



Ector County ISD Human Capital Design

ECISD Context

Ector County ISD (ECISD) is a growing school district in the Permian Basin. We currently serve approximately 32,000 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. 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.

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**.

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.

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 2021-2022 school year, 17 of 43 schools within ECISD employed this model and 60 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.

TEACHER TALENT DEVELOPMENT 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) – 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. There are currently 36 candidates enrolled in the OPT program. The goal is for these candidates to begin teaching on an intern certificate in the 2022-2023 school year. Ector County ISD is one of three public school districts in Texas that is authorized to operate an educator preparation program.

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 11 Teacher Residents and plans to employ 18 in the 2022-2023 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 provided by TCLAS 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 recently selected to benefit from this support.

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 students' 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!

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 currently has 47 teachers on their path to becoming National Board Certified Teachers (NBCT). Teachers who become certified will receive a recognized designation on their Texas Teaching certificate and will earn Teacher Incentive Allotment funds up to \$9,000 per year.

ADDITIONAL TALENT PIPELINE OPPORTUNITIES

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.

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.

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 developed include Bilingual Teacher Pipeline, Diagnostician Pipeline, LSSP Pipeline, and Speech Pipeline.

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

- W. Edwards Deming