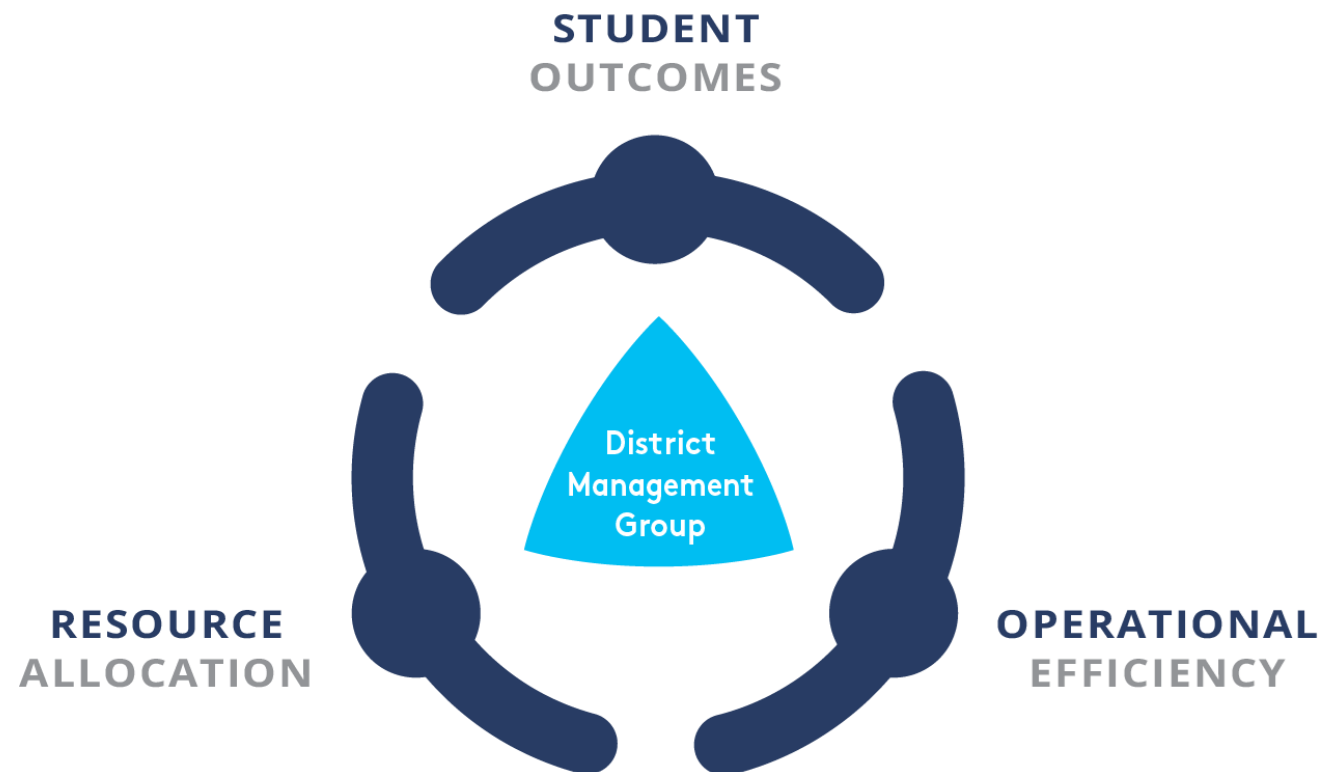


Academic Return on Investment

DMGroup

Our mission is to achieve systemic improvement in public education by combining management techniques and education best practices.

DMGroup's Mission



We believe that a district must focus on meeting all three of these objectives to achieve lasting results for students.

DMGroup's A-ROI framework will help your district understand how to evaluate an initiative through three important lenses.

DMGroup's Academic Return on Investment (A-ROI) Framework

Districts with A-ROI capacity ask:

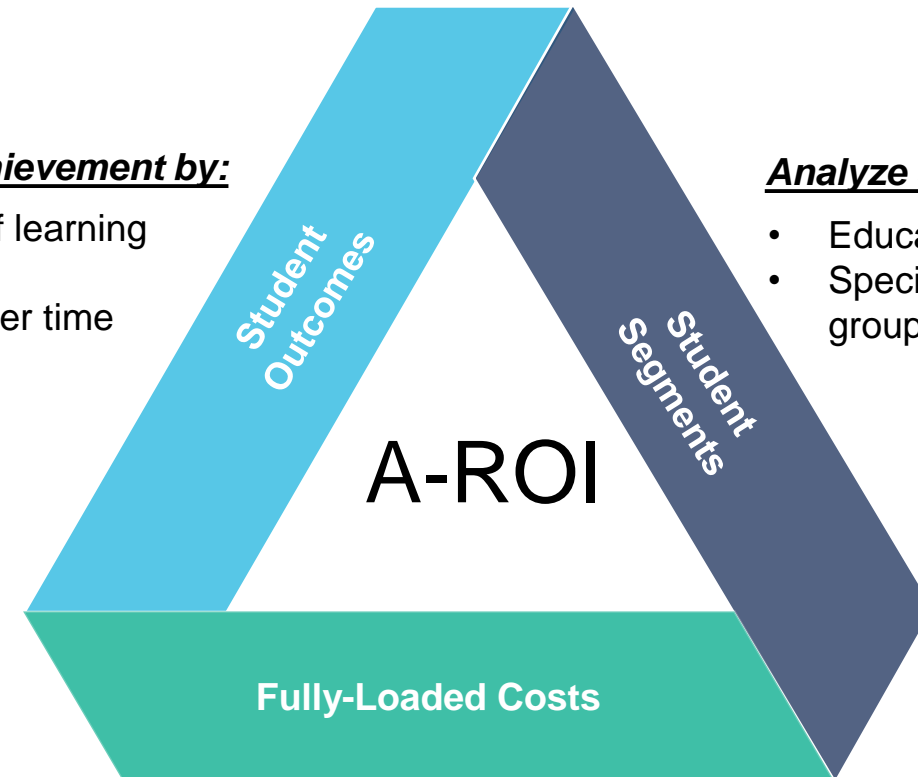
1. Is this initiative working?
2. For which students?
3. At what cost?

Analyze achievement by:

- Mastery of learning objectives
- Growth over time

Analyze students by:

- Educational need
- Specific, actionable grouping



Analyze costs by:

- Direct and indirect costs
- Cash and time

Districts with strategic budgeting capabilities can make more strategic, tailored decisions based on deeper information.

Options for Taking Action

Most districts today

Keep
Nearly every program is kept as is.

Eliminate
Rare, usually due to departure of key program advocates.

Districts with A-ROI capabilities

Expand: Highly cost-effective programs that increase student learning should be expanded.

Keep: Cost-effective and successful programs in their current scope should be kept as is.

Segment and Target: Programs that are successful only for some segments of the student population.

Reduce: Expensive programs with some successes should be reduced to keep only the crucial portions.

Fix: Programs with limited success that could increase success if structural or systemic problems were fixed.

Eliminate: Programs that prove to be either ineffective or cost-ineffective should be eliminated to release funds.

In order to gather the right information, it is important that there is alignment on what qualifies as an 'initiative.'

DMGroup Initiative Definition Overview

Proposed Definition of an Initiative

An investment in people, programs, or processes that is intended to meet a specific goal that is outside of day-to-day operations.

Initiatives should meet the below criteria:

- ✓ **Strategic:** is aligned to a District, Department, or Team priority at the time it was launched
- ✓ **Purposeful:** has or had a clear expected outcome/measure of success and Theory of Action at the time of launch in the minds of some
- ✓ **Invested In:** specific investment in people or dollars are allocated to the effort, regardless of funding source
- ✓ **Is managed and supported by the central office**

Examples

- Instructional Coaches
- Parent Welcome Centers
- Elementary Math Professional development
- New Teacher Mentoring Program

Non-Examples

- Special Education Paraprofessionals
- Core Elementary Math Class
- Updated HVAC Systems
- STAAR Assessments

Principals were asked to respond to questions related to each initiative's use and impact within their school.

Principal Survey

For each initiative please answer:

Use of Initiatives

- Is this initiative happening at your school?

Yes

No

Impact of Initiatives

- How effective is this initiative in meeting its defined objective?
- How important is this initiative to your school?
- Is there anything else you'd like to share about this initiative?

Desire for Initiatives

- If you do not have this initiative, would you want to see it rolled out in your school?

Other Non-Listed Initiatives

- Are there other initiatives in your school that accomplish a similar goal?

Principal Survey Timeline: 8/20 – 8/26

Overall, information on 165 initiatives were collected in the inventory process.

Initiatives Inventory Overview

Number of Initiatives

- Information on **165 initiatives** has been collected on program design
- **19 departments** entered initiatives and participated in the data collection process

Cost Information

- Departments entered cost (personnel and non-personnel) for **97 of 165 initiatives (59%)**
- Total known cost of ongoing initiatives: **\$48M**

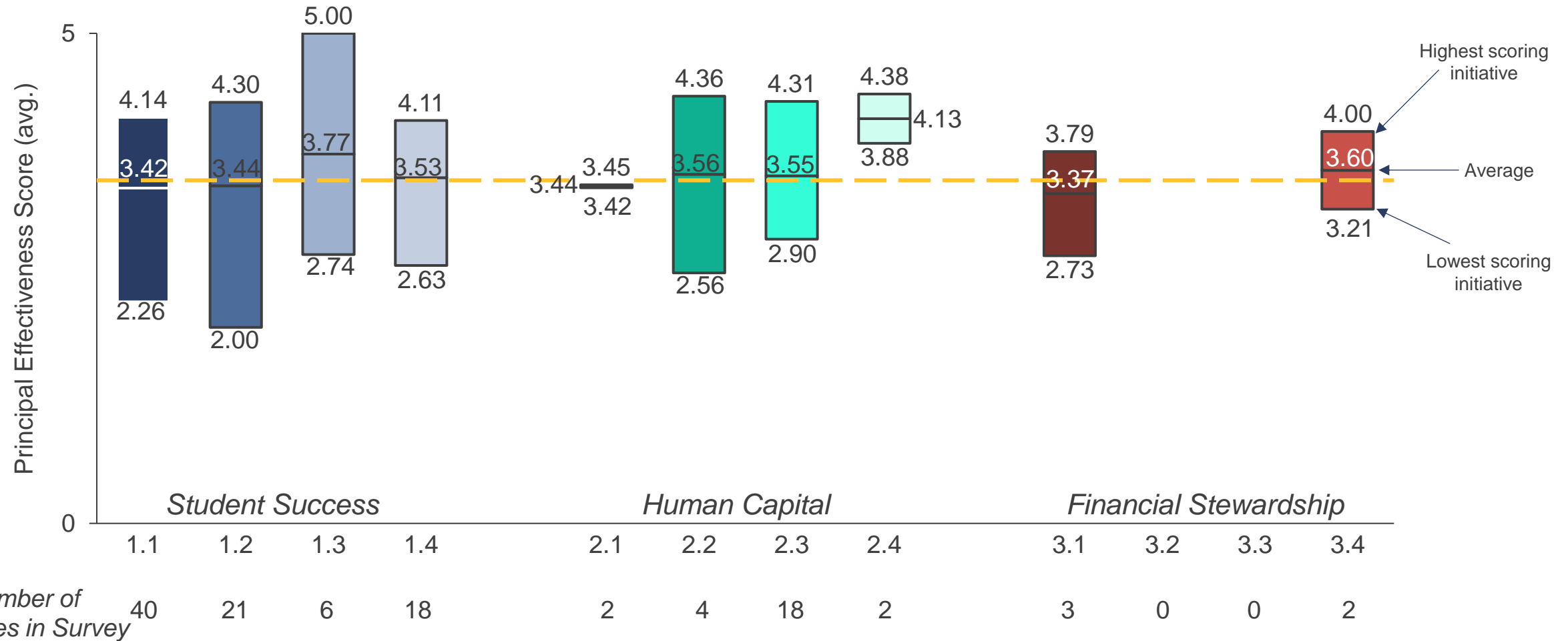
Principal Impact Inventory

- The Principal Impact Inventory consisted of **116 of 165 initiatives (70%)**
- On average, **81%** of principals asked about an initiative answered the questions asked.
- The average perceived effectiveness of initiatives was a **3.5/5**.

Source: KISD Initiatives Inventory – August 2024

In general, principals found programming to be moderately effective, with a slightly higher rating for initiatives in the human capital priority area.

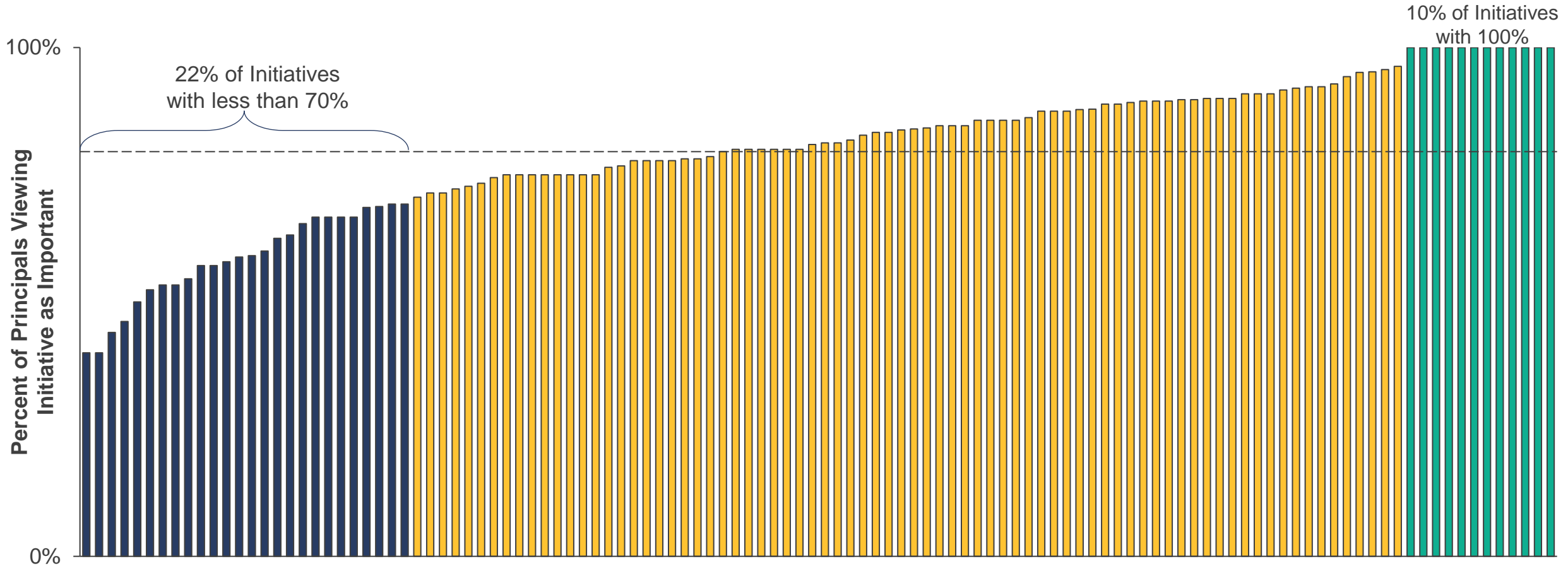
Perceived Effectiveness by Strategic Goal



Source: KISD Principal Impact Survey & Initiatives Inventory – August 2024

In general, principals found a majority of initiatives important but provided feedback that many need improvement.

Initiative Importance



Source: KISD Principal Impact Survey – August 2024

Districts need clear and organized data on programs' impacts and costs in order to make strategic decisions.

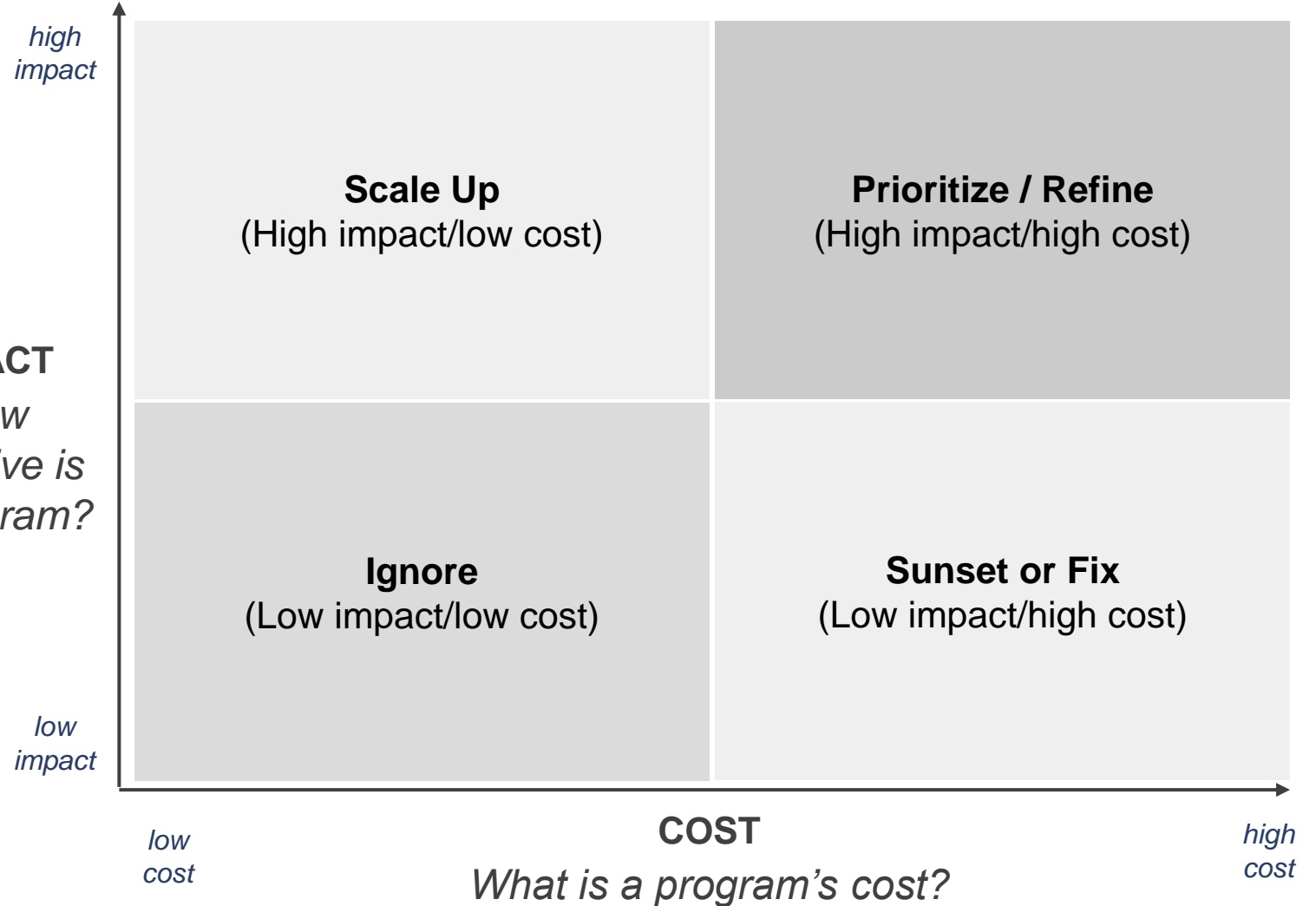
Cost/Impact Matrix



Key Components of Measuring Impact:

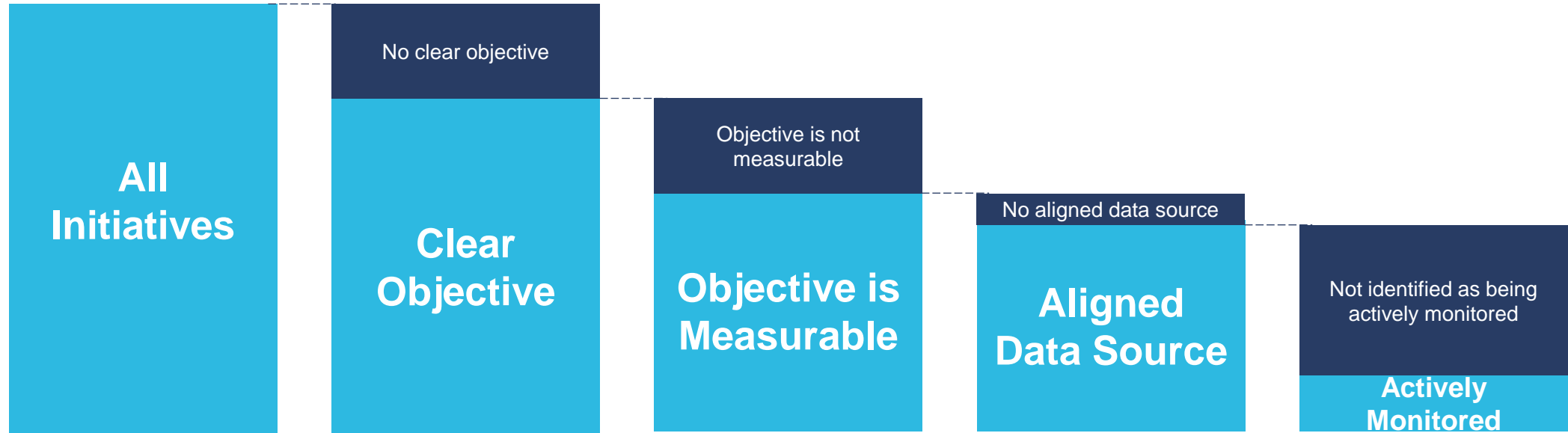
1. **Measurable** program objectives
2. **Data systems** aligned to objectives
3. **Accessible** results

IMPACT
How effective is a program?



While most initiatives have a clear objective, fewer than half of initiatives have a measurement for that objective with an aligned data source; only 13% of initiatives are actively monitored.

Status of Initiative Evaluation Metrics – By Count

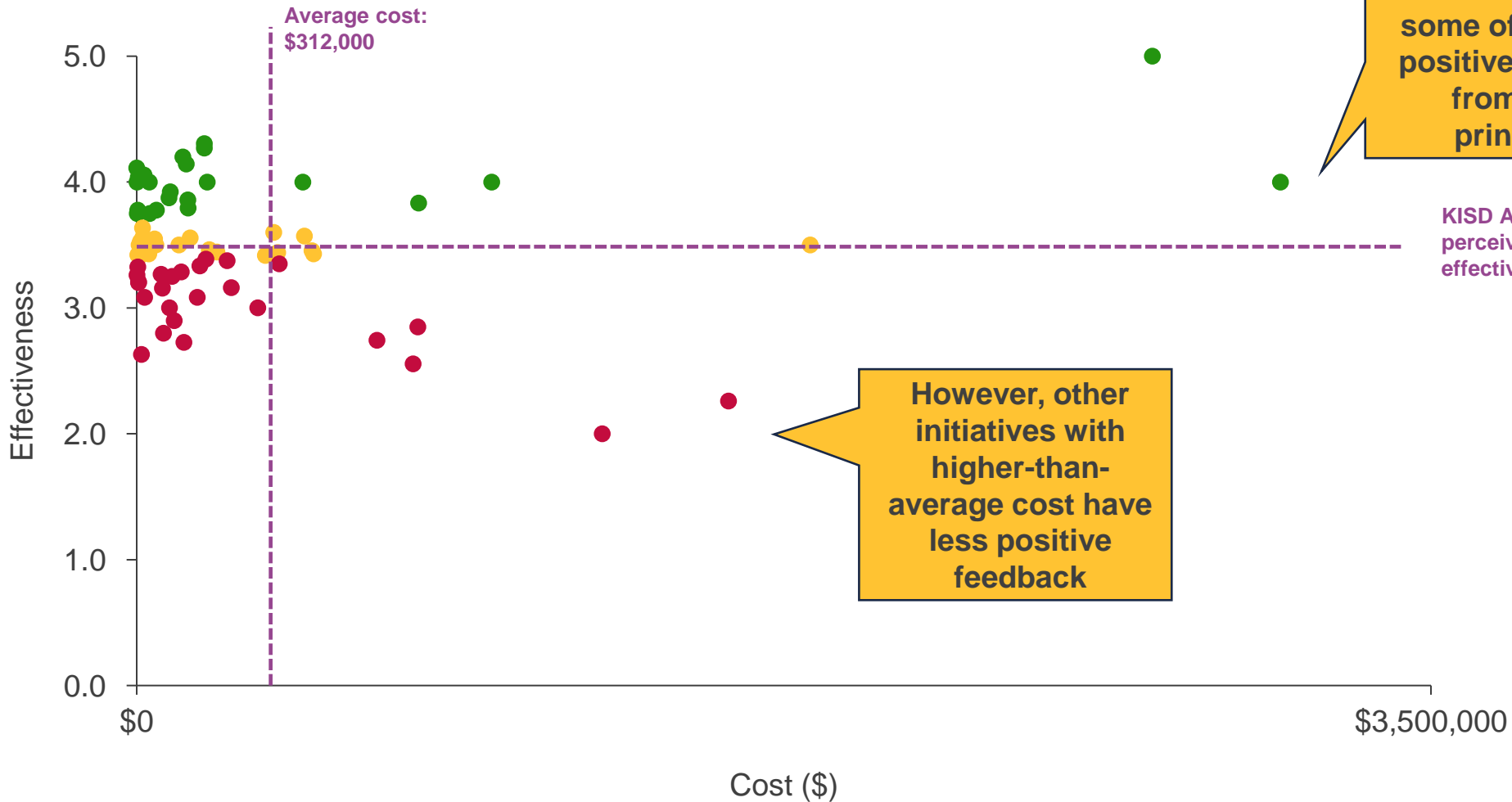


	165 initiatives (100% of total)	129 initiatives (78% of total)	93 initiatives (56% of total)	81 initiatives (49% of total)	21 initiatives (13% of total)
Number of Initiatives:					
Provided Costs:	~\$48.05M	~\$43.98M	~\$41.23M	~\$39.96M	~\$1.42M

Source: KISD Initiatives Inventory – August 2024

Qualitative data from principals offers a school-level perspective that can approximate the cost/impact matrix for KISD until all initiatives are actively monitored.

Cost of Initiatives, Effectiveness, Fidelity of Implementation



**Fidelity of Implementation
Principal Feedback Average Score**

●	3.70 - 4.50
●	3.40-3.69
●	2.00 - 3.39

Note: additional results would be incorporated into decision making

Source: KISD Initiatives Inventory and Principal Impact Survey – August 2024
Only includes initiatives for which costs are available and principals were surveyed (n=71)

There are a few opportunities KISD may consider to strengthen A-ROI capabilities across the district.

Future Considerations

Assigning Measures to Objectives

While a majority of initiatives have clear objectives, many do not have a way of measuring effectiveness in comparison to the objectives. Providing support to leaders on **how to identify and collect metrics** will facilitate better **communication, transparency, and decision making** around initiatives.

Target Student Populations

Build alignment around the **students who should be served by specific initiatives**, to ensure underserved populations receive adequate supports to close gaps across the district. Additionally, leaders should evaluate who is **actually served** by their initiatives.

Build an Evaluation Mindset

Continue to build a culture **of accountability**, where leaders are the biggest advocates for **understanding the academic return on investment** of their programming.