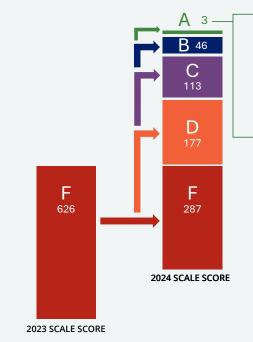


The Challenge of School Turnaround

Operating a school so that it consistently helps students achieve excellence is no easy feat. Turning around a school that has been struggling is even harder. While *A-F* ratings were not issued in 2023 or 2024 due to lawsuits that are still pending, underlying and district-published performance data provides insight into the relative level of success in improving schools that have previously struggled.



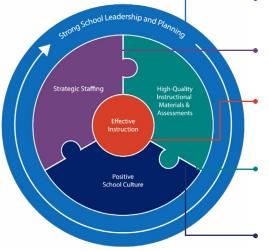
CAMPUSES WITH 59 OR LESS SCALE SCORE IN 2023 TO CHANGE IN 2024²⁰

HOUSTON ISD CAMPUS	2023 SCORE	2024 SCORE	CHANGE
Hilliard Elementary	57	92	+35
Hobby Elementary	49	90	+41
Wainwright Elementary	57	92	+35

All three of these campuses were in Houston ISD.

For over a decade, the performance of some campuses in Houston ISD remained chronically unacceptable for students. To deliver meaningful change, the district's new leadership adopted a comprehensive turnaround strategy focused on school leadership, strong instructional practices, targeted daily differentiated learning supports, focused teacher support, and strategic compensation. This holistic approach proved successful, with Houston ISD seeing the three most improved schools in the state.

Keys to a Successful School: High Expectations + Elevated Supports



Strong School Leadership and Planning

- Place most effective leaders at high-need schools
- Prioritize instructional leadership

Strategic Staffing

- Recruit and retain effective teachers at high-need schools
- Enact robust and calibrated strategic compensation

Effective Instruction

- Provide training and support to teachers, and continuously build teacher capacity through observation and feedback cycles
- Implement targeted interventions for students with learning gaps

High-Quality Instructional Materials and Assessments

- Implement TEKS-aligned, high-quality instructional materials grounded to research-based instructional strategies
- Check grade-level student progress for the appropriate level of rigor

Positive School Culture

- Protect and respect teacher time
- Support effective student discipline expectations