



## OVERVIEW

The BCMAR is a magnet school in a big city that focuses on health science education. It used to be Ryan Middle School, which had low performance and enrollment. In 2013, the district reconstituted the school into a medical career magnet school. Its students are from minority and low-income backgrounds. BCMAR was a pioneer in the country to provide special health science courses for the whole year to every student in grades 6-8.

### CURRENT STATE

In 2012, the school had only 265 students, down from 830 in 2002. The district paid more than double the average cost per student for this school. The school had been identified as a failing school by the Texas Education Agency and was ranked 1,605th out of 2,041 middle schools in the state of Texas.

### VALUE PROPOSITION

The BCMAR is a magnet school that prepares middle school students for biomedical careers with a special and challenging health science curriculum.

### NORTH STAR METRIC

Ninety-five percent of BCMAR 8th graders will be qualified for admission into HISD's DeBakey High School for Health Professions.

## PRIORITY OBJECTIVE #1

Build a solid academic base so that students are prepared to meet the demands of a healthcare professions high school

<b>Focus Area (FA)</b>	Academics	
<b>Key Progress Indicators (KPIs)</b>	The percentage of students with grade point averages of 85 or more in the four core areas of math, science, social studies, and language arts will be 80 percent or more.	
	<i>Frequency</i>	Every six weeks
<b>Key Result (KR)</b>	Eighty percent (80%) of students will achieve an average end of term GPA of 85+ in math, science, social studies, and language arts.	
<b>Strategy</b>	Establish a rigorous and comprehensive STEM curriculum across four core areas of math, science, social studies, and language arts.	
<b>Tactics</b>	<ol style="list-style-type: none"> <li>1. Collaborate with educational experts (Baylor College of Medicine) to design a curriculum that meets state standards and includes advanced health science courses.</li> <li>2. Partner with local medical institutions to ensure that the curriculum is aligned with current industry practices.</li> <li>3. Require high school level Latin, Biology, and Algebra I for all eighth graders.</li> <li>4. Secure accreditation for the health science program to validate its rigor and quality.</li> <li>5. Foster partnerships with technology companies to provide students with cutting-edge tools for learning and innovation.</li> </ol>	
<b>First Steps (FSs)</b>	<ol style="list-style-type: none"> <li>1. Contact the Baylor College of Medicines lead project manager and establish a meeting time and place for the first meeting of organizational representatives who will be involved in curriculum design.</li> <li>2. Establish current industry standards and practices.</li> <li>3. Recruit master's degree teachers to teach Latin, Biology, and Algebra I.</li> <li>4. Establish a project team to review accreditation requirements.</li> <li>5. Meet with the principal and leadership team at DeBakey High School for Health Professions to discuss their partnerships and seek advice.</li> </ol>	



# HOUSTON ISD: BAYLOR COLLEGE OF MEDICINE ACADEMY AT JAMES D. RYAN MIDDLE SCHOOL (HOUSTON, TX)



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## PRIORITY OBJECTIVE #2

Re-brand the school to enhance its identity and reputation in the school district.

<b>Focus Area (FA)</b>	Brand Awareness	
<b>Key Progress Indicators (KPIs)</b>	The retention rates of students attending BCMAR will average above 97 percent.	
	<i>Frequency</i>	Six Weeks
<b>Key Result (KR)</b>	The percentage of parents expressing a willingness to recommend BCMRA to other parents will be above 95 percent.	
<b>Strategy</b>	Establish a partnership with a well-respected local medical institution that would agree to lend its name to the newly designed school.	
<b>Tactics</b>	<ol style="list-style-type: none"> <li>1. Include the name of a respected local medical institution in the school's new name while continuing to honor the history of the school's current name.</li> <li>2. Use the medical institution's library and online resources to gain access to specialized medical equipment and labs for student use.</li> <li>3. Establish student internships and real-world research opportunities at the hospital.</li> <li>4. Integrate BCM professionals into the daily educational experiences of BCMRA students.</li> <li>5. Offer teachers professional development on the latest health science education trends and pedagogies.</li> </ol>	
<b>First Steps (FSs)</b>	<ol style="list-style-type: none"> <li>1. Establish a school naming project team that will develop numerous proposed naming combinations.</li> <li>2. Establish a school committee to review specialized medical equipment and labs that may be available for student use.</li> <li>3. Meet with BCM representatives to express interest for student internships and discuss potential opportunities.</li> <li>4. Invite medical professionals to guest lecture and participate in curriculum development.</li> <li>5. Establish an annual training calendar, including topics—monthly sessions held on Saturdays, stipends provided.</li> </ol>	



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## PRIORITY OBJECTIVE #3

Design and right-size the school facilities.

<b>Focus Area (FA)</b>	Facilities	
<b>Key Progress Indicators (KPIs)</b>	The number of students attending the school daily will be at least 90 percent of the capacity of the redesigned facilities.	
	<i>Frequency</i>	Weekly
<b>Key Result (KR)</b>	The per-student operating budget of BCMRA will not exceed the district average by more than 15 percent annually.	
<b>Strategy</b>	Engage parents and stakeholders in the facilities redesign project.	
<b>Tactics</b>	1. Survey parents, faculty, BMC representatives, and stakeholders to determine interest in serving on the school facility re-design committee.	
	2. Host informational sessions and open houses for parents, students, and community members.	
	3. Develop marketing materials highlighting the unique aspects of the health science middle school.	
	4. Implement effective lottery enrollment processes.	
	5. Ensure a smooth operational start.	
<b>First Steps (FSs)</b>	1. Design and send out a survey.	
	2. Select the date and location of the meeting.	
	3. Use local media and social media platforms to reach a broader audience.	
	4. Provide transparent criteria for admission that align with the school's health science focus.	
	5. Develop a detailed operational plan that addresses staffing, scheduling, and resource allocation.	



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## RESULTS:

The school achieved remarkable results after implementing the North Star Metric framework:

### BEFORE:

- Students enrolled—265
- There is no waiting list of students wanting to enroll
- The school was identified as a failing school by the Texas Education Agency
- The school was ranked 1,605th out of 2,041 middle schools in the state of Texas in 2011

### AFTER:

- Students enrolled—830
- Annual waiting list of students wanting to enroll—500+
- The school was identified as an 'A' rated school and received distinctions from the Texas Education Agency
- The school was ranked 14th out of 2,176 middle schools in the state of Texas in 2016