

Students- First Policy Implementation in Texas

The 2024 Texas Impact Network Annual Report

 **IMPACT
NETWORK**

A joint venture between



EDUCATE TEXAS
of COMMUNITIES FOUNDATION of TEXAS

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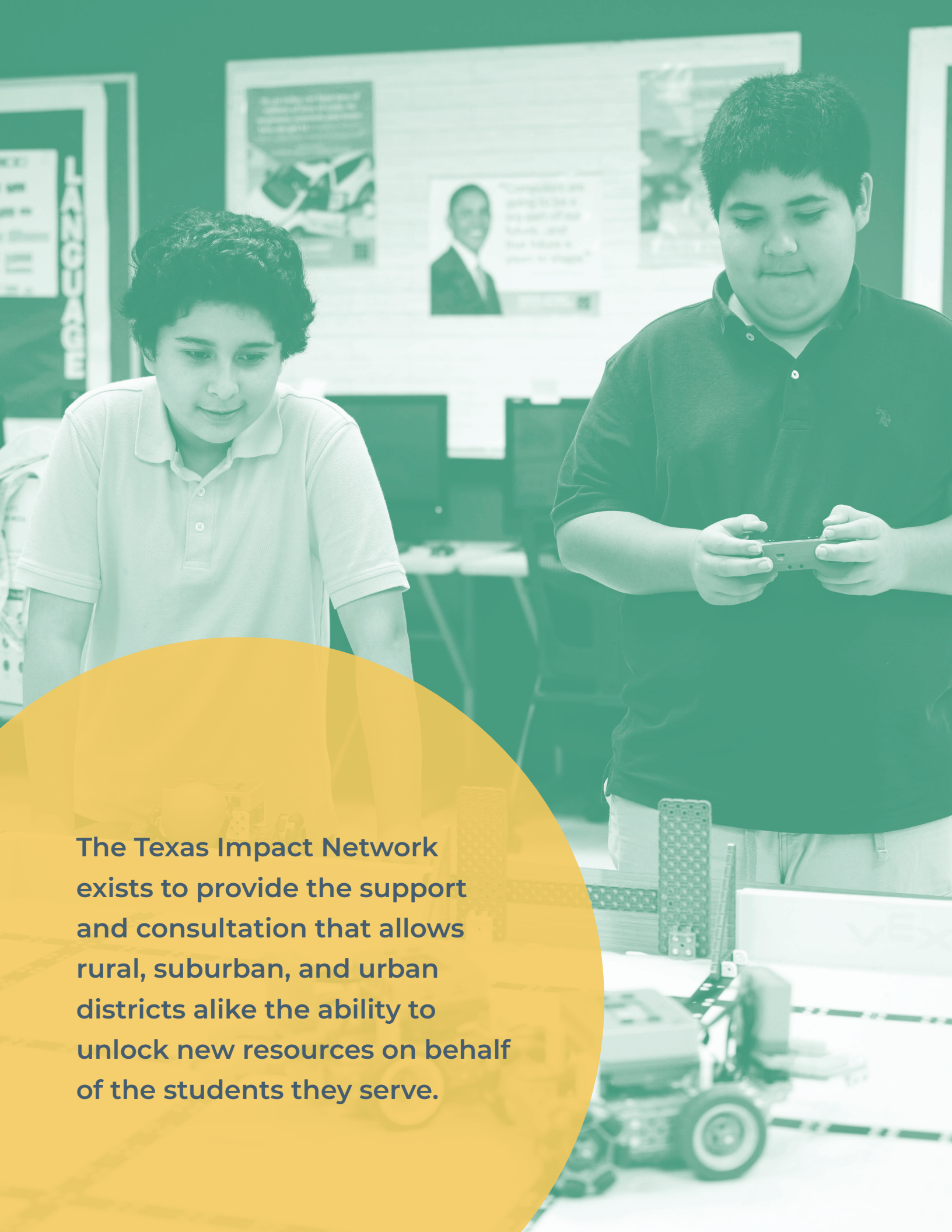




2024 Annual Report

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The Texas Impact Network exists to provide the support and consultation that allows rural, suburban, and urban districts alike the ability to unlock new resources on behalf of the students they serve.



LETTER FROM EXECUTIVE DIRECTOR BEN MACKEY

“There is no silver bullet in public education.”

It’s a phrase that’s been repeated often enough to become a cliché, but one that still resonates because it contains a fundamental truth: Our students and educators face a great deal of challenges. No single change or improvement can overcome every obstacle, regardless of how data-driven and systemic, how well-intentioned or even well-implemented. If it takes a village to raise a child, it takes every good idea in that village to educate them.

This was a guiding principle of the Texas Impact Network when it was formed almost five years ago. Our students deserve every opportunity available to them, regardless of race, place, or socioeconomic status. But as new opportunities emerge for our students, school systems face the difficult challenge of allocating limited resources (people, time, and money) across many competing priorities.

That’s where we come in. The Texas Impact Network exists to provide the support and consultation that allows rural, suburban, and urban districts alike the ability to unlock new resources on behalf of the students they serve.

Our efforts were initially launched in response to Texas House Bill 3 (86R) in 2019, a school finance measure of historic proportions. HB3 (as it will be referred to from here on) did not

rely on one “silver bullet.” The bill not only invested new funding into public education but directed it toward a suite of strategies shown by data to support growth in student outcomes.

The Texas Impact Network was created to maximize the impact of three of the strategies contained within that package. (See “Our Impact to Date” on pg. 12 for more information on each.) Some of our partner systems may have only explored one of these strategies at a time, but the campuses and districts that went all-in with new approaches to human-capital management, school calendars, and postsecondary readiness often saw the greatest gains as a result.

Now, after four years of building trusted relationships with our participating school systems and regional partners, we’re well-positioned to provide this same level of personalized support for a whole new set of student-centered policies that we are incredibly fortunate to have coming out of recent sessions of the Texas legislature.

Specifically, new state laws dealing with dual credit coursework, advanced math pathways, and rural collaboratives each represent new possibilities for state funding and student achievement – and new areas in which school systems, especially our small rural districts, may be in need of additional support.

(To learn more about each of these new opportunities, see “Our Vision for the Future” on pg. 22.)

Even if there’s a law to do some thing, there is never a law to do it well. That’s why we’re proud to work alongside innovative, student-centered school leaders and partners to help implement these potentially powerful policies with fidelity – and why we’re intentionally learning directly from these practitioners about what works best and why.

There may not be any silver bullets in public education, but there are feedback loops. By seeking new areas of support to supplement those we’ve already provided, our hope is that success begets even more success, and the future of our entire state is brighter as a result. Thank you for joining us on our journey to make that vision a reality.

In gratitude,
Ben Mackey
Executive Director,
Texas Impact Network



WHY I INVEST – A LETTER FROM THE T.L.L. TEMPLE FOUNDATION

Lufkin, Texas is a small, but growing, city in a region known as “Deep East Texas.” It is also my home and, for me, represents the inherent potential contained in rural communities across our great state.

East Texas offers unique opportunities for thriving, including its rich natural resources, strong sense of community, and opportunities for outdoor recreation. The region’s cultural heritage and entrepreneurial spirit create a ground for innovation and local economic development. Thousands of high-demand and high-paying job opportunities are available in East Texas – most of which require education and training beyond high school, but not a bachelor’s degree. A young person can stay close to home and thrive.

Despite the opportunities, East Texans face various barriers to thriving, including limited access to healthcare services and higher rates of poverty. Infrastructure limitations, such as broadband internet access and transportation options, can also hinder economic opportunity and connectivity within the region, especially when combined with the large geographic distance from postsecondary options that can make earning a market-valued credential especially difficult.

The T.L.L. Temple Foundation is dedicated to empowering and improving the lives of people living in rural communities across East Texas. This exclusive focus on rural areas makes us

unique among foundations and other grantors. Our service area includes 22 counties along the Texas-Louisiana border with 120 school districts, 82% of which serve populations of less than 1,000 students. Our focus is to learn about the unique challenges rural schools face and assist them in addressing systemic issues that can improve student outcomes. Our two primary strategies include a) early literacy and numeracy, and b) post-secondary success and workforce development.

The T.L.L. Temple Foundation supports the Texas Impact Network because it plays a critical role in assisting small school systems in rural East Texas. School leaders in these rural areas are multi-tasking oriented and manage their districts with limited staff and support. This often limits time to complete the Texas Education Agency (TEA) applications for new legislative funding and opportunities. These leaders have a passion for the wellbeing of students, but too often lack the staff time to complete lengthy processes - making the strategic partnerships and investments the foundation catalyzes especially impactful.

The Network’s collaborative model empowers local stakeholders to leverage resources, share best practices, and implement sustainable solutions tailored to district needs. Through partnership with the Texas Impact Network (TIN), organizations can maximize their impact and drive positive change across rural Texas.

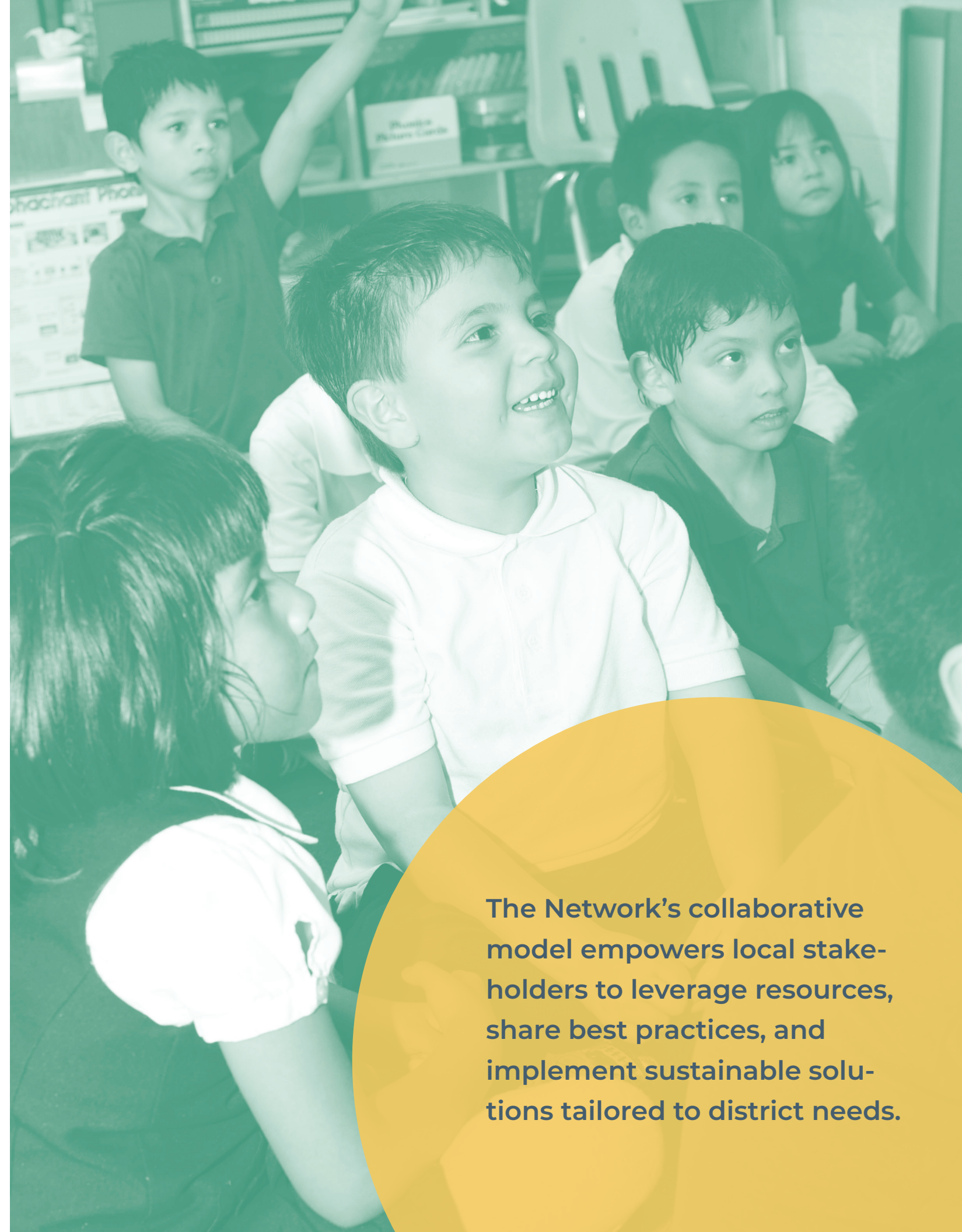
As just one example, the Network helped 16 East Texas districts access the Teacher Incentive Allotment, which has had a positive impact on their well-deserving educators and leveraging high-quality instruction.

One of the biggest priorities for our foundation moving forward is to align education and training to the needs of our regional labor market, which offers abundant high-demand and high-wage job opportunities. As the scope of the Network grows to include support for opportunities aligned to Texas House Bill 8, we’re excited to explore this emerging avenue for collaboration in pursuit of our goal.

One of the most exciting aspects of the work of the Texas Impact Network is its flexibility to address the needs of various regions and school systems. I have seen this firsthand in their personalized approach to supporting unique school districts in East Texas, and I know they work just as thoughtfully in other regions of the state.

East or West, rural or urban, by taking a comprehensive approach, the Texas Impact Network creates opportunities for long-term prosperity and wellbeing in Texas communities. **That’s why the T.L.L. Temple Foundation is proud to invest in, and work alongside of, the Texas Impact Network.**

Wynn Rosser
CEO & President,
T.L.L. Temple Foundation



The Network’s collaborative model empowers local stakeholders to leverage resources, share best practices, and implement sustainable solutions tailored to district needs.

WHO WE ARE

The Texas Impact Network supports pioneering school systems to develop, implement, and evaluate evidence-based strategies funded and incentivized by Texas state legislation. We work with regional and statewide partners to create proof points and blueprints for success and facilitate a network of peers sharing their best practices and strategies for assisting school systems in realizing the full funding potential of Texas' student-centered education policies.

Desired Outcomes:



BROAD, DIVERSE, AND EFFECTIVE IMPLEMENTATION

A diverse spectrum of school system partners representing a variety of regions and sizes across Texas demonstrate the equitable potential of Texas' innovative funding opportunities through meaningful implementation that leads to improved student outcomes.



REGIONAL TECHNICAL ASSISTANCE CAPACITY

School systems are provided relevant technical assistance by trusted intermediary partners embedded in their communities and invested in their success.



PRESERVATION OF STUDENT-CENTERED STATE POLICIES

Policymakers are provided with a clear understanding of how their actions have driven student outcomes and encouraged to sustain and improve the commitments shown to have a positive impact.

OUR ADVOCACY

The close relationships our regional partners have with school systems allow the Texas Impact Network to identify passionate, student-centered practitioner voices to promote student-centered policies. We have placed superintendents, staff, and principals on panels, hosted them at legislative meetings, and provided other platforms to tell their stories of implementation and student benefits.

The depth and breadth of the Texas Impact Network enables us to quickly and effectively demonstrate a strong, united message across school leaders statewide. The Texas Impact Network employed this capability most recently for an October 2023 hearing of the Senate Finance Committee in which Network Executive Director Ben Mackey testified in support of expanding the Teacher Incentive Allotment (or TIA):

“TIA is a Texas solution. It hits the diversity of Texas from large urban districts to small rural districts, and now more than half of those 480 districts are rural-serving institutions. And it’s having its intended impact... We’ve had the opportunity to support over 90 districts in technical assistance, but they need a lot more to continue to expand this to reach all the teachers.”





WHERE WE WORK

The Texas Impact Network is proud to work with 10 regional partners serving unique parts of the state. Our regional partners offer focused support to a portfolio of school systems in their community. Their established relationships with local leaders allow a level of involvement that can only be achieved with personal, trusted support. Selected regional partners are fully aligned to the mission of the Network and work to improve outcomes of students in their communities. It is only through collaboration with our regional partners that the Network has been able to serve hundreds of Texas school systems.



North Texas/Statewide



El Paso County



Central Texas



Permian Basin



Coastal Bend



Houston



McLennan County



Rio Grande Valley



Tarrant County



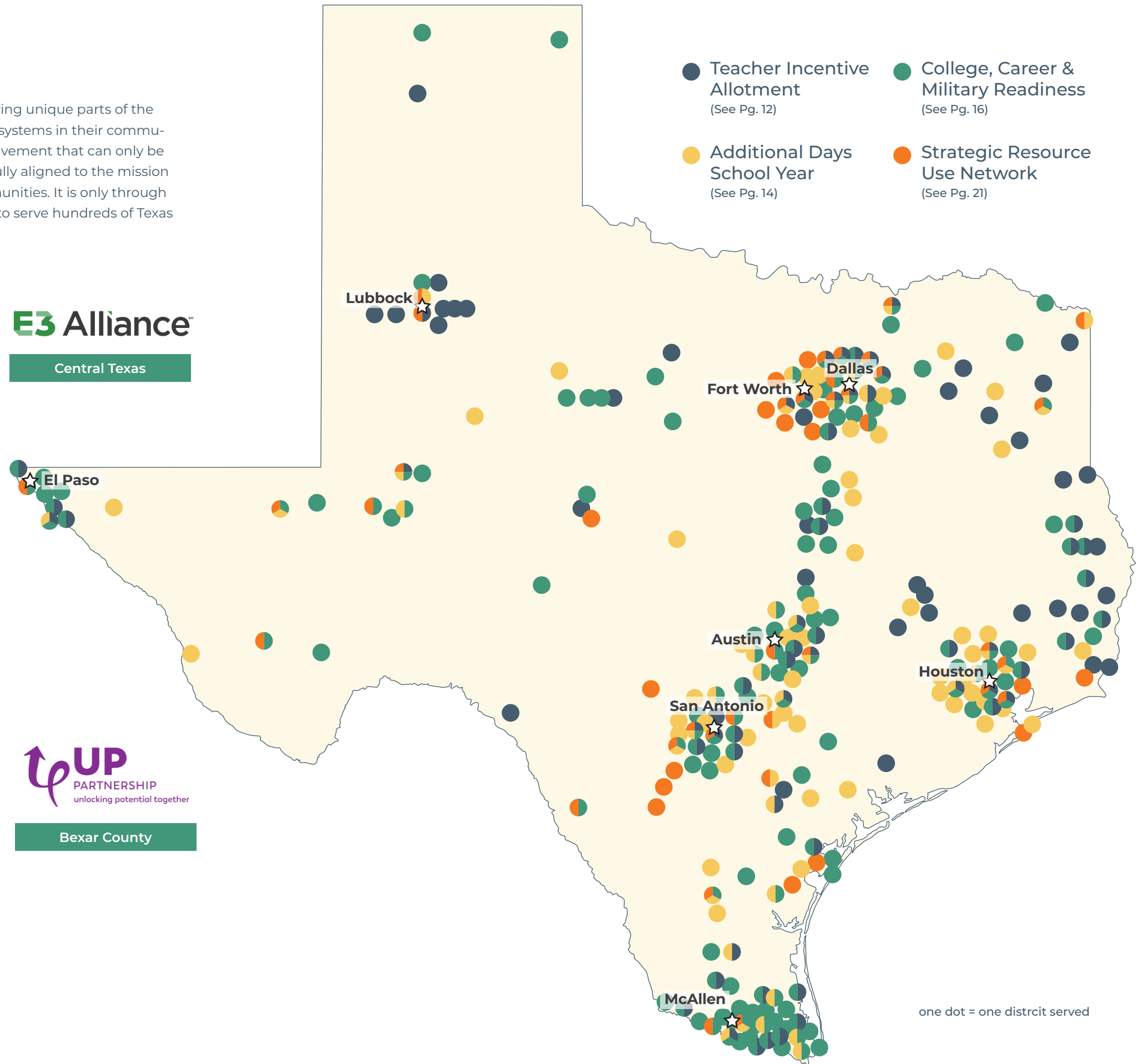
Bexar County

Teacher Incentive Allotment
(See Pg. 12)

College, Career & Military Readiness
(See Pg. 16)

Additional Days School Year
(See Pg. 14)

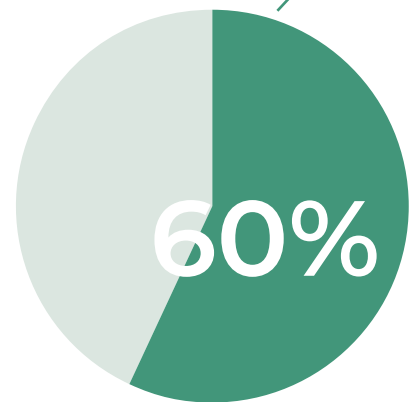
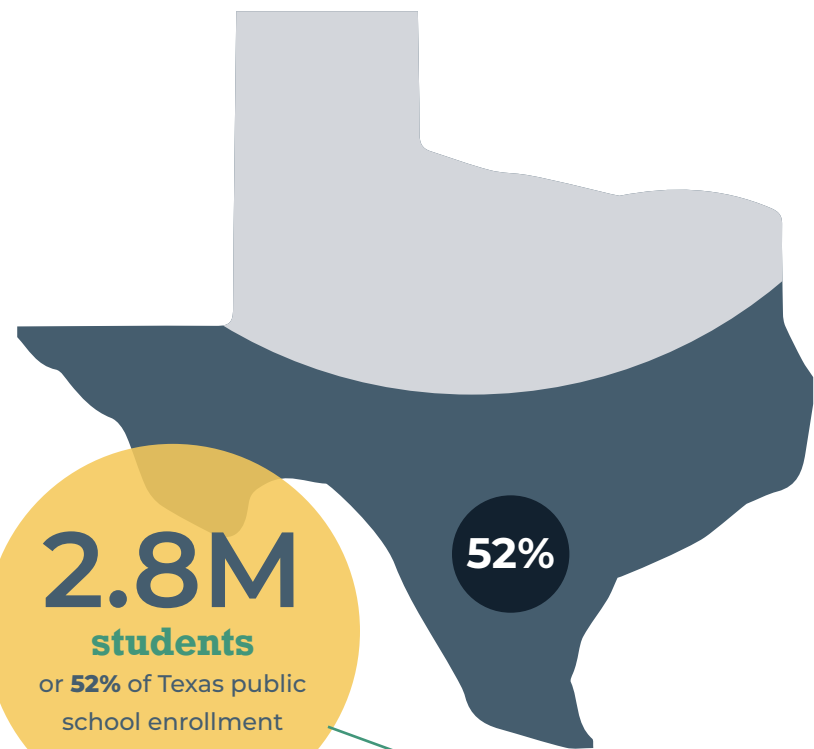
Strategic Resource Use Network
(See Pg. 21)



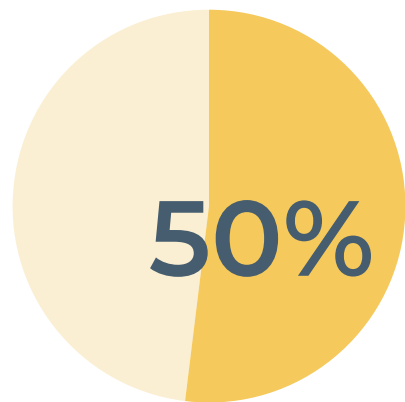
one dot = one district served

WHO WE SERVE

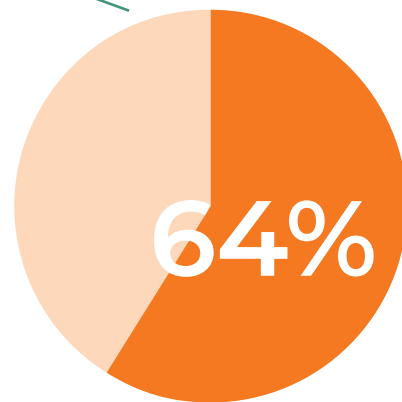
In coordination with our regional partners, the **Texas Impact Network** works with:



2M
students experiencing economic instability
or **60%** of Texas' economically disadvantaged public school enrollment



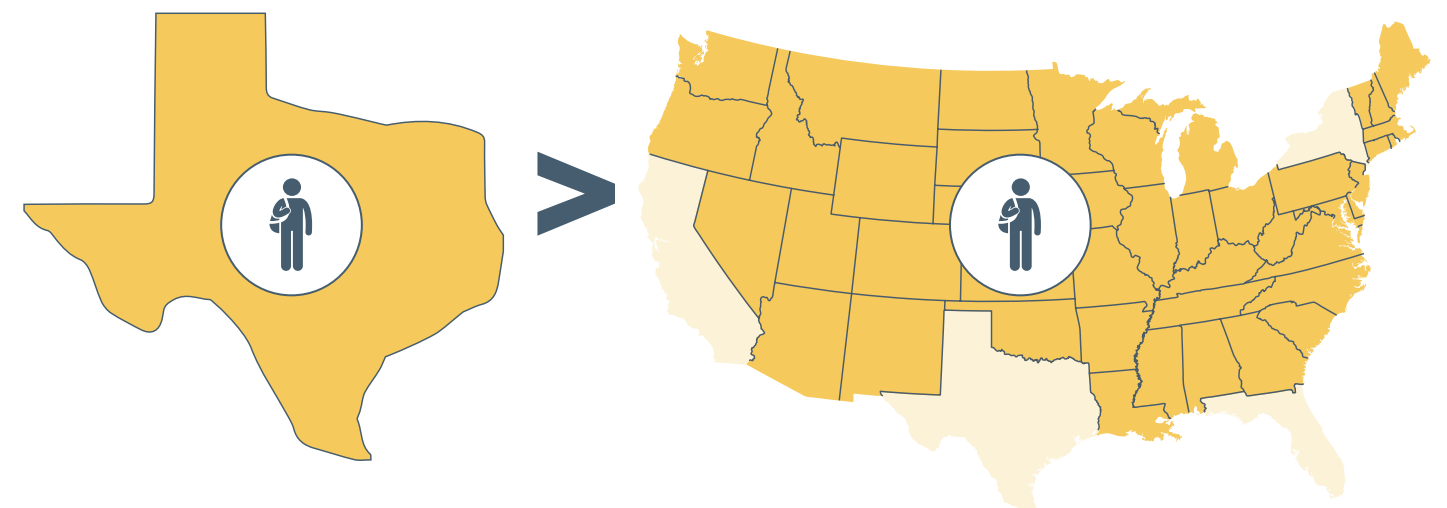
359K
Black students
or **50%** of Texas' Black public school enrollment



1.88M
Hispanic and Latino/a students
or **64%** of Texas' Hispanic/Latinx public school enrollment



Total number of students impacted is **larger than K-12 enrollment of 46 different US states**



OUR IMPACT TO DATE

Teacher Incentive Allotment

THE OPPORTUNITY:

The Teacher Incentive Allotment (TIA) was designed to **attract and retain highly effective educators at traditionally hard-to-staff schools** by providing a realistic pathway for top teachers to earn six-figure salaries. In order to access the allotment, school systems must:

- ▶ Develop a rigorous plan to implement a high-quality educator evaluation system with input from teachers and other stakeholders, ensuring validity and reliability of measures
- ▶ Submit an application for approval to the Texas Education Agency
- ▶ Implement the system's plan with fidelity

THE SUPPORT:



THE IMPACT:



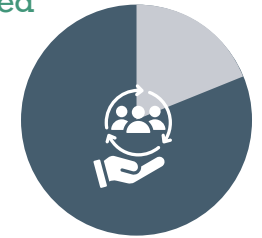
25,000 teachers have received a TIA designation

drawing down a total of **\$290M** in the '23-'24 school year.

TIA-designated teacher retention rate: **89%**



Non-TIA-designated teacher retention rate: **81%**



Teachers in TIA-approved school systems earn an average salary

\$2,000 greater than their peers in non-TIA school systems.



TIA designated teachers teach on campuses with higher concentrations of students experiencing economic disadvantage (75% on average) compared to their non-designated peers (66%).



School systems receiving one-on-one technical assistance from the Network have earned **\$47.1M** in TIA funding, an **over 20x** return on investment.

Additional Days School Year

THE OPPORTUNITY:

The Additional Days School Year (ADSY) provides elementary schools with **funding to cover up to 30 additional half-days of instruction** using one of three potential models to reduce the summer slide:

► **Summer Learning:** A base 180-day calendar and up to 30 days of summer programming for a targeted subset of students.

► **INTERSESSIONAL CALENDAR:** A base calendar of 180 days with up to 30 additional days interspersed over the full year for accelerated learning and enrichment with a subset of students.

► **FULL YEAR REDESIGN:** A revamped 210-day calendar and revised daily schedules to increase time for teacher planning, staff collaboration, student enrichment, and breaks during the school day.

THE SUPPORT:

91 school systems across the state have added additional days to their school calendars by implementing ADSY.



67 school systems have received Network support in the implementation of ADSY, including **54 school systems implementing Summer Learning** and **13 school systems implementing Full-Year Redesign.**

66 of these school systems received the deepest level of Network support to plan and implement an ADSY program in the '22-'23 school year, **an investment of \$13.4M in philanthropic support.**

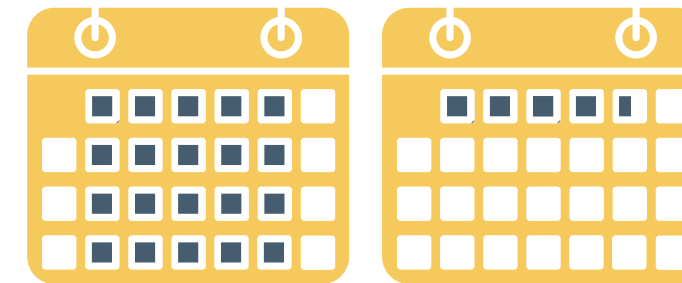
THE IMPACT:



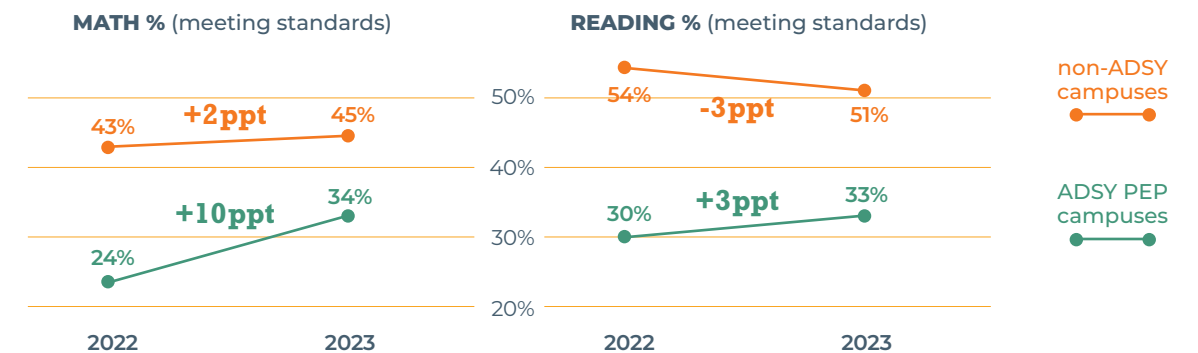
The Texas Impact Network partners with the Texas Education Agency to run the ADSY Planning and Execution Program (PEP), a competitive grant program offering planning and execution supports for school systems interested in adding instructional time on elementary campuses.

24.6

additional days of instruction, on average, were added across ADSY PEP campuses.



Students on ADSY PEP campuses experienced **greater academic growth** than their peers on non-ADSY campuses.



School systems receiving the deepest level of Network support have earned **\$21,600,000 in ADSY funding, a 1.5x return on investment.**

College, Career & Military Readiness

THE OPPORTUNITY:

School systems receive the College, Career & Military Readiness (CCMR) Outcomes Bonus when students take the next step in their career planning by meeting college-level academic readiness standards and either enrolling in a postsecondary institution, completing an industry-based certification or enlisting in the military. These outcomes bonuses are distributed equitably, with more funds awarded for students experiencing economic disadvantage or enrolled in special education.

THE SUPPORT:



225 school systems received guidance on maximizing their CCMR bonus funding through professional learning communities convened by our 10 regional backbone partners.



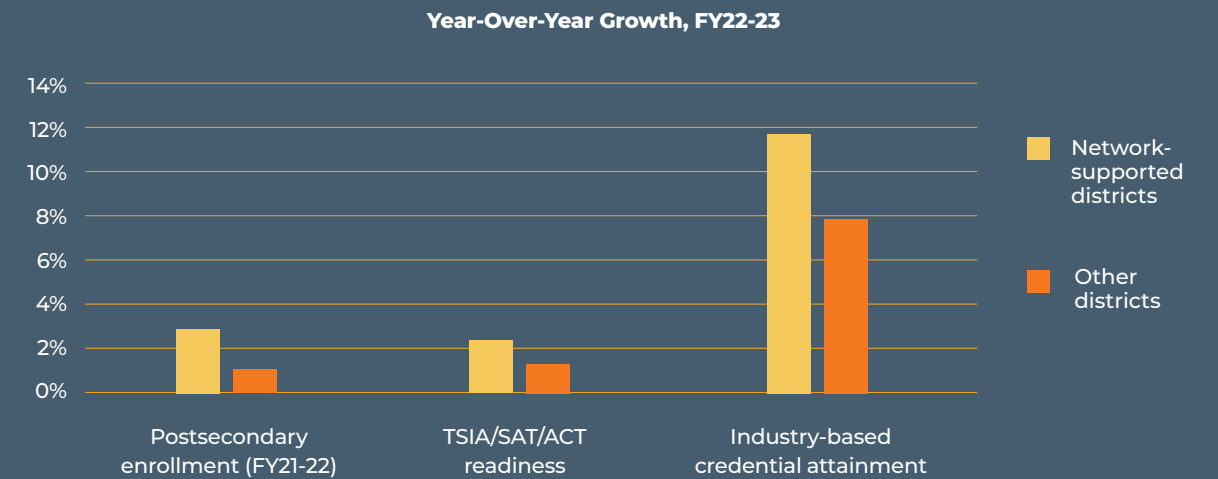
59 of these school systems received the deepest level of Network support to create and implement a CCMR strategic plan, representing **an investment of \$3.85M in philanthropic support.**

THE IMPACT:



School systems receiving the deepest level of Network support increased their CCMR outcomes-based funding by 11%, **earning an additional \$23M in fiscal year 2024.**

Students in Network-supported school systems are more likely than their peers in non-Network supported systems to demonstrate college, career, and military readiness in the following ways:



In the next two years, we'll be able to share ROI numbers on subsequent classes that the Network has impacted.

Rural CCMR Accelerator Program

THE OPPORTUNITY:

Rural school systems are dedicated to the students they serve, but too often lack the capacity and economies of scale necessary to provide the same set of innovative programs as those offered by their suburban and urban counterparts.

The Texas Impact Network included rural education as a priority focus with dedicated resources from its launch in 2020 with the Rural CCMR Accelerator Program, extending expert coaching and student support services to select rural Texas school systems aimed at increasing postsecondary readiness and maximizing CCMR outcomes-based funding through HB3, which provides the opportunity for districts to draw down per-student funds based on defined College, Career, and Military readiness outcomes.

The total maximum funding for rural schools in 2024 was \$27.3 million, and only 13% was drawn down. We support rural school systems' identification and implementation of effective programming to increase student success in these areas, and subsequently increase their own funding. TIN has served 53 rural districts and 95,000 students (more than 10% of all students attending a public rural Texas school) through this program.

THE SUPPORT:

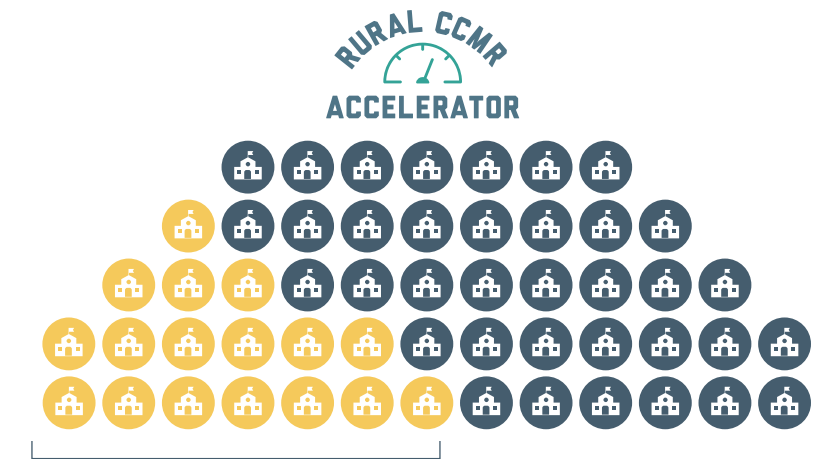
School systems participating in the Rural CCMR Accelerator Program engaged in deep strategic assessment and planning, and implementation of technical assistance designed to increase student achievement on CCMR Outcomes Bonus Funds metrics through dedicated strategic planning, College and Career Success advisors, TSI support, data support (assessment, tracking, reporting, etc.), advanced academic coursework and CTE opportunities, and labor market analyses customized to each rural district. School systems received 30 months of direct financial and technical support in alignment with their CCMR strategic plans, and the majority remain engaged with TIN and/or have continued the infrastructure and programmatic supports put in place during the Rural CCMR Accelerator.

“Rural Texans are community oriented. They take care of their neighbors,” says Rural Accelerator Network Executive Director Dr. Lynette Balkcom, “The beauty of the Rural Accelerator Network is our districts become a part of their own community. Even if they are separated by hundreds of miles, they can find ways to work together and learn from one another.”

THE IMPACT:

53
school systems
 have participated in three cohorts of the **Rural CCMR Accelerator**, receiving intensive technical support from partners such as **CareerCraft, Contigo Ed, MAYA Consulting, OnRamps, rootEd Alliance, Surescore.**

This is nearly
10%
all rural students
 in Texas
 public schools.



17 of the 53 districts (nearly a third) are located in Persistent Poverty counties*.

*The Federal Census Bureau defines an area as experiencing Persistent Poverty if it has had a poverty rate of 20% or higher for the previous 30 years or more.

The first cohort of Rural CCMR Accelerator systems saw a **3 percentage point increase** in outcomes-bonus funding earned in fiscal year 2024.

70% of Rural CCMR Accelerator systems in cohort 1 showed growth, with outliers like **San Augustine (+25pp), Rio Hondo ISD (+16pp), and Aransas County (+11pp)** showing enormous year-over-year gains.



Strategic Resource Use Network

THE OPPORTUNITY

Chief-level administrators in Texas school districts play a pivotal role in the success of the students they serve, but frequently lack the resources to continuously improve school funding. This is especially true when it comes to accessing and maximizing new funding opportunities created by the passage of state law.

THE SUPPORT:

The Strategic Resource Use Network brings together school system leaders in finance, academics, and innovation who are committed to transforming outcomes for students and maximizing the impact of their districts' resources: people, time, and money. Facilitated by Education Resource Strategies (ERS), the Strategic Resource Use Network aims to support system leaders by equipping them with the knowledge and skills to enable them to act as strategic leaders within their districts and provide a venue to meaningfully collaborate and learn together.

“How districts use their people, time, and money has a direct impact on what students and teachers experience in our schools and ultimately on student academic outcomes,” says **ERS Texas Strategic Support Director Sharla Horton**. “The Strategic Resource Use Network helps senior-level district leaders come together and think strategically about how to leverage existing resources to get the outcomes they want for students and teachers.”

THE IMPACT:

48

school systems
and two regional Education
Service Centers participate
in the Strategic Resource
Use Network.



These school systems manage **more than \$15B** in publicly adopted budgets.



This represents nearly **24% of the total amount spent on public education** in the state of Texas.

OUR VISION FOR THE FUTURE

The Texas Impact Network was born from the recognition that public policy is only as good as its implementation. Change management takes a great deal of time and effort and school systems across Texas are already stretched thin. This is where the Texas Impact Network steps in – providing catalytic policy implementation support to remove the burden and bring additional resources to pioneering school systems who are working to implement these potentially game-changing policy solutions.

Our vision for the future of policy implementation is two-fold:

NETWORK



We aim to build a network comprising hundreds of school systems and millions of students, representative of the diversity of Texas, with whom we have built strong relationships with and keep updated on meaningful policy changes and opportunities.

Our vision for the future is one where, upon the passage of a strong policy, there is seamless support ready for school systems to implement that policy with fidelity in ways that align with each systems individual needs and context. The successes and learnings from this implementation feeds further uptake of good policies around the state while informing the next cycle of policy advocacy and improvement, building a self-sustaining cycle of policy passage and implementation.

To this end, the Texas Impact Network is deepening its work by leveraging new opportunities presented by recent Texas legislation, outlined in the following section.

CATALYTIC SUPPORT



We will provide an engine of catalytic support for a representative set of school systems across Texas to turn meaningful policy into strong implementation impacting students. From this, we aim to build proof points that we can share widely about, as well as learn from what's not working so that we can advocate for improvements to policy and regulation.



The Opportunity

There are four landmark education laws passed in Texas over the past years which have created massive opportunities for school systems and students across our state. This year, the Texas Impact Network will support quality implementation of each of these.

COMMUNITY COLLEGE FINANCE REFORM BILL (HB8)



This bill restructures state funding for community colleges, incentivizing program completion over student enrollment. Part of this bill makes dual credit courses free for a majority of Texas students and increased dual credit attainment can result in more funding for community colleges and more access to rigorous coursework for students.

RURAL PATHWAY EXCELLENCE PARTNERSHIP (R-PEP) (HB2209)



This bill codified a program that incentivizes small, rural school districts to partner with one another to offer more college and career pathways for students. Districts that partner for these efficiencies are eligible to earn additional funding for each student who enrolls and completes their pathway.

ADVANCED MATH PATHWAYS (SB 2124)



This bill requires school systems ensure fifth grade students who are achieving in math are put on a pathway to learn Algebra 1 by eighth grade; research shows this is a powerful predictor of postsecondary success.

STRATEGIC STAFFING (HB3 86R)



In 2019, the Teacher Incentive Allotment (TIA) was created through HB3 to incentivize districts to identify their most effective teachers based on quantitative student growth data, and compensate them more. TIA has now exploded across the state with more than 600 school systems implementing or actively building a TIA system. Now, there is an opportunity to support systems in finding ways to maximize the impact of TIA and their most effective teachers on their entire school systems.

The Support

REGIONAL CONVENER LEARNING COMMUNITY



Over the past four years we've worked alongside our regional partners to create a collaborative environment where the intermediaries are able to work with one another to improve practice, share learnings, and accelerate the work across Texas together. This year, we have set common, shared goals that we are trying to achieve across Texas related to these landmark education laws.

The 10 Texas Impact Network regional intermediaries represent 19 counties in Texas that contain **more than half of the Texas population, more than 6% of US public school enrollment and more than 8% of the nation's youth in poverty.** If these organizations are able to successfully impact key outcomes, they can change the trajectory of not only our state, but our nation as well.

RURAL ACCELERATOR NETWORK



More than 75% of Texas school systems serve less than 2,000 students. If policy solutions are to last in Texas, they must work for all of Texas – meaning large urban systems and small rural systems alike. Given that most small rural school systems across Texas do not have a regional intermediary organization, we have begun to fill this gap by standing up our Rural Accelerator Network. The goal of the Rural Accelerator Network is to provide holistic, focused support for policy-oriented challenges and solutions on high-impact, high-value legislative opportunities such as those outlined on the previous page.

The Rural Accelerator Network will serve **132 rural districts (15.5% of all Texas public rural districts) and 147 organizations total**, including universities and community colleges, Education Service Centers, Technical Assistance providers, and other rural-focused organizations.

Interested in participating in the Rural Accelerator Network? Email lbalkcom@cftexas.org to learn more.



OUR FOUNDERS

IMPACT NETWORK

A joint venture between



EDUCATE TEXAS
of COMMUNITIES FOUNDATION of TEXAS

By many measures, Dallas has a thriving economy. But there's one measure that tells another story. Two out of every three young adults in Dallas County don't earn a living wage. We work with others to break the cycle of educational and economic inequity by building a collaborative network of school systems, higher ed institutions, policymakers, businesses, and nonprofits, creating big systemic changes at all steps in a student's journey. Backed by data and relentless optimism, we believe Dallas County can become a place of economic opportunity for everyone.

Educate Texas, an initiative of Communities Foundation of Texas, is a robust public-private partnership that aligns key stakeholders within the public and higher education system. As a trusted change agent, its mission is to increase academic achievement and educational equity by leading programs, policy, and partnerships. It envisions that all Texas students, especially African American, Latino, and economically disadvantaged students, earn a college degree or credential that leads to a living wage and thriving communities.





Thank You

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NETWORK**

www.texasimpactnetwork.org

A joint venture between



EDUCATE TEXAS
of COMMUNITIES FOUNDATION of TEXAS

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