedback and support, as well as meaningful professional development opportunities.

Tripod

Tripod student surveys provide students with a confidential platform to provide feedback on teaching practices, student engagement, and a range of other issues including success mindsets, youth culture, and school safety. Teacher reports highlight areas of strength and opportunities for improvement, so teachers can quickly gauge where to focus attention. Tripod teacher surveys provide an honest, efficient, and effective method for conveying teacher feedback to administrators.



Sibme

Sibme is a video coaching and collaboration platform designed to improve teaching and learning in schools, institutions, and education related organizations.

Appraisal and Incentive Management (AIM) Portal

The AIM Portal is a comprehensive online platform that supports district initiatives associated with educator evaluations, incentive programs, and professional development supports. This website provides teachers and leaders with resources and data about student growth measures and performance-based compensation. The AIM portal is administered by HISD's Department of Research and Accountability, and designed by Battelle for Kids, a national nonprofit organization that collaborates with school systems and communities.

TSL Grant at a Glance

Through the TSL grant, for the 2018-19 school year...

- 61 high-achieving teachers transferred to TSL campuses
- 6 high-achieving assistant principals transferred to TSL campuses
- 14 high-achieving principals transferred to TSL campuses
- 297 Career Pathway Teacher Leaders roles were filled at TSL campuses, including:
 - 73 Classroom Culture Specialists
 - 53 Data Tracking & Assessment Specialists
 - 48 Effective Practice Specialists
 - 32 Instructional Excellence Coaches
 - 23 Instructional Technology Specialists
 - 44 Literacy Specialists
 - 24 Master Mentors
- Communities In Schools (CIS) programs were added to 20 TSL campuses
- TEACH (To Educate All Children) services were added to 15 TSL campuses
- Project CLASS (Children Learning Appropriate Social Skills) services were added to 6 TSL campuses
- 8 HISD paraprofessionals enrolled in the University of St. Thomas Bilingual Cohort
- 16 HISD graduating seniors enrolled in the University of Houston Teach Forward program
- More than 4,000 principals, school leaders, teachers, and other district staff participated in professional development sponsored and funded through the TSL grant between June and September 2018.



Leadership & Teacher Development



The HISD Leadership & Teacher Development Department's mission is to support, develop, and retain highly effective leaders and teachers to increase student achievement for every student in the Houston Independent School District.

Leadership Development provides district-wide support and professional development (PD) to current and aspiring leaders through the following programs:

- Executive Leadership Development Series (ELDS)
- Aspiring School Support Officers' Program (ASSOP)
- Monthly Principals' Meetings and Content Development
- Principals' Advisory Committee (Ad Hoc)
- Summer Professional Learning Series
- Principal Candidate Development Opportunity (HISD Grow Your Own Aspiring Principals' Program) (PCDO)
- Assistant Principal Candidate Development Opportunity (HISD Grow Your Aspiring Asst. Principals' and Deans' Program) (APCDO)
- New Leaders' Institute (NLI)
- First-Year Principals' and Asst. Principals' Cohorts (Yearlong Statute Required Training)
- Second-Year Principals' and Asst. Principals' Cohorts
- School Leadership Academy (SLA)
- Instructional Coaches' Cohort (Empowering Innovative Instructional Leaders)



Leadership Development Professional Development Focus

Professional Learning Communities (PLC), Facilitative Leadership, Coaching and Feedback, Instructional Planning/Data-Driven Trainings through lead4ward, and other PD as requested

Teacher Career Development provides district-wide support and professional development for:

- Student Teachers
- Teach Forward Houston at UH (PD Support)
- New and Beginning Teachers (New Teacher Academy - HISD Induction Program)
- Teacher Mentors and Teacher Leaders
- New Teacher Coaches
- Career Pathway Teacher Leaders (Full-Time Teachers with Extra Responsibilities)

Teacher Career Development Professional Development Focus

Teacher Appraisal Training for New Teachers, Classroom Management Training, Literacy, STEM Collaboratives, HISD Effective Practices Training, Data Analysis/Collection, Campus Induction Coordinator Training, and other PD as requested



Talent Development & Performance provides district-wide support and professional development with the assistance of Performance Continuous Improvement Managers (PCIMs) to all appraisers who support:

- Teachers (All Elementary and Secondary Schools)
- School Leaders (All Principals, Asst. Principals, and Deans)
- Non-Teachers (Central Office, Police Department, Warehouse, Transportation, and Food Service)

Talent Development & Performance Professional Development Focus

Teacher Appraisal Certification Training for Appraisers, Appraiser Calibration Training, School Leader Training, Non-Teacher Appraisal Training, Development Plans, and other PD as requested

Teacher and School Leader (TSL) Incentive Program provides support to 88 high-need campuses through incentives, student support services, university partnerships, family and community engagement, and professional development. The TSL Incentive Program supports coordinated efforts between LTD, other HISD departments, and community partners.

Teacher and School Leader (TSL) Incentive Program Professional Development Focus

Leadership Skills, Distributive Leadership, School Culture and Climate, Classroom Management, Using Student Data To Inform Instruction, Lesson Planning, Teaching Rigor, Cultural Proficiency, and other PD as requested

CONTACT US

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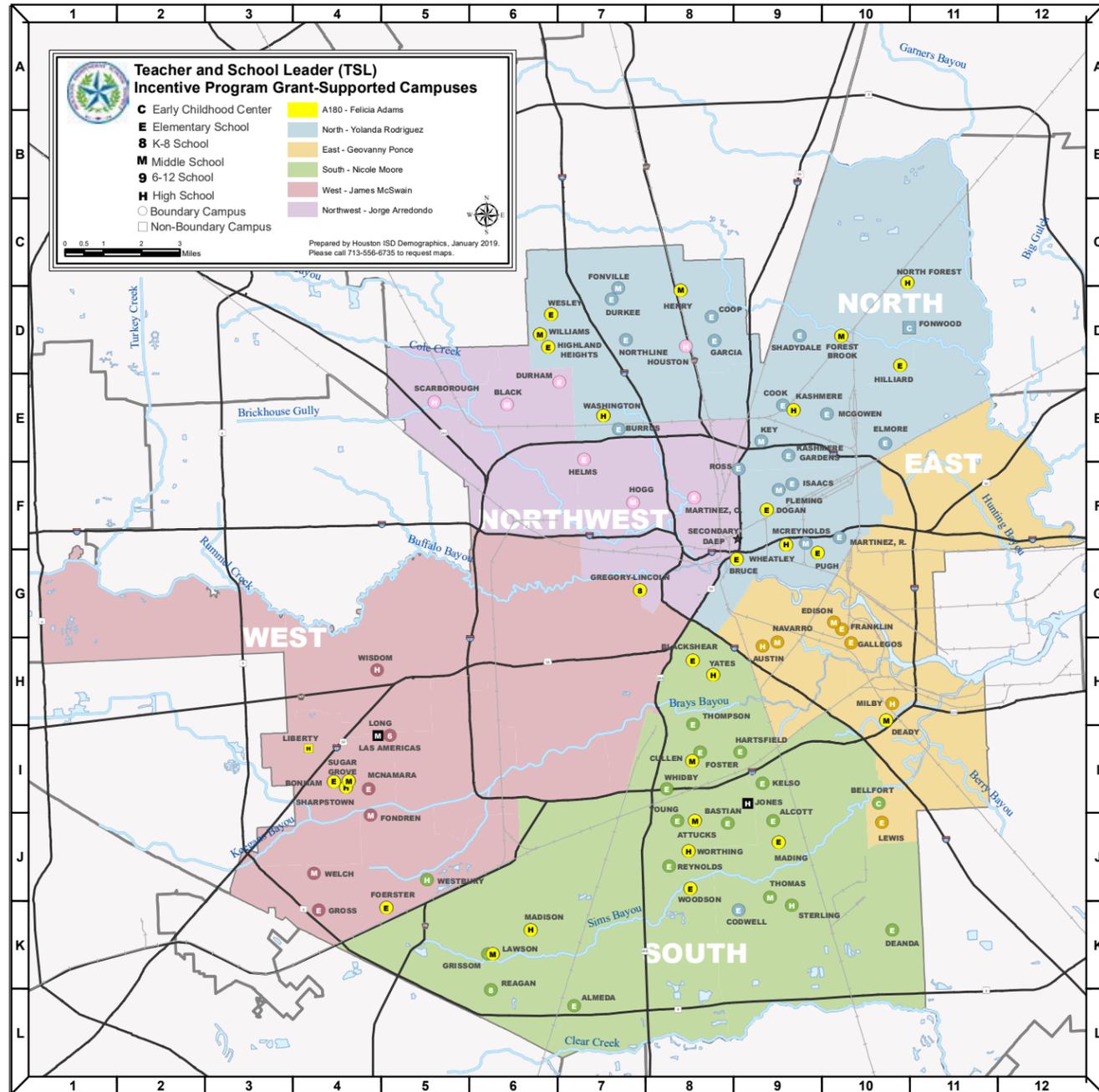
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Assistant Superintendent
Leadership Development

Gail McGee
Senior Manager
Teacher Career Development

Abigail "Abby" Taylor
Assistant Superintendent
Talent Development & Performance

Lisa Sullivan
Grant Manager
Teacher & School Leader
(TSL) Incentive Program





HISD AT-A-GLANCE



EDUCATING
209,772
STUDENTS



27,395 EMPLOYEES
ONE OF THE LARGEST
EMPLOYERS IN HOUSTON

280 SCHOOLS
SERVE OUR STUDENTS



ABOUT **100** LANGUAGES
ARE SPOKEN ACROSS THE DISTRICT



DUAL-LANGUAGE
INSTRUCTION IS OFFERED IN
53 SCHOOLS



LARGEST
SCHOOL DISTRICT
IN TEXAS

1:1 LAPTOPS
DISTRIBUTED TO
53,549
HIGH SCHOOL STUDENTS

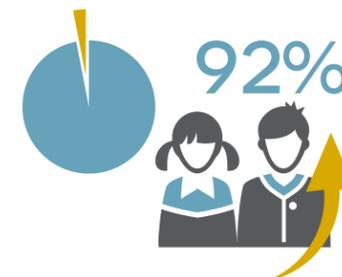


\$1.89 BILLION BOND
IS BUILDING MODERN SCHOOLS
ACROSS HOUSTON

21 SCHOOLS
IN U.S. NEWS & WORLD REPORT'S
BEST HIGH SCHOOL RANKINGS



LOWEST
PROPERTY TAX RATE
AMONG HARRIS COUNTY
SCHOOL DISTRICTS



OF RATED
HISD SCHOOLS
RECEIVED A
MET STANDARD
RATING ON
THE STATE'S
ACCOUNTABILITY
SYSTEM



OF HISD
HIGHLY
EFFECTIVE
TEACHERS
RETAINED

TSL Grant-Supported HISD Schools			
Alcott Elementary School..... J9	Edison Middle School..... G10	Hogg Middle School..... F7	Milby High School..... H10
Almeda Elementary School..... L7	Elmore Elementary School..... E10	Houston High School..... D8	Navarro Middle School..... H9
Attucks Middle School..... J8	Fleming Middle School..... F9	Isaacs Elementary School..... F9	North Forest High School..... C11
Austin High School..... H9	Foerster Elementary School..... K5	Jones Futures Academy..... I9	Northline Elementary School..... D7
Bastian Elementary School..... J10	Fondren Middle School..... J4	Kashmere Gardens Elementary..... E9	Pugh Elementary School..... G9
Belfort Early Childhood Center..... I8	Fonville Middle School..... D7	Kashmere High School..... E9	Reagan K-8..... L6
Black Middle School..... E6	Fonwood Early Childhood Center..... D11	Keiso Elementary School..... I9	Reynolds Elementary School..... J8
Blackshear Elementary School..... H8	Forest Brook Middle School..... D10	Key Middle School..... E9	Ross Elementary School..... F9
Bonham Elementary School..... I4	Foster Elementary School..... I8	Las Americas..... I4	Scarborough High School..... E5
Bruce Elementary School..... G9	Franklin Elementary School..... G10	Lawson Middle School..... K6	Secondary DAEP..... F9
Burrus Elementary School..... E7	Galgagos Elementary School..... H10	Lewis Elementary School..... J10	Shadydale Elementary School..... D9
Codwell Elementary School..... K9	Garcia Elementary School..... D8	Liberty High School..... I5	Sharpstown High School..... I4
Cook Elementary School..... E8	Gregory-Lincoln K-8..... G7	Long Middle School..... I4	Sterling High School..... K9
Coop Elementary School..... D9	Grissom Elementary School..... K6	Mading Elementary School..... J9	Sugar Grove Middle School..... I4
Cullen Middle School..... I8	Gross Elementary School..... K4	Madison High School..... K6	Thomas Middle School..... J9
Deady Middle School..... H10	Hartsfield Elementary School..... I9	C. Martinez Elementary School..... F8	Thompson Elementary School..... H8
DeAnda Elementary School..... K10	Helms Elementary School..... F7	R. Martinez Elementary School..... F10	Washington High School..... E7
Doglan Elementary School..... E9	Henry Middle School..... D8	McGowen Elementary School..... E10	Welch Middle School..... J4
Durham Elementary School..... F7	Highland Heights Elementary..... D6	McNamara Elementary School..... I4	Wesley Elementary School..... D7
Durkee Elementary School..... D7	Hilliard Elementary School..... D11	McReynolds Middle School..... F9	Westbury High School..... J5





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HISD | Leadership & Teacher Development
RETENTION, DEVELOPMENT, AND SUPPORT

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