

Road
to Broad



THE ROAD TO BROAD 101

WHERE WE ARE - The MISSION is for every Dallas ISD student to graduate, go to college or enter the workforce.

- Yet only 56% of DISD students graduate and only 10% of graduate from college. If they go to college, almost half of Dallas ISD grads need remedial courses.
- DISD students are bright and ambitious, they're parents want them to achieve, but the Dallas ISD system is **broken**.

WHERE WE'RE HEADED

- General Superintendent Dr. Michael Hinojosa and the Board of Trustees want Dallas ISD to become one of the best urban school districts in the country over the next four years.
- By 2010, they want Dallas ISD to be named one of five finalists named to win the coveted Broad (rhymes with Road) Prize for Urban Education.

HOW WE GET THERE

- They're not alone in that commitment. A remarkable coalition of 65 top leaders from across Dallas has come together as the Dallas Achieves Commission to help transform Dallas ISD.
 - They represent business, higher education, civic, and faith-based communities as well as city/state officials, philanthropists, and grass roots leaders.
- And they've partnered with some of the nation's brightest strategic consultants to help fix DISD, including Boston Consulting Group and the Public Strategies Group.
- Together they're analyzing every aspect of Dallas ISD's operation, using best practices and data-driven research to form the roadmap for transformation.
- Already, based on the consultants' research, reforms to central office operations are saving DISD as much as \$20 million a year.
- In April, the consultant team will present Phase II of their recommendations to the Dallas Achieves Commission and Dallas ISD leaders.
- Those recommendations will bring about a new academic rigor, such as:
 - Higher academic standards so that every student is equipped for college and a career
 - Teachers will get extra support to reach tougher benchmarks
 - Principals will be held accountable
 - Central Administration will provide customized resources depending on a school's needs
 - Engaged parents and the larger community will be called on to play an active role

PROGRESS AND CALL TO ACTION

- A year ago, the National Center for Educational Accountability reviewed Dallas ISD's curriculum and proposed significant changes. During the NCEA's recent visit, they stated they'd "never seen a district accomplish so much so quickly."
- We're on the right path. Here's what you can do to help Dallas ISD win the Broad Prize:
 - Volunteer in the schools as a tutor, mentor, etc.
 - Lend your technical/professional expertise to Dallas ISD
 - Contribute financially to Dallas Achieves through individual or corporate gifts
 - Be an advocate for the Dallas ISD and its improvement initiatives
 - Go to www.roadtobroad.com to learn more

ROAD TO BROAD Q & A

Q. What is Dallas Achieves?

A. Dallas Achieves is a collaborative effort to bring the entire Dallas community together to transform the Dallas Independent School District so that **all** of its students graduate from high school **college- or workforce-ready**. The Dallas Achieves Commission was organized by General Superintendent Michael Hinojosa and approved by the Dallas ISD Board of Trustees.

The goal of Dallas Achieves is for every child in the Dallas ISD system to graduate and go to college and/or be workforce ready.

Q. What is the Broad Prize?

A. The Broad Prize for Urban Education is a highly coveted annual award created to honor urban school districts making the greatest overall improvement in student achievement while at the same time reducing achievement gaps across income and ethnic groups. School districts that are awarded this prize do not receive it by focusing on lots of individual programs. They achieve it by addressing systemic change that leads to total transformation.

Dr. Hinojosa and the Board of Trustees have set a goal for Dallas ISD to win the Broad (rhymes with Road) Prize for Urban Education in 2010.

Q. What is the “Road To Broad?”

A. The “Road To Broad” is a new catchphrase we will use to describe the transformation process and the communications campaign to rally community support.

Q. Why is transformation of Dallas ISD so important?

A. Dallas ISD ranks behind all major school systems in Texas, except possibly San Antonio.

- Only 56% of DISD students make it to graduation, less than 40% go on to college and, of those, only 10% graduate.
- Also, approximately 45% of Dallas ISD graduates need remedial courses once they get to college.

Q. Who serves on the Dallas Achieves Commission?

A. More than 60 members currently serve on the Commission representing a cross-section of the community that includes the business and faith community; philanthropy and media; representation from key Dallas-ISD related groups such as parents, principals, teachers, and students; political leaders and elected officials.

The Commission’s Co-Chairs are Arcilia Acosta, Pettis Norman and J. McDonald Williams.

Q. What leads to high academic achievement?

A. The foundational premises leading to high academic achievement include:

- Empowered principals as instructional leaders
- Administrative structures supportive of campus leadership
- Data and best practices driven approaches
- Common curriculum and instruction across campuses

Q. How will this change come about?

A. The Dallas Achieves Commission has partnered with some of the nation’s brightest strategic consultants to help fix DISD, including The Boston Consulting Group (lead partner), The RobinsonEdwards Group, The Foundation for Community Empowerment, Carol Reed Associates, Public Strategies Group, and Weaver and Tidwell.

Together they’re analyzing every aspect of Dallas ISD’s operation, using best practices and data-driven research to form the roadmap for transformation.

Q. What is the next step?

A. In April 2007, the consultant team will present Phase II of their recommendations to the Dallas Achieves Commission and then to Dr. Hinojosa and the Board of Trustees.

Q. How do we know this plan will work?

A. Dallas ISD is already seeing success. Based on the consultants’ research, reforms to central office operations are saving DISD as much as \$20 million a year.

Also, one year ago the National Center for Educational Accountability reviewed Dallas ISD’s curriculum and proposed significant changes. During the NCEA’s recent visit, they stated they’d “never seen a district accomplish so much so quickly.”

Q. How can I learn more?

A. Go to the website at www.roadtobroad.com.

Q. Can I book a speaker to present information about the Road To Broad to my organization?

A. Yes, the 2007 Leadership Dallas class, which is part of the Greater Dallas Chamber, has adopted the Road To Broad as its class project and is providing qualified speakers to community organizations. To book a speaker, call Laura Reed at 214-871-0783 or email her at lreed@carolreedassociates.com.

Q. How can I get involved?

A. There are a number of ways to support the Road to Broad campaign:

- Volunteer in the schools as a tutor, mentor, etc.
- Lend your technical/professional expertise to Dallas ISD
- Contribute financially to Dallas Achieves through individual or corporate gifts (go to www.roadtobroad.com to donate online)
- Be an advocate for the Dallas ISD and its improvement initiatives



2007 Dallas Achieves Commission Members

Co-Chairs

Arcilia Acosta
Pettis Norman
Don Williams

Members

Pedro Aguirre	Wright Lassiter Jr.
Lee Alcorn	Benjamin Linke
Norm Bagwell	Louisa Meyer
Aimee Bolender	Beverly Mitchell-Brooks
Dan Branch	Stephen Mittelstet
Richie Butler	Antonio Montanez
Adelfa Callejo	Phil Montgomery
Greg Campbell	Jesse Moreno
Patti Clapp	Donald Parish
Nathaniel Crow	Lee Posey
Willie Crowder	Walter Price
Jesse Diaz	Phil Ritter
Bruce Esterline	Torrence Robinson
Linda Evans	Frank Roby
Regen Fearon	Rafael Rodriguez
Nash Flores, III	Johnny Rodriguez
Domingo Garcia	CiCi Rojas
Reginald Gates	Rickie Rush
Helen Giddings	John Scovell
Gary Godsey	Dupree Scovell
Tyrone Gordon	Florence Shapiro
Robert Green	Rosie Sorrells
Donna Halstead	Dien Stout
Freddie Haynes	Mary Suhm
Holsey Hickman	Sam Tasby
Mary Jalonick	Anita Odom Thomas
Eddie Bernice Johnson	Gerald Turner
Gal Jumano	Se-Gwen Tyler
Terry Kelley	John Ware
Ron Kirk	Chad Woolery
Ron Klausner	Linus Wright
Mavis Knight	Victor Zepeda

The Dallas Morning News

DallasNews.com

DISD wants public role in its quest to be the best

Hinojosa seeks help from volunteers in bid for national stature

12:00 AM CST on Thursday, January 18, 2007

By TAWNELL D. HOBBS / The Dallas Morning News

Dallas' city and school leaders are joining forces to help Superintendent Michael Hinojosa achieve his goal of DISD earning recognition as the country's best urban district – and they want the community's help.

Dr. Hinojosa has set a goal for the Dallas Independent School District to earn the recognition by 2010. That requires winning the coveted Broad Prize, an annual award honoring urban school districts that make the greatest improvements in student achievement.

The Road to Broad (the two words rhyme) is the catchphrase coined to describe the city and school district's initiative. The plan includes a roadmap on ways for DISD to reach its goals, such as using best practices from successful school districts and involving the community in the process.

"We are aiming for dramatic and measurable change big enough to gain recognition in Texas and across the nation," Dr. Hinojosa said in a prepared statement. "Our goal is for every Dallas ISD student to graduate from high school college- or workforce-ready."

To be the best, DISD officials say, they need to improve academic performance and the graduation rate, and ensure that students are better prepared for college.

District officials hope to involve the public and have found several ways to do that. They're asking for volunteers to work at schools as tutors or mentors, and individuals to lend technical or professional expertise to the district. They're also encouraging people to make financial contributions.

DISD officials have formed a group of community leaders, dubbed the Dallas Achieves Commission, to help in the effort. The group of more than 60 members has already made recommendations, including ways to save money by making better use of district resources.

Don Williams, chairman of the Foundation for Community Empowerment and a member of Dallas Achieves, said \$20 million in donations will be needed for The Road to Broad plan.

Most of the money would go to hiring consultants and providing training, he said.

Mr. Williams said \$5 million has already been pledged and the goal is to raise another \$5 million. He said he hopes national foundations will match the \$10 million. Some work for the cause has been done pro bono, he said.

Mr. Williams said the elements are in place for change in DISD.

"You've got a strong superintendent who has a vision of change; a strong, reform-minded school board; and a citizen group that says, 'Yeah, we want to make this happen,' " he said.

E-mail tdhobbs@dallasnews.com To donate online, go to www.roadtobroad.com.

The Dallas Morning News

DallasNews.com

How Dallas can achieve its goal

Here's how DISD can achieve its goal, says The Broad Foundation's KEVIN HALL

12:00 AM CST on Wednesday, January 17, 2007

Transforming public education is one of the most important – and most difficult – tasks facing cities across the country. The challenges are stark, as urban achievement gaps between income and ethnic groups continue to grow.

Yet success is possible. For the past five years, The Broad Foundation has awarded the \$1 million Broad Prize for Urban Education to recognize the school districts that are making the greatest overall performance and improvement in student achievement.

As Dallas embarks on an aggressive plan to provide a world-class education for every student, it is important to keep in mind that there is no silver bullet. But there are five elements that are critical to a school district's success:

1. Clear and focused academic goals: The best districts set the bar high. Students will rise to meet high expectations; smart districts use these expectations to drive instruction, allocate resources, and ensure that the entire organization is aligned in a clear direction.

Norfolk Public Schools in Virginia, the 2005 Broad Prize winner, developed a citywide mantra of "All Means All" to ensure that every child would receive a world-class education – no exceptions. Over a five-year period, elementary students increased their reading and math proficiency by 14 percentage points, while middle school math scores jumped 23 points.

2. Rich and deep staff selection systems: Talent is critical. From teachers to principals to district administrators, the best districts have specific strategies to ensure the recruitment, selection and development of educational talent. Boston Public Schools, last year's Broad Prize winner, invested significant resources to develop an academy to recruit, select and grow leaders.

Boston is extremely selective to ensure that teachers and principals are matched with individual school cultures and needs. Boston consistently outperforms Massachusetts districts with similar demographics in elementary, middle and high school reading and math.

3. Well-aligned instructional resources and programs: A district must have top-to-bottom alignment. Curriculum, instructional resources and professional development must be tied to a district's academic objectives. When 2003 Broad Prize winner Long Beach Unified School District made math a priority, the academic focus was integrated throughout the district: pre-algebra learning began in the sixth grade, students who scored below proficient were required to take summer school, and the district offered online math activities so parents could work with their children.

4. Deep use of data to drive instruction, operations and interventions: Successful districts are obsessive about data, infusing numbers in every conversation about the performance of students and adults in the system. To measure the effectiveness of classroom instruction, these districts use interim benchmark assessments to ensure that their students are on track, which enables real-time interventions for individual students. In California's Garden Grove Unified School District, the 2004 Broad Prize winner, teachers and administrators regularly review assessments to shape lesson plans and modify curriculum – and students are part of the review, so they know if they are proficient or advanced.

5. Strong leadership and stable governance: The most successful systems have strong leaders in place who develop a culture of high expectations for everyone – students, teachers, parents, administrators and the community. Although there are persistent views that every city is unique and one district's success can't be replicated elsewhere, we see leaders and their teams adopting a "no excuses" philosophy and demanding higher performance throughout the organization.

Many of the Broad Prize winners also have very stable governance systems, either through mayoral control of the district or a long-standing school board that provides high-level policy direction and support but stays out of the day-to-day decisions of the district.

Improving a city's school system requires the commitment and support of an entire community. It is admirable that DISD Superintendent Michael Hinojosa has set the goal of winning The Broad Prize. But the ultimate prize is a high-quality education for every child in Dallas.

Kevin Hall is the chief operating officer of The Broad Foundation in Los Angeles. His e-mail address is kh@ broadfoundation.org.

The Dallas Morning News

DallasNews.com

A district transformed

I'm willing to put in on the line, says MICHAEL HINOJOSA. DISD will win this urban prize by 2010.

12:00 AM CST on Wednesday, January 17, 2007

"And the nominees are ..."

The worldwide media will buzz next week when the Academy of Motion Picture Arts and Sciences announces the nominees for the 79th annual Academy Awards. But who will take note in April, when the Broad Foundation, located just blocks away on L.A.'s glittering Wilshire Boulevard, reveals the finalists for the 2007 Broad Prize for Urban Education? We will, here at the Dallas Independent School District – because we are determined that, no later than 2010, Dallas ISD will be one of the five districts on that list. The \$1 million Broad (rhymes with "road") Prize recognizes the urban school district that, of all the districts in America, has made the greatest strides toward providing every single child a superb education – exactly what we at Dallas ISD are committed to do. That commitment dates back to November 2005, when the board of trustees joined me in defining that ambitious goal.

We are not alone in that commitment. A remarkable coalition of 65 leaders from throughout Dallas has come together as the Dallas Achieves Commission to help us transform Dallas ISD using successful districts such as the Broad Prize finalists as models. Today, we will publicly unveil a new catchphrase to describe the transformation process: "The Road to Broad."

A rhyming slogan is nice, but it won't get the job done. Dallas ISD is blessed to have the talents of thousands of dedicated educators. Our students are bright and ambitious. Their families want them to achieve their dreams. Voters have given us the resources to build first-class facilities. But still too many children fail to graduate or, if they graduate, fail to have the skills they need to succeed in college or at a good job.

That can mean only one thing: In some critical ways, the system itself is broken. So Dallas ISD has done what major corporations that are in trouble do – with the help of generous donors to Dallas Achieves, we have partnered with some of the nation's most respected strategic consultants, including The Boston Consulting Group and the Public Strategies Group. They are analyzing every aspect of our operation, using best practices and data-driven research to form the roadmap for transformation.

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Already, based on the consultants' research, we are implementing reforms to central office operations that should save us as much as \$20 million a year. In April, the consultant team will present Phase II of their recommendations to the Dallas Achieves Commission and then to me and the trustees.

Those recommendations will enshrine a new academic rigor – raising benchmarks to the level required to equip every student for college and a career (for instance, making "commended" rather than "passing" performance on the TAKS the baseline measure of college readiness). Teachers will be supported to ensure that students are meeting the tougher benchmarks, and principals will be accountable for making sure their teachers have the skills and the resources to do so.

Central administration will be accountable for serving the schools (rather than the other way around) and for putting the money where it will produce academic gains. Engaged parents and the larger community will be called on to participate, supporting and challenging all of us along the way.

If you don't think we're serious, consider the assessment of the National Center for Educational Accountability, which reviewed Dallas ISD's curriculum and proposed significant changes a year ago. When they came back recently to assess our progress, they said they had never seen a district accomplish so much so quickly.

Publicly declaring that we are on the Road to Broad carries a risk. The trustees and I are willing to take that risk because we believe in our students, our families, our teachers, our administrators and you – the people of Dallas. We do not intend to fail.

Dr. Michael Hinojosa is general superintendent of the Dallas Independent School District. His e-mail address is [suptresponse @dallasisd.org](mailto:suptresponse@dallasisd.org).

{WebDesk} **Link:** Log on to see DISD's TAKS and graduation rates now, and where the district hopes to be by 2010. **DallasNews.com/Extra**