



Name: Marquis Hawkins

Job Title: Consultant

Describe leadership positions, responsibilities and/or personal experiences that have most prepared you to serve Dallas ISD students as a trustee.

Currently, I serve on the board of three community organizations: The Oak Cliff YMCA, CitySquare, and the Network for Teaching Effectiveness. With regard to the YCMA, I serve as on multiple committees and seek to drive our local fundraising efforts, this year over \$60,000; CitySquare has an over \$35 million budget that I help oversee. Additionally, I'm a member of Leadership ISD Class of 2016, the Chamber Young Professionals, and Texas Young Professionals. With regard to my educational background, I hold a BA degree in Political Science from Morehouse College and a Master of Public Administration from Cornell University. I have also completed post-baccalaureate work at the University of Chicago's Harris School of Public Policy. Professionally, I've worked for former Mayor Tom Leppert, as a teacher in one of the highest poverty neighborhoods in southwest Houston, and been a Human Capital Management staff member working on teacher and principal selection models. It the collection of all these experiences that I believe make me not only prepared to lead and serve as a school board member, but also apt to help move it forward.

Give three examples of local organizations you are affiliated with that have influenced your thinking regarding the needs of the district.

City Square- This organization is the leading organization fighting against homelessness in Dallas. 3,330 students in Dallas ISD are homeless. Dallas itself is 3rd in child poverty in America and number one child poverty for cities over 1 million people. Two in five kids in Dallas ISD is in poverty. These statistics are disheartening to learn and even more horrible of your children to live with day in and day out. We need to continue the growth and build upon wraparound services for all of our kids across the district.

Reading Partners- Many of our students start off behind in reading and continue to not be on grade level following their 3rd grade year. We have to make sure we are setting students up with for the best possible success in the early years particularly. If a child in our district is not reading on grade level by third grade, they are four times less likely to graduate from high school. I work actively every day in this organization to stem that tide in my own neighborhood.

Dallas Chamber Young Professionals- The business community plays a linchpin role in ensuring we have both higher educational outcomes and a career/college ready workforce. It is the investment of this facet of the community's time and treasure that will ensure that Dallas ISD school receive more of the necessary resources they need to be competitive and eventually successful.

Provide insight into your understanding of the role and responsibility of an individual trustee as well as the Board of Trustees as a whole.

The role of an individual trustee is to ensure they are speaking to the needs and concerns of their district while celebrating the successes. positive actions happening in their districts. Additionally, they should be able to work in concert with the trustees developing good policy for the advancement of student academic outcomes. We saw this displayed with the recent policy proposals for pre-K and recess. With regard to the Trustees as a whole they should ensure the Superintendent is being a responsible steward of the public dollars allocated to him/her by the trustees regarding advancing student achievement. In some cases, they should also direct the Superintendent on certain policy priorities that are important to the city and students.

Explain school board governance and how it impacts student achievement.

The first is ensuring there is a strong vision for student achievement and high quality instruction. The School Board should provide a strong, clear, collaborative direction forward for the district so that all participants in the educational outcomes for kids are on the same page. Next, by empowering the Superintendent to deal with operational business, the School Board should concentrate on evaluating the effectiveness of the Superintendent as it relates to student achievement. Another way the school board impacts student achievement is by ensuring that resources are aligned so that we have enough to support instruction outside of the traditional classroom environment-- namely professional development. As a board member, I would look closely at the line item dedicated for teaching and learning and suggest any improvements that will be necessary for teacher development and growth.

Analyzing information is a fundamental trustee responsibility. What resources will you rely on to have a full understanding of board issues; and what groups will you call on for perspective?

I will rely on my own background knowledge from my schooling in public policy and participation on high functioning nonprofit boards, my colleagues, the administration, and my own community for different perspectives. Regarding groups, I will listen to any group who is as ardently passionate about enhancing the lives of kids as I am that has a concern and learn their perspective on issues to help inform my own decision making.

Describe your level of familiarity with Dallas ISD's revenue sources and budgetary needs. If you are not very familiar, how will you address that knowledge gap?

I have a strong understanding of the budgeting and revenue sourcing process. In 2013, my colleagues and I were hired as consultants to provide advice on how to ensure the solvency of the Tompkins County budget following the recession of the late 2000s. Tompkins County is a rural county in upstate New York with a budget of _____. Following the recession, like many municipalities, they faced huge budget constraints. Our team was charged to help ensure staff layoffs were minimal and continued student academic achievement (Tompkins County controls both the city and school district budget). After a thorough assessment, we provided a pathway forward for county and plan for continued student growth.

With regard to any additional information I would need to learn, I would review past budget workshops, attend TASB conferences, review the budget priorities, etc. for any information that I didn't understand. In addition, I would rely on similar sized district's budgets, even outside of Texas, to assess how it is that the district is spending its resources.

Name three recent successes for Dallas ISD and three for your district.

For the district:

- TEI is clearly a recent success for the teachers of the district because it provided over 70% of teachers with a raise (on average \$2500).
- ACE program implementation is another success, particular for kids in Oak Cliff. The program has increased the amount of high quality teachers and early indications show higher student academic achievement.
- Creating Choice program offerings allow for students and parents to have tailored education options. They really provide a "best fit" model for all students across the district.

For District 5:

- The success of Barack Obama Male Leadership Academy academically is almost unmatched in Southern Dallas, much to the credit of the school leader. Additionally, the character building skills that the young men develop is an asset to that community.

- Increase in high quality instructors at the highest need campuses primarily due to the creation of ACE schools.
- Opening of a new pre-K center at Harlee and the subsequent high interest and enrollment demonstrates the dedication our district has for the expansion of pre-K.

What advice and direction would you give a parent considering enrolling their child in Dallas ISD?

Dallas ISD has a bevy of options for every kind of children in Dallas. If you are interested in single gender education, we have two currently high achieving options with multiple new ones opening soon. If you are a parent interested in ensuring your student graduates with a skill or a degree, at multiple high schools across Dallas ISD, students have the option of graduating with a technical certificate or an Associates Degree. There are many dynamic programs available for any child and family that wants to enroll in Dallas ISD. Additional, the expansions in early childhood education provide strong options for parents who see a bright future for their child in Dallas ISD.

A majority of Dallas ISD trustees have supported expansion of the district's pre-K program with several votes over the last year. What is the role of policy in this expansion and do you support a budget priority for continued expansion?

The role of policy in this effort is to ensure the fidelity of implementing pre-K being expanding; that is to hold the Superintendent accountable for doing it. I would support a budget priority for the expansion of pre-K particularly in Southern Dallas.

The approved plan for teacher evaluation, Teacher Excellence Initiative (TEI) is a three- pronged approach.

- *Defining Excellence using teacher performance, student achievement, and student surveys.**
- *Supporting Excellence through increased classroom observations and coaching.**
- *Rewarding Excellence with a new model of aligning teacher compensation with student learning and growth. What is your level of understanding of this initiative? Based on your familiarity, is the current plan moving the district closer to having a highly effective teacher in every classroom? Briefly explain whether you support the plan as a whole or describe parts of the plan that you would guide the administration to review.**

TEI is one of those positive steps in the right direction; pay our teachers like the true profession that teaching is. While working in HCM, I helped evaluate the effectiveness of TEI. I do see that we are moving closer to having more highly effective teachers. Now we have differentiated levels of effectiveness which allow for the district to reward the strongest teachers and provide additional support to struggling teachers through SMU's learning lab and other targeted professional development.

A few things I would pull out as needs for improvements are DTR and teacher understanding. In my conversations with teachers, there has been a down tick in applications to DTR because they see it as a barrier to gaining more money. I think we should reserve the DTR application process to teachers who are applying to be at the Exemplary Level and beyond. All teachers in the district should have the possibility of earning up to \$65,000 without having to go through the DTR process.

Additionally, teachers do not fully understand the difference between their effectiveness index and their evaluation score and which is linked to their pay. They also have confusion about the evaluation rubric. Teachers should have a clearly outlined understanding of the process and how their pay is determined.

Lastly, we should take a look at capping the status metric in achievement at magnet schools. By capping this status, it allows for teachers to focus more on growth rather than individual academic achievement.

The 2013 Parsons report determined that more than \$4 billion in improvements are needed for district facilities by 2020. The recent bond election was for \$1.6 billion. As trustee, how would you address the continuing facility needs of the district?

District 5 has been at the forefront of the discourse around the allocation of resources. I would first propose a policy creating a bond oversight committee that would ensure the bond is being spent with fidelity and equity. Next we have to find more innovative ways to help fund smaller scale projects at schools. For example, other cities like Atlanta, DC and Plano have corporate sponsors for parts of their facilities. Last, we have to ensure we prioritize the facilities that need the most help. With past bonds we clearly did not.

Only 11% of DISD high school students are scoring college-ready (using state standards) on the ACT or SAT. How is this failure to graduate more of our students' college and/or career ready the responsibility of Dallas ISD and/or the Board of Trustees? Please explain.

One of the unspoken jobs of the school board is to set the mission and vision for attaining high student achievement. We are one district that shares all of the successes and failures together—this is one of those failures. While the board has indicated that ensuring every student is college ready, it has not invested adequate resources and time to ensure that happens. I will guarantee that my priority will be preparing all students across the district, and those in District 5 especially.

We have to enhance current programs in place that are providing opportunities for children to obtain those skills that will make them competitive in the marketplace. The recent investment by the district in the Mayor's Summer Internship program is great, but I'm going to continue to fight for more. This program, and many others, to give students those college/career ready skills they will need to be prepared for a post-high school life.

More than 85% of our students are "economically disadvantaged". Can Dallas ISD's challenges be solved with this level of poverty in the district?

I strongly believe that economic condition is not a predictor of educational outcomes—I've seen it first hand in my classroom. All kids can succeed in spite of being economically disadvantaged. Our lowest income students in Dallas ISD are having gains from previous years on AP exams and we are seeing gains at the ACE schools which serve many of the poorest neighborhoods in Dallas. Additionally, the expansion of Breakfast in the Classroom and After School Supper are services we can be proud of.

Furthermore, building on our progress, we have to create community schools with wraparound services. This is not a new invention; it happens even as close as Austin. We can make sure we provide services to our lowest income students by creating food pantries, placing washers & dryers, having job training opportunities, and even pediatrician services at neighborhood schools. This is just one direction forward.

Expanding high quality pre-K, social emotional learning professional development like the methods found at Momentous, educating families on early interventions, and continuing to be diligent in providing tailored resources to our neediest families.

If elected, what will be your two primary goals during your term, and how will we know you are working towards these goals?

My plan is simple—the first goal is to create a pilot for community schools in one feeder pattern with a long term expansion plan to the others. In these community schools, not only would a solid education be offered, but parents and community members would have access to support. The support I envision is pediatrician services, a food pantry, washers and dryers, among others. This makes the school more than just a building where a parent sends their kids every day; it makes it a resource for the whole community around

My second goal is to create a scaffold job program that is robust enough to employ 9000 students across Dallas by 2020. It would be no different than the summer jobs programs in Dallas, DC, Atlanta, or Chicago. We provide students over 16 with these great opportunities to grow, learn and develop.

I'll know I'm working toward achieving those goals when I see student academic outcomes in my district start to move up.

If not elected, do you plan to serve in some capacity to benefit Dallas students and schools? If yes, how?

I will continue to do what I have been doing in my community and beyond; be a mentor and aid to students who need me most. I will work with whoever is elected to continue to expand opportunities for kids throughout the whole district and bring light to concerns on behalf of students and parents. Additionally, I will continue serving on boards that benefit my community and advocate for those who cannot advocate for themselves.