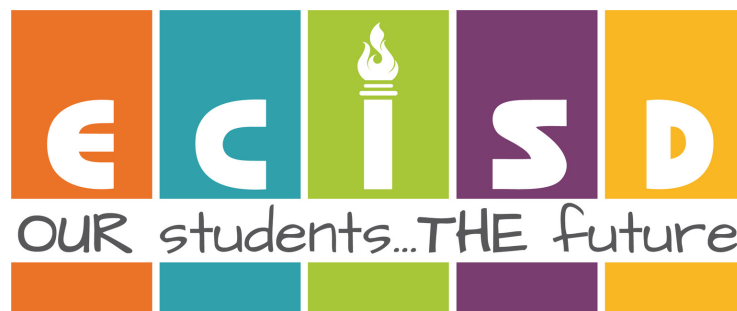




ECTOR COUNTY ISD HUMAN CAPITAL DESIGNS



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@ECISDTalented

@EcisdHR

About Us

Ector County ISD (ECISD) is a growing school district in the Permian Basin. We currently serve approximately 33,500 students on 43 campuses and are consistently growing by 200 students each year. Over 60% of our students come from an economically disadvantaged background, 78% are Hispanic, 15% percent white, and 4% percent African American. English language learners account for almost 22% of our total enrollment. During 2019-2020, ECISD maintained 356 teacher vacancies throughout the school year. This equates to 18% of the total teaching staff. Due to this challenge, the District recognized the need to think strategically about attracting, recruiting, growing, and retaining ECISD teachers. As of May 2022, the District has 51 teacher vacancies and is at a 98% fill rate.

Believing OUR students are THE future, the mission of Ector County ISD is to inspire and challenge every student to be prepared for success and to be adaptable in an ever-changing society.



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ECISD Strategic Plan



Foundational Excellence

We will create an organization that operates with excellence today, while continuously researching and developing tomorrow's practices. We will be a district of leaders.



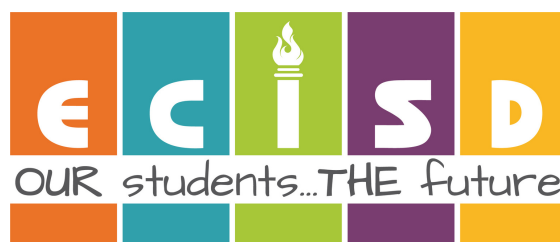
Talent Development

We will invest in talent; recruit, train and retain quality people committed to equipping our students for the future.



Learning Journey

We will ensure students are challenged with rigorous, relevant curriculum, while supporting them socially and emotionally to equip them for an ever-changing society.



Human Capital Strategy

ECISD developed a robust five-year strategic plan to be the north star for all district operations and innovations. One focal point of the strategic plan is to invest in talent, and the development of the Human Capital Division was essential to mitigating ongoing talent challenges. It is the goal of Human Capital to **attract** and **recruit** talent as well as support and encourage employees to reach their full potential through **professional learning**. We help improve employee performance and create **pathway** opportunities, ultimately increasing employee **retention**.



Areas of Focus

1. Strategic Staffing and Compensation
2. Talent Pipelines
3. Personalized Professional Learning

STRATEGIC STAFFING AND COMPENSATION

ECISD is an organization that has chosen a strategic approach to attracting and retaining talent. Using strategic staffing allows ECISD to ensure that we have the right workforce needed to meet current and future needs. Coupled with the use of strategic compensation, these are long-term approaches to encourage high-quality employees to remain with the District in roles within the classroom instructing students.

Teacher Incentive Allotment (TIA) - Created by the Texas Legislature as part of House Bill 3, TIA provides a pathway for top teachers to earn up to six-figure salaries and helps the District attract and retain highly effective teachers in hard-to-staff schools and areas. The core component of TIA is a designation system for high-performing teachers identified with ratings of Recognized, Exemplary, or Master. The Texas Education Agency (TEA) and Texas Tech University must approve the designation system and designations that are proposed by the District each year. The higher the designation level, the higher the funding that is provided to the District by TIA. All designation systems must include a teacher observation measure and a student growth measure for determining teacher designations. ECISD is part of Cohort C (ELAR and Math) and D (Science) and awarded 120 teachers in the spring of 2022 with a designation and compensation for the great work the teachers are engaging in with students across the District. ECISD will continue to participate in future cohorts until all teachers have the opportunity to qualify for the designation and allotment.

Opportunity Culture - Opportunity Culture is a strategy utilized by ECISD to increase the reach of excellent teachers by giving them a distributed leadership/coaching role. Opportunity Culture allows the District to compensate these teachers for their extra responsibility and accountability. During the 2022-2023 school year, 20 of 43 schools within ECISD employ this model and 75 highly effective teachers have been identified through a rigorous selection process to lead this work. Opportunity Culture teachers can earn up to \$17,000 of additional compensation per year.

International Recruitment - The District actively recruits international applicants who will help students reach their full potential. ECISD offers support to J1 and H1B Visa applicants in hard-to-fill positions (bilingual, special education, math, and science). ECISD will employ 164 international teachers representing 23 countries in grades PK-12. Many of the H1B Visa employees are extremely satisfied with ECISD and they apply for permanent residency. This is strategic for the District because these teachers continue their teaching careers in ECISD.

RISE - The Rapidly Improving School Effectiveness Program, or RISE, is an initiative to bolster academic performance through efforts beyond what is regularly offered. The focus is on strategic staffing, student support, and additional compensation. The RISE program identifies specific staff members who can best meet the individual needs of students at Bowie Middle School and Burnet Elementary School. New features for ECISD's RISE campuses include a modified school schedule, which allows for additional instructional time in critical subjects like reading and mathematics, tutoring, homework help, and more. Because a priority of the program is to support social and emotional well-being, many other basic needs are also met for every student. Some of these include breakfast, lunch, and after-school tutorial transportation. Additionally, the team of highly effective educators recruited for these campuses are handpicked from across ECISD and offered an opportunity to earn financial incentives while building a dynamic, transformative learning environment alongside talented peers.

Salary Study - The District engages with an external consultant to perform a comprehensive salary maintenance study each year. The study ensures that the District remains competitive with market value and focuses on providing equitable compensation, as well as, adjustments for compression within the District's pay structures. The yearly salary study assists the District in better aligning systems.





CULTIVATE TALENT PIPELINES

We recognize that recruiting existing teachers to ECISD isn't the only solution to our teacher shortage. We must look within to grow our own and provide development and growth opportunities to build the capacity of the talent present within Ector County. All pipeline efforts have a few common threads. 1) Talent should be cultivated and prepared for positions before taking on the roles. 2) The pipeline should plan for and mitigate potential barriers to pipeline conversion. 3) Each pipeline fills a unique niche within the organization. One program alone is not the "silver bullet," therefore we must cultivate multiple pipelines to address vacancies.

Odessa Pathway to Teaching (OPT) - Ector County ISD is one of three public school districts in Texas that is authorized to operate an educator preparation program. A district-owned and operated educator preparation program (EPP) led by ECISD educators and instructional leaders with years of classroom experience. It is a specialized, research-based training program that focuses on the most important skills effective educators bring to their classrooms. Odessa Pathway to Teaching certifies teachers in five certificate areas. The goal is for these candidates to begin teaching on an intern certificate each fall and earn their standard certificate by the end of the school year.

Teacher Residency - An alternative to the more traditional student teaching route, the teacher residency is a full-year, paid residency in which a university student is partnered with a highly effective teacher (identified through the Opportunity Culture model) to learn and build their teaching competencies. ECISD currently has 17 Teacher Residents and plans to employ 20 in the 2023-2024 school year. This body of work was developed, facilitated, and implemented alongside partners from UT Permian Basin, US Prep, and Public Impact.

Para To Teacher – Grant funds allow ECISD to assist up to six instructional paraprofessionals to complete their bachelor's degree and undergo a certification program. Six current instructional paraprofessionals (selected from 39 applicants), ranging from pre-kindergarten to high school were selected to benefit from this support. In addition, ECISD will utilize ESSER funding to further support paraprofessionals in their pursuit of a bachelor's degree and teacher certification.

Future Teachers of Odessa – A four-year program spanning grades 9-12 in which students can earn up to 78 semester credit hours towards a bachelor's degree in Education. Our higher education partners are Odessa College (OC) and the UT Permian Basin. Students enroll in a mix of dual credit and non-dual credit courses. Most coursework is completed at the student's home campus but there are times when they can take classes at OC and UT Permian Basin so that they receive the college-going experience. There are currently 91 students taking advantage of this opportunity. We are excited to prepare today's students to educate tomorrow's students, right here at Ector County ISD!

Ector County ISD recognizes that there are additional roles within the school system that make a tremendous impact on students. From school leaders to counselors, and diagnosticians, ECISD has committed to defining potential pipeline opportunities that will positively affect student outcomes.

Principal Fellowship – A cornerstone of our leadership pipeline, the principal fellowship is a collaboration between ECISD and Texas Tech University. This grant-funded opportunity allows five educators to fulfill a year-long fellowship, earn a master's degree in Educational Leadership, and take the Texas Principal certification exam.

Aspiring Principals Academy – This academy provides professional learning experiences for highly effective assistant principals who are seeking a principalship in the near future. The Academy provides collaborative learning experiences utilizing a systems approach to school leadership.

Emerging Leader Academy – Provides a professional learning experience that will directly support the effectiveness and preparation of interested and selected aspiring school assistant principals across the district. The academy follows a model designed to support aspiring assistant principals in acquiring the essential knowledge, skills, responsibilities, and practices needed to advance to the next leadership level. The goal of the academy is to produce transformational assistant principals rather than traditional building managers. Graduates of the academy should be well equipped to lead 21st-century schools with creativity, vision, and a commitment to equity and excellence.

Pathway to Counseling – By leveraging ESSER III funds, ECISD has developed a pipeline into the school counseling role. Partnering with Angelo State University allows ECISD to support candidates as they seek a master's degree and school counseling certification. During the pipeline, they will serve as interns to build counseling competencies in a job-embedded approach.

OC2UTPB Teaching in 3 - Odessa College and UT Permian Basin have partnered to create an accelerated Teacher Education program, OC2UTPB Teaching in 3, for those aspiring to make a difference in young lives. The 3-year program will consist of a year and a half of courses taken at OC, followed by another year and a half at UTPB. Upon successful completion of the program, students will receive an Associate of Arts in Teaching degree from OC, followed by a Bachelor of Arts in Multidisciplinary Studies, EC-6, from UTPB. ECISD sits on the advisory committee to help inform the OC2UTPB program.

UPWARD – ECISD works closely with UT Permian Basin to employ a game-changing initiative that will help bolster our workforce and demonstrate our investment in their growth. The goal of the UPWARD Program is to help ECISD employees obtain any bachelor's degree from UTPB. ECISD employees can take courses in-person or online and schedule their coursework around their employment.

Diagnostician Pipeline – ECISD partners with UT Permian Basin and Sul Ross University to support teachers to earn their Special Education master's degree and successfully complete a diagnostician certification program. The coursework and clinical experience needed will drive the pathway for interns to be diagnosticians in ECISD. In addition, candidates will be employed for a year-long internship as an ARD facilitator while pursuing their degree and certification.

Pipelines Under Development – To scale the pipeline efforts, ECISD continues to identify, high-skill, hard-to-staff positions that could benefit from a defined pipeline. A few efforts that are being explored include Bilingual Teacher Pipeline, LSSP Pipeline, and Speech Pipeline.





PERSONALIZED PROFESSIONAL LEARNING

As an organization, ECISD strives to align all elements within the system to achieve optimal performance. By clearly identifying the professional learning strategies that will move the organization toward desired system outcomes, the structures to achieve the strategies can be put in place and acted upon.

National Board Certification – Grant funds from the Permian Strategic Partnership allow ECISD to provide a district-led, facilitated National Board certification movement. National Board Certification allows educators to focus on their practice, demonstrate their professional knowledge, and reinforce their dedication to their students and their career. ECISD has 47 teachers who are on the path to becoming National Board Certified Teachers (NBCT) and another 42+ will begin their journey during the 2022-2023 school year. Teachers who become board certified will receive a recognized designation on their Texas Teaching certificate and will earn Teacher Incentive Allotment funds up to \$9,000 per year.

Coaching – ECISD believes that all staff deserves to be coached. The District employs an instructional coaching model that blends observation, feedback, and real-time coaching to produce tangible results. The model is founded on Paul Bambrick-Santoyo's research and utilizes the Get Better Faster scope and sequence to provide granular action steps that can be observed and mastered. Coaches are required to document coaching cycles in the District's coaching tool, SchoolMint Grow. ECISD utilizes both campus instructional coaches and Multi-classroom leaders (MCLs) through the Opportunity Culture model to coach teachers. The District also employs Talent Development specialists to provide coaching to campus instructional coaches and MCLs. Lastly, the District utilizes a principal supervisor model to provide coaching for campus leaders.

Professional Learning Communities - Driven by the Curriculum and Instruction department, systemic use of professional learning communities (PLCs) is a cornerstone of the data-driven instruction model employed by ECISD schools. Leaders and teachers engage in weekly or even daily PLC protocols to ensure instruction is relevant, engaging, and rigorous in every classroom and to ensure that every teacher is knowledgeable and capable of providing high-quality lessons.

Aspiring Teachers: Laying the Foundation for Excellent Teaching - A series of optional professional learning opportunities targeted at ECISD's instructional paraprofessional staff, including instructional facilitators. Through the year-long program, paraprofessionals receive basic and functional tools to better serve the students of ECISD. The goal of Aspiring Teachers is to develop the capacity of paraprofessionals to instruct a classroom of their own, eventually as certified teachers.

Induction to Year 3 Academy - A series of optional professional learning opportunities targeted at ECISD's teachers within the first three years of teaching. Each year is differentiated based on the support most needed. In addition, each academy focuses on the pursuit of National Board certification. At the conclusion of the Year 3 Academy, participants will be well prepared to pursue National Board certification.

Mentor Program - Ector County ISD is committed to investing in the development of highly-effective individuals. The ECISD Teacher Mentor Program will prepare experienced teachers to mentor, cultivate, and support new teachers on their journey to becoming successful classroom teachers for all students. The goal of the ECISD Mentor Program is for new teachers to receive job-embedded and personalized professional learning to meet their ever-changing needs.

Individualized Learning Opportunities - ECISD is a learning organization therefore, many optional professional learning opportunities are available every day. Each department within ECISD contributes to the development of our employees' knowledge and skillsets. Supervisors along with staff members can determine relevant professional learning based on need and interest. Opportunities range from in-person, synchronous, and asynchronous sessions.

Talent Management Plans - ECISD will develop and utilize competency-based talent management plans to personalize employee development. Each employee will be able to utilize a management plan that will drive their career progression. Pathways for team members will be clearly defined and employees will have the opportunity to understand specific skills needed to be successful in desired positions. In addition to utilizing Talent Management Plans, staff will have the opportunity to earn micro-credentials and/or badges to demonstrate mastery of competencies that will contribute to their personalized plan.

Additional Distinguished Certifications - ECISD will support employees as they pursue distinguished and Nationally recognized certifications that will provide professional learning and additional licensure or credentials. Ex. National Certification for Educational Diagnosticians, National Certified School Counselor, National Board Certification for School Nurses

"Every system is perfectly designed to get the results you are getting."

- W. Edwards Deming

