STRENGTHENING CAMPUS-BASED INSTRUCTIONAL LEADERSHIP

A Strategic Shift Toward Content Expertise

Tuesday, December 9, 2025

Background & Context
A Strategic Shift Toward Content Expertise

As part of the district's **improvement and school turnaround strategy**, KISD is **strengthening the instructional impact** of campus-based leadership roles by ensuring that individuals serving as Deans of Instruction, Campus Instructional Specialists, and Coaches possess **demonstrated expertise and proven success** in core content areas, especially **reading and mathematics.**

The Why: Root Cause & Urgency
Content Expertise in Instructional Leadership

Reading and Math are the primary indicators of:
- Student achievement
- Graduation readiness
- College and career success

Current staffing model includes leaders with:
- Generalist backgrounds
- Non-core content expertise (ex: CTE, PE, elective areas)
- While valuable in other contexts, these backgrounds do not consistently align with the highest instructional need on campuses

If we want stronger core outcomes, our strongest instructional leaders must be anchored in the core.

The Why: Root Cause & Urgency
Content Expertise in Instructional Leadership

Research shows:
- The classroom teacher is the #1 school-based determinant of academic outcomes for students

District alignment:
- KISD has taken intentional steps to ensure implementation of high-quality instructional materials; minimizing variance and increasing rigor
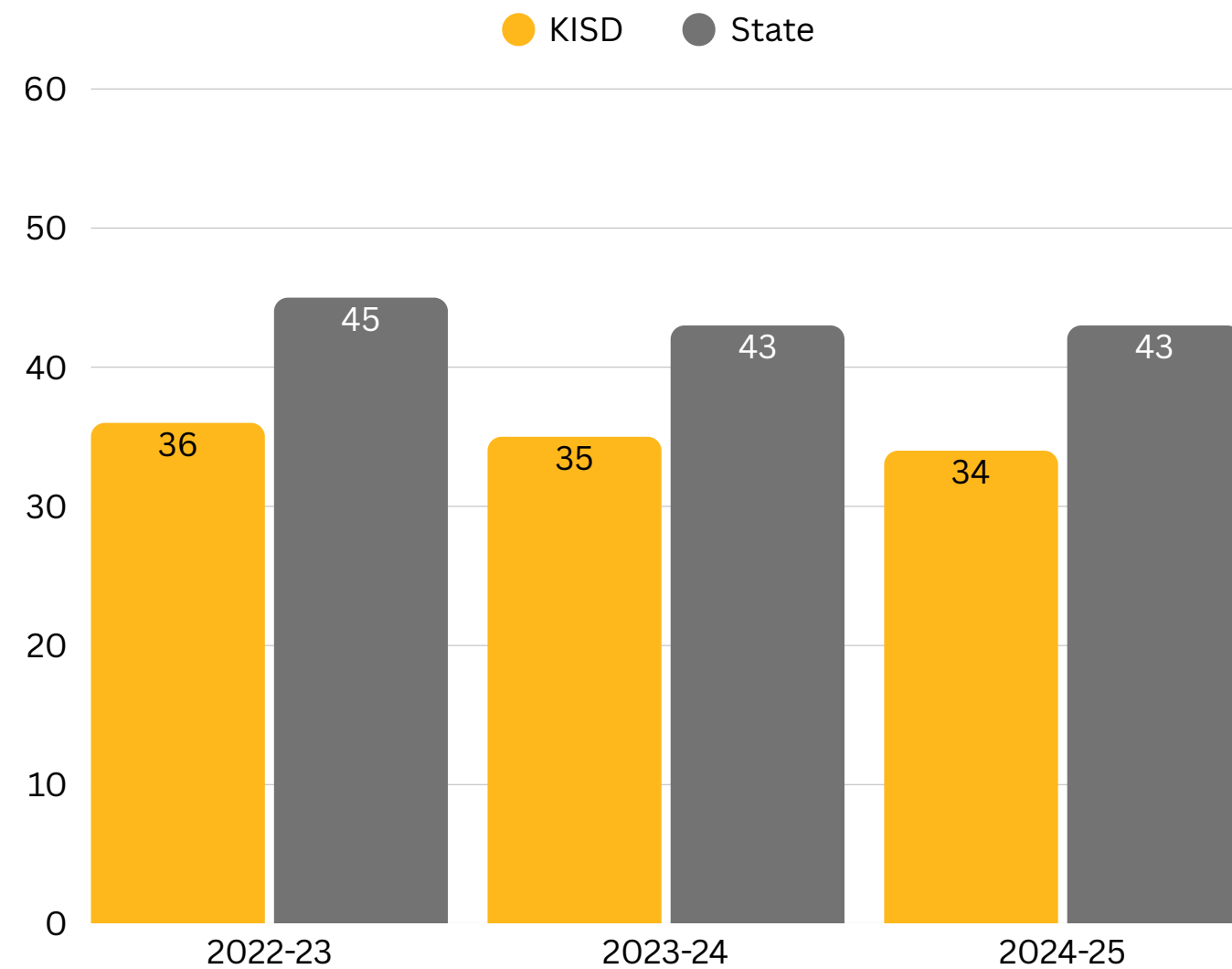
Current reality:
- Despite these efforts, historical data indicates a continued need for stronger content-based support for Tier 1 instruction
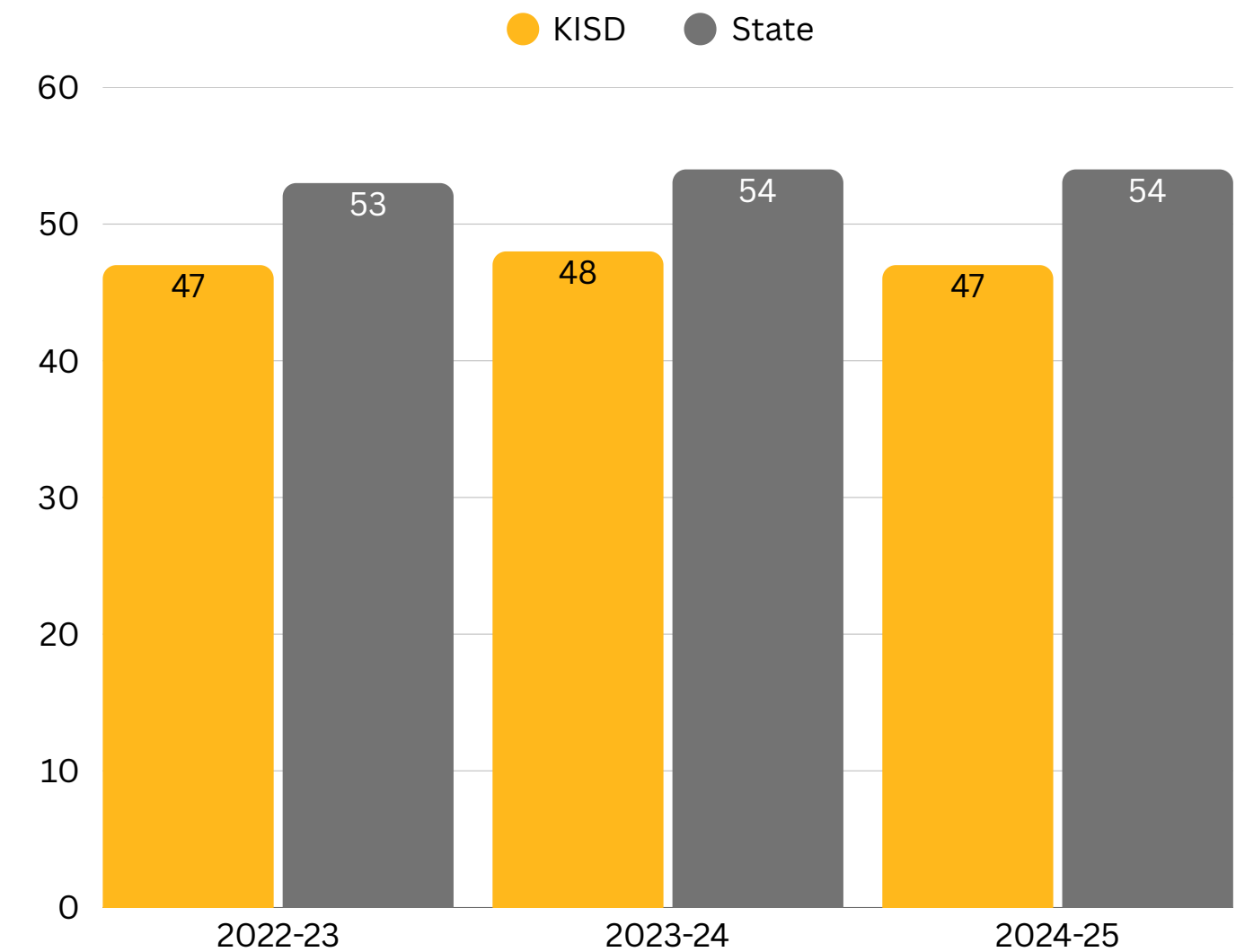
The Why: Root Cause & Urgency
Percentage of Students Meeting Grade Level

STAAR Math - All Students

Legend: KISD, State

	2022-23	2023-24	2024-25
KISD	36	35	34
State	45	43	43

STAAR Reading - All Students

Legend: KISD, State

	2022-23	2023-24	2024-25
KISD	47	48	47
State	53	54	54

Current State vs. Future State
Aligning Talent to Highest Leverage Impact Areas

Current Model	Proposed Model
Variety of backgrounds (CTE, elective, PE, generalist)	Reading & Math expertise strongly preferred
Focus on general instructional and pedagogical support	Focus on high-impact, content-specific coaching
Inconsistent depth of knowledge in math and reading	Demonstrated success in student growth
Varied impact on core instruction	Strategic leverage of expertise in priority areas

What This Means for Key Roles
Aligning Talent to Highest Leverage Impact Areas

	Deans of Instruction	Campus Instructional Specialist	Campus Instructional Coaches	Total
Elementary	N/A	32	34	66
Middle	12	13	12	37
High	5	9	5	19
Total	17	54	51	

What This Means for Key Roles
Aligning Talent to Highest Leverage Impact Areas

- Demonstrated success in improving reading and/or math outcomes (strongly preferred)
- Experience teaching and/or developing teachers in math or reading (strongly preferred)
- Exceptional skill in data-driven instructional improvement
- Defined expertise as a content specialist
- Deep knowledge of:
    - A-F Accountability
    - Content standards & TEKS vertical alignment
    - Math and Reading curriculum implementation
    - The PLC cycle and instructional coaching model
- Focus on increasing teacher effectiveness in:
    - Tier 1 core instruction
    - Planning, delivery, and data-driven reflection
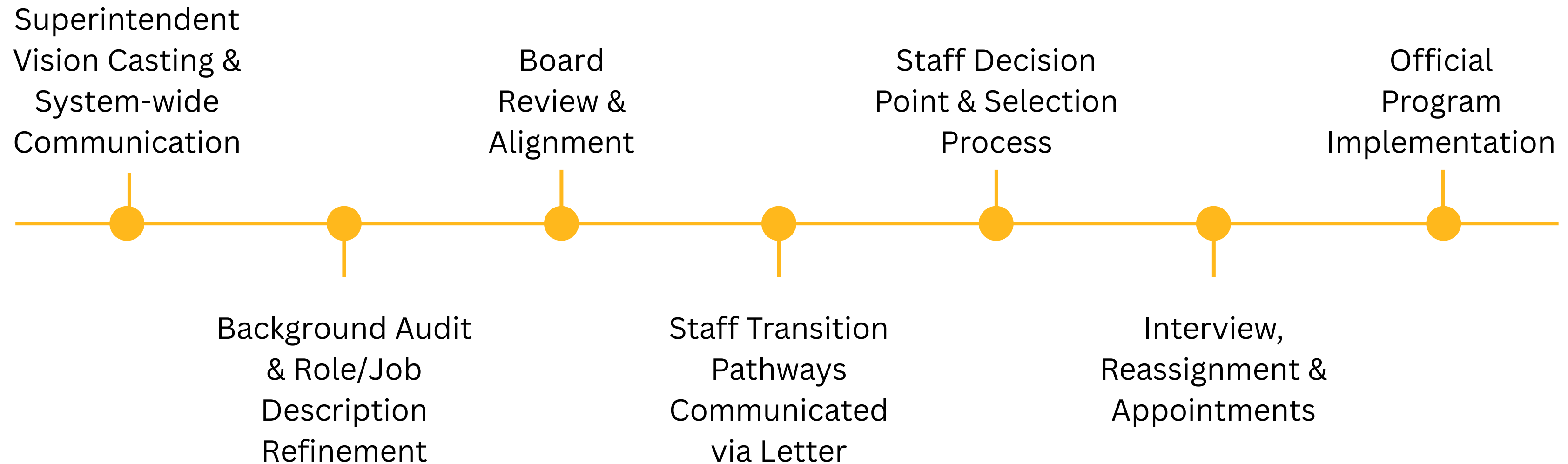
What This Means for Key Roles

Aligning Talent to Highest Leverage Impact Areas

- Does **not** eliminate roles
- Does **not** devalue experience in other content areas
- Does **not** create immediate disruption
- Does clarify role purpose and expectations
- Does strengthen alignment to district needs

Program Change Timeline

Proposed Transition Plan for Instructional Roles

Superintendent Vision Casting & System-wide Communication

Background Audit & Role/Job Description Refinement

Board Review & Alignment

Staff Transition Pathways Communicated via Letter

Staff Decision Point & Selection Process

Interview, Reassignment & Appointments

Official Program Implementation

How Success Will Be Measured

Long-Term Impact in Killeen ISD

The measure of success will be:
- Increase in Reading & Math achievement
- Growth in teacher effectiveness scores
- Increased lesson internalization & rigor
- Improved PLC implementation
- Improved student performance trends
- Stronger Tier 1 instruction

This strategic shift will:
- Strengthen foundations for all learners
- Build KISD instructional consistency
- Support sustainable turnaround efforts
- Develop the leadership pipeline
- Increase system-level coherence

QUESTIONS & FEEDBACK