

EXECUTIVE SUMMARY

The College, Career and Military Ready (CCMR) Comprehensive Counseling Program is a Dallas Independent School District (ISD) Counseling Services Department (CSD) initiative to provide systems, training, guidance, and resources to district counselors and campus administrators to foster CCMR readiness and address barriers to student success. The program was established in 2019-20 as a result of Texas House Bill 18, which required the implementation of a comprehensive school counseling program. In 2023-24, three counseling coordinators were funded through Title IV (\$340,000), a 63 percent decrease from 2022-23 (\$919,822, 8 coordinators).

PROGRAM COMPONENTS

CSD coordinators primarily¹ supported CCMR counseling initiative through:

- **Campus Visits.** Coordinators met with administrators and campus counselors in support of maintaining a comprehensive counseling program on each campus.
- **Senior Records Review.** Coordinators reviewed transcripts of Dallas ISD seniors to provide recommendations to those lagging behind goals for graduation.
- **Professional Development.** Coordinators provided professional development (PD) sessions on topics related to student success, including social and emotional learning and CCMR readiness.
- **System Support.** Coordinators met with district stakeholders to ensure systems and resources were in place to successfully serve students.
- **Quarterly CCMR Meetings.** Coordinators met with principals and executive directors to review progress towards CCMR goals.
- **Climate and Culture for Student Success.** Having identified a critical need to improve Sense of Belonging, coordinators supported counselors by providing resources, tools, and targeted PD to address this domain of social emotional wellbeing.

Program Goals

CCMR counseling staff aimed to reach six primary goals for 2023-24:

- Support counselors to ensure 65 percent of seniors are college, career and military ready by the end of the 2023-24 school year. (*Goal Met*)

- Support counselors to increase the percentage of seniors who are TSI met² in both ELA/Reading and Mathematics from 25 percent to 28 percent ready by the end of the 2023-24 school year. (*Goal Met*)
- All high school counselors will have participated in at least two PD sessions focused on college and career readiness and post-secondary advising by the end of the 2023-24 school year. (*Goal Not Met*)
- All campuses with a predicted student graduation rate below 80 percent will receive targeted supports related to effective advising and action steps. (*Goal Met*)
- All campuses with a sense of belonging score below 75 percent on the 2023 Fall *Panorama Student Survey* will receive targeted supports related to identifying students' needs and the implementation of an effective guidance curriculum. (*Goal Not Met*)
- Eighty-three percent of high school seniors will be eligible for graduation by May 2024. (*Goal Met*)

EVALUATION QUESTIONS/OUTCOMES

EQ1: How was the CCMR Counseling program implemented in 2023-24?

Professional Development Needs

CCMR counseling staff identified PD needs through the following three means:

- During the 2022-23 school year, CCMR counseling staff, through discussions with coordinators, identified that high school counselors' lack of understanding of changing CCMR accountability metrics to be a barrier to providing appropriate support to students. Therefore, coordinators focused 2023-24 PD sessions on college and career readiness and post-secondary advising with a goal of providing all high school counselors with at least two PD sessions on these topics.
- CCMR counseling staff utilized the 2023 Fall *Panorama Student Survey* results to identify campuses with a Sense of Belonging score of 75 percent or below. Overall, 176 out of 228 campuses (77%) were identified, including 87 elementary (63%), 37 middle school (100%), and 36 high school (100%), and 16 multilevel campuses (94%). The percentage of campuses that did not meet the Sense of Belonging benchmark by region ranged between 63 percent (Region II) to 97 percent (Region V).

¹ Coordinators also supported district events including College Fairs.

² Texas Education Agency (TEA) defines a student as TSI ready if the student met TSI readiness standards in both RLA and mathematics on any

of the following tests, or a combination of them, including TSIA1 or TSIA2, SAT, ACT, or earning credit for a college prep course.

- CCMR counseling staff utilized the *2023-24 Counseling Services Fall Survey*³ to identify support needs for campus counselors. A total of 267 counselors across all school levels responded.
- Fifteen percent of respondents ($n=40$) noted that counselor's roles and responsibilities were not clearly identified on their campuses. Regions two and three were especially impacted with more than 20 percent of their responding counselors noting this issue.
- Ninety-five counselors indicated that they needed help with one or more areas, from system support to guidance lessons (see table 1).

Table 1: 2023-24 Fall Counseling Needs Survey

Area of Need	N	%
Other	47	49.5
System Support	16	16.8
Responsive Services	15	15.8
Individual Student Planning	14	14.7
Guidance Lessons	13	13.7

Source: 2023-24 Fall Counseling Services Survey, 01/26/24.

Notes: Counselors could select more than one category. Only categories with 10 percent or more percent are displayed.

- Counselors who selected response option 'Other' were able to provide additional details. These themes reflect the counselors' desire for a manageable workload ($n=13$), better support ($n=9$), more resources ($n=6$), effective communication ($n=6$), and clearer roles to better serve their students ($n=5$).⁴

Professional Development Sessions

In 2023-24, 447 counselors and student prevention facilitators participated in, on average, 8.7 PD sessions (Table 2).

Table 2: 2023-24 PD Participants⁵

Type	N	%
Job Title		
Counselors	438	98.0
Student Prevention Facilitators	9	2.0
School Level		
Elementary	179	40.0
High	150	33.6
Middle	91	20.4
Multi-Level	27	6.0
Overall	447	100.0

Source: CCMR Counseling PD Attendance, 08/05/24.
Employee Personnel File, 04/12/2024.

- Overall, counseling coordinators organized 62 PD sessions across 11 PD areas (Table 3). Attendance at these sessions ranged between three participants (IGC Training) to 384 participants (Sense of Belonging & School Safety).

- Each of the 62 sessions covered one or more topics, which ranged from counseling and counseling program updates to graduation and CCMR. Among the most frequent topics were:

- Counseling Program updates ($n=38$),
- Advising ($n=32$),
- Promotion, Retention, Graduation or ICG ($n=19$),
- CCMR & Postsecondary Advising⁶ ($n=18$),
- Mental Health & Grief ($n=12$),
- SchoolLinks ($n=12$),
- Sense of Belonging ($n=10$).

Table 3: 2023-24 PD Meetings

Type	Sessions		Participation
	n	%	x
HS Counselors	14	22.6	40.0
MS Counselors	9	14.5	35.3
ES Counselors	8	12.9	70.3
SchoolLinks	7	11.3	29.7
SPF	5	8.1	9.4
Regional Meetings	5	8.1	181.0
Lead Counselors	5	8.1	25.6
IGC	5	8.1	9.2
Opening Meetings	2	3.2	189.5
Grief Wellness Symposium	1	1.6	351.0
Sense of Belonging*	1	1.6	384.0
Overall	62	100.00	62.7

Source: CCMR Counseling PD Attendance, 08/05/24.

Note: SPF= Student Prevention Facilitator; ICG= Individual Graduation Committees. *Sense of Belonging & School Safety. Please note that in one instance HS, MS, and ES Counselor meetings were combined with Regional Meetings. These meetings were only counted once

- During the 2023-24 school year, a special emphasis was placed on CCMR and Sense of Belonging. Overall, 91 percent of all counselors ($n=406$) participated in one or more CCMR PD sessions, and 98 percent of all counselors ($n=439$) participated in one or more sessions on Sense of Belonging (Table 4).
- Overall, 131 out of 158 high school level counselors⁷ (83%) participated in at least two PD sessions focused on college and career readiness and post-secondary advising.

³ Conducted by CSD staff from November 9 to November 13, 2023. Survey was sent to 440 counselors and had a response rate of 61 percent ($n=267$). Unfortunately, CCMR topics were not directly addressed by this survey and therefore could not be utilized to assess CCMR understanding by counselors.

⁴ Please note that not every respondent provided additional detail.

⁵ End-of-Year personnel file indicated that eight PD participants (1.8%) were no longer employed by Dallas ISD by the end of the 2023-24 school year. One counselor was later identified as a teacher.

⁶ For High school level counselors only.

⁷ This includes 150 high school counselors and eight multi-level (middle/high) school counselors.

Table 4: 2023-24 PD Participation

Type	N	Participation	
		n	%
CCMR			
MS Counselors	91	89	97.8
Multi-Level	27	26	96.3
HS Counselors	150	142	94.7
ES Counselors	179	149	83.2
Overall	447	406	90.8
Sense of Belonging			
Multi-Level	27	27	100.0
MS Counselors	91	90	98.9
ES Counselors	179	176	98.3
HS Counselors	150	146	97.3
Overall	447	439	98.2

Source: CCMR Counseling PD Attendance, 08/05/24.

Note: Participation in one or more PD sessions.

CCMR Counseling Coordinators Activities

Counseling coordinators supported the work of counselors, district administration, and school administration through a variety of tasks.

- In 2023-24 counseling coordinators conducted 1,207 activities which they organized across nine categories (Table 5).

Table 5: 2023-24 Coordinators in Action

Activities	N	%
Coordinator System Support	408	33.8
Senior Record Review/IGC	242	20.0
Professional Development	197	16.3
Campus Visits	168	13.9
Meetings	116	9.6
Other	39	3.2
Counselor Vacancy Support	16	1.3
Crisis Support	16	1.3
District Events	5	0.4
Overall	1,207	100.0

Source: 2023-24 Coordinators in Action, 8/5/24.

- The top two activities by frequency were:
 - Coordinators met with district stakeholders to ensure systems and resources were in place to successfully serve students.
 - CCMR counseling coordinators reviewed the records of 9,159 seniors across 38 campuses between September 11 and November 10, 2023, to verify that seniors were on track to graduate by the end of the 2023-24 school year. A total of 19⁸ campuses (50%) were identified as potentially falling under the 80 percent graduation benchmark.
- Counseling coordinators then provided recommended action steps to counselors and

administrative staff to ensure students were on the right track to meet their graduation requirements and to effectively address any discrepancies or issues in their academic records. Recommendations addressed:

- Academic records and course management (67%),
- Endorsements and graduation plans (29%),
- End-of-Course requirements and testing (5%).
- A follow-up senior records review during the spring semester found that only one of the 19 campuses identified during the Fall semester had a predicted graduation rate below 80 percent. End-of-Year graduation analyses indicated that two of the 38 campuses missed the benchmark (Spruce 76%, Carter 77%).⁹

EQ2: What were the Campus Counselors' perceptions of the CCMR Counseling Program?

CCMR counseling staff worked with the E&A staff to design and collect feedback from campus counselors regarding their experiences with the CCMR counseling program¹⁰. A total of 253 counselors (58%) responded to the survey request. Among the key-findings were:

- Seventy-three percent of responding counselors ($n=184$) noted that they participated in *College, Career, and Military Readiness* (CCMR) professional development (PD) sessions. Overall, 95 percent of responding counselors noted that they agreed or strongly agreed that CCMR PD sessions were informative while 90 percent noted that they felt prepared to support students.
- Seventy-five percent of responding counselors ($n=189$) noted that they participated in PD sessions focused on *social and emotional support to increase Sense of Belonging*. Overall, 96 percent of responding counselors noted that they agreed or strongly agreed that PD sessions on Sense of Belonging were informative and that the strategies presented were appropriate.
- Ninety-one percent of participants in Sense of Belonging PD sessions noted that they were able to implement the discussed materials. However, a lower percentage of counselors (78%) noted that they felt supported by school leadership in their efforts to improve Sense of Belonging at their campus.
- Overall, 77 high school counselors noted that that they worked with Counseling Coordinators to review Senior Records. Of these counselors, 96 percent agreed or strongly agreed that the review process was well organized. Eighty-four percent of responding high school counselors noted that the action plans provided by counseling coordinators were helpful to increase

⁸ This included three campuses that did not report on-track statuses.

⁹ As of July 11, 2024. This does not include Summer Graduation data.

¹⁰ Conducted by E&A from May 14 to May 24, 2024 utilizing the Qualtrics survey platform.

effectiveness of advising; while 82 percent of respondents noted that the provided action plans were helpful to increase graduation numbers.

- Ninety-three percent of responding counselors ($n=125$) noted that counseling coordinators were helpful in performing Individual Graduation Committee audits.
- While the majority of respondents highlighted the overall positive support they received from coordinators ($n=23$) in the open-ended survey item, some also pointed out the continued need for consistent, relevant, and well-organized PD sessions ($n=9$).

EQ3: What were the outcomes related to the CCMR Counseling program in 2023-24?

- One hundred and thirty-one out of 158 high school counselors (83%) participated in at least two or more PD sessions focused on college and career readiness and post-secondary advisement.
- One hundred and sixty-six out of the 176 campuses (94%) with a Sense of Belonging score below 75 percent received targeted support via dedicated PD sessions.
- All 38 campuses (100%) with a predicted graduation rate below 80 percent received recommended action steps. Review of End-of-Year graduation data showed that two of the 38 campuses missed the benchmark.
- Overall, 55 percent of seniors met TSI in ELA/Reading and Mathematics¹¹ (28 percent excluding College Prep Courses).
- Overall, 83.1 percent¹² of seniors were college, career, a (CCMR) ready at the end of the 2023-24 school year.
- Overall, 90 percent of Dallas ISD seniors graduated.¹³

RECOMMENDATIONS

Based on the key findings, the following recommendations are offered for stakeholders.

Continue to provide high quality PD sessions to counselors. Although survey respondents highlighted the quality of PD sessions received, some also noted the continued need for consistent, relevant, and well-organized PD sessions.

Continue to conduct senior records reviews. Counselors noted in the 2024 Counseling survey that the action plans provided by counseling coordinators were helpful to increase effectiveness of advising and were helpful to increase graduation numbers.

Work to maintain data governance and integrity. Counseling Coordinators should continue to work with data controllers and IT to accurately track program participation to increase the accuracy of future data analyses.

Consider using leading indicators to set annual program goals. Because official CCMR results use lagging data, it is difficult to set realistic annual goals. For example, the goal of ensuring 65% of seniors are CCMR ready at the end of 2023-24 was based on 2021-22 CCMR results (60.9%). However, in 2022-23, 85.3% of seniors were CCMR ready which exceeds goal set for 2023-24. Using leading indicators such as percentage of students who are TSI met, or who have completed IBCs or dual credit hours, can allow program staff to monitor progress during the school year and examine program effectiveness at the end of each year.

EA24-639-4

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¹¹ 2,561 out of 9,143 seniors are predicted to earn an CCMR point. OneData Suite, 8/5/2024.

¹² 7,598 out of 9,143 seniors are predicted to earn an CCMR point. OneData Suite, 8/5/2024.

¹³ As of July 11, 2024. This does not include Summer Graduation data.