Turnaround Action Plan Update

June 2024

Providence Schools



TURNAROUND ACTION PLAN IN STEPS



Based on research and chronic state of low performance, the community identified the goals for the district to eliminate the achievement gap.



PPSD and RIDE took those goals and developed the metrics and aspirational targets to set the bar for the work.



Our job is to"backwards map" to the goals by developing strategies to meet the targets. This includes relentless progress monitoring and course corrections as data is reviewed throughout the year.







TAP PILLAR: **ENGAGED COMMUNITIES**

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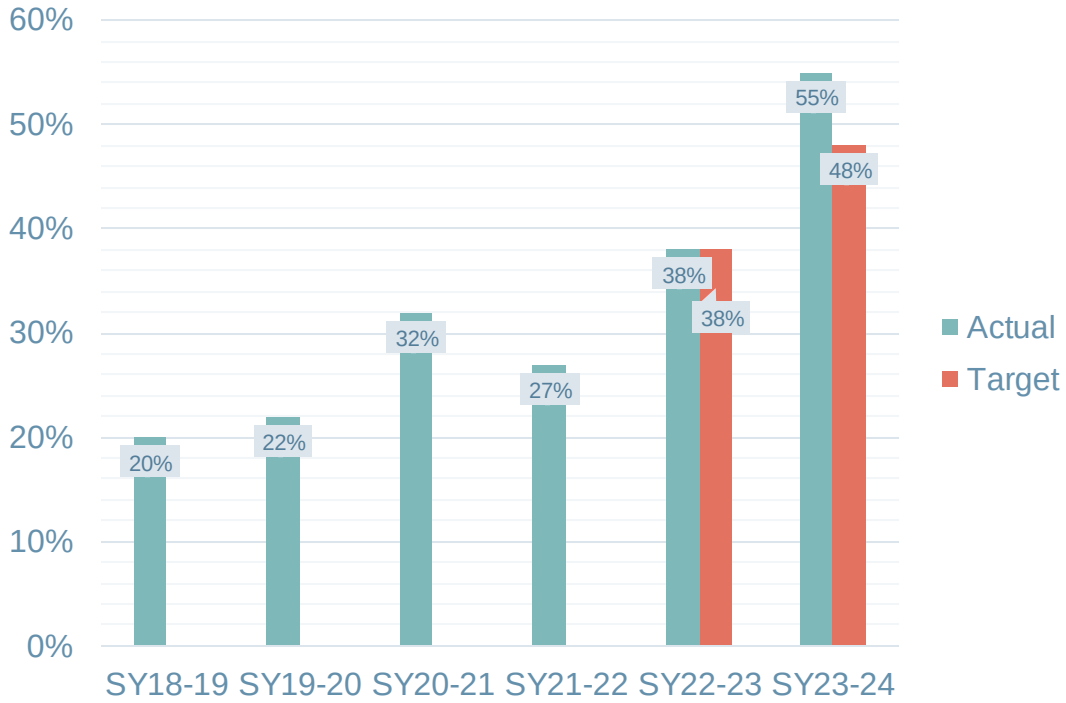
KEY ACCOMPLISHMENTS:

- ✓ Increased **SurveyWorks participation** among Providence stakeholders surpassing the goal with 55% of families responding.
- ✓ Launched quarterly **Community Leaders Gathering** with an average of 20 engaged community stakeholders in attendance to help improve the District.
- ✓ Hosted **Parent University classes** on topics ranging from cyber safety to mental health to summer opportunities and specialized programs with 1,677 parents participating in SY23-24.
- ✓ Recorded around **3,000 less student absences** compared to the same time last year.
- ✓ Facilitated **three student RESPECT leadership conferences** to promote student sense of belonging with over 85 students from every middle and high school as well as one elementary school in attendance.
- ✓ Hosted the **first ever equity and belonging conference** *RISE UP! Carving a Path for Educational Equity & Justice* engaging 250 educators, students, families and community members in workshops and presentations
- ✓ Engaged with **35 non-profit partners to lead before, during, and after school programming** during the school year and summer as well as developed performance metrics for partners.



TAP PILLAR: ENGAGED COMMUNITIES

Increase the percentage of PPSD families responding to SurveyWorks



TAP PILLAR: ENGAGED COMMUNITIES

KEY ACCOMPLISHMENTS:

- ✓ Graduate **47 parents** from two cohorts of the Parent Leadership Academy which helped to build concrete leadership skills and empower parents to become agents of change, in the educational system and their community.
- ✓ Hosted monthly **Parent Advisory Council and District Wide Advisory Council Meetings** throughout the year to keep families and the community engaged with the District and the schools.
- ✓ Required **School Improvement Team (SIT)** and **Community Advisory Board (CAB)** to assist with school improvement planning and create a more robust vision and mission for every school.
- ✓ Launched Let's Talk customer service platform resulting in **95% contact response rate** within 24 hours.







TAP PILLAR: **EXCELLENCE IN LEARNING**

TAP PILLAR: EXCELLENCE IN LEARNING

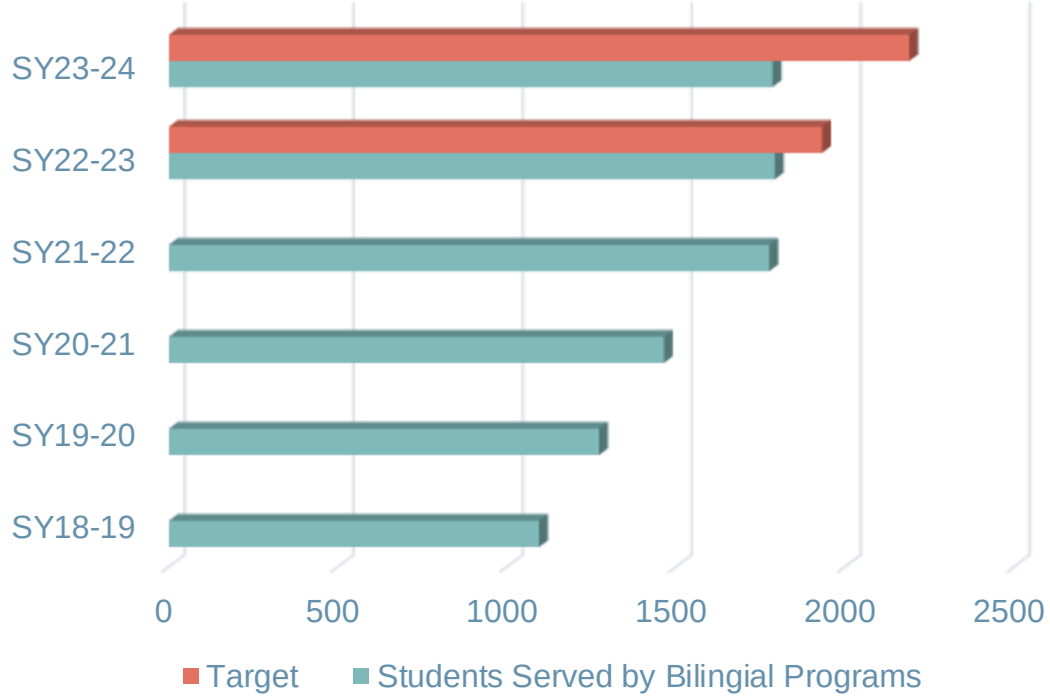
KEY ACCOMPLISHMENTS:

- ✓ Implemented state-approved **High-Quality-Instructional-Materials** in all Math and ELA courses by the start of SY23-24
- ✓ Implemented a new **English as a Second Language curricular resource**-VISTA Connect (Elementary) and expanded English as a Second Language curricular resource-Cengage (Secondary)
- ✓ Increased the number of PPSD Pre-K Classrooms from **27 classrooms** (506 seats) in SY20-21 to **40 classrooms** (804 seats) in SY23-24
- ✓ Expanded **Advanced Academics program** to all middle schools for SY24-25
- ✓ Achieved **two five-star ratings** from quality rating and improvement agency BrightStars for Pre-K programs at Young Woods and Kizirian
- ✓ Engaged five secondary schools in a rigorous, data-driven process to redesign their academic programs in SY22-23 and now the **five new redesign schools** officially launch new models for SY24-25 creating new school options that meet student and family interests and prepare students for success in their post-secondary careers.



TAP PILLAR: EXCELLENCE IN LEARNING

Increase the number of students served by bilingual programs in PPSD



TAP PILLAR: EXCELLENCE IN LEARNING

KEY ACCOMPLISHMENTS:

- ✓ Increased the staff to student ratio with **35 additional Social Workers** for SY23-24
- ✓ Hired over **25 community specialists and culture coordinators** to improve school culture and develop school community norms
- ✓ Increased the percentage of Providence **pre-k children screened** by improving access to Child Outreach Screenings
- ✓ Launched **three SMART Clinics** to identify and address the physical, behavioral, social, and emotional barriers to classroom success through the proactive delivery of integrative health services embedded in the school
- ✓ Building **Multi-Tiered System of Support (MTSS)** by identifying tiers to help schools better respond to student needs
- ✓ Expanded and improved **extracurricular and out-of-school activities** and options for students with school vacation and summer learning programs
- ✓ Grew our **FAFSA Completion rate** in SY24 by increasing FAFSA completion events and one-on-one support from school counselors
- ✓ Four high schools — E-Cubed, Central, Alvaraz, Classical and MPHS— partnered with Project ADAM and HeartSafe Schools RI to earn the **HeartSAFE School Designation**. JSEC and Hope will complete the process in the Fall 2024.









TAP PILLAR: WORLD CLASS TALENT

TAP PILLAR: WORLD CLASS TALENT

KEY ACCOMPLISHMENTS:

- ✓ Develop multiple pathways into the profession for teachers and administrators with the **Grow Your Own Teacher Apprenticeship**, the **Principal Leadership Cohort**, and the **Leader Residency Program**.
- ✓ Led 2 cohorts and with 30 participants in the Teacher Assistant Certification Program. 24 were placed in high need PPSD classrooms.
- ✓ In partnership with the Rhode Island Foundation, **provided $25K in loan forgiveness to 25 teachers of color** each year. Three cohorts so far with 86% annual retention (higher than normal novice teacher retention of 70-75%).



- ✓ Established a partnership with Rhode Island College to create a **teacher pipeline** for current PPSD students.
- ✓ Hosted **equity-focused professional development workshops** during School Leaders Academy, New Principal Training, and teacher PD days regarding inclusive practices in education, unconscious bias, restorative justice, and additional equity-centered topics.

TAP PILLAR: WORLD CLASS TALENT

KEY ACCOMPLISHMENTS:

- ✓ Expanded **professional learning** with monthly 90-minute teacher professional development utilizing ESSER funds in SY23-24.
- ✓ Hosted monthly **'Empower Meet-Ups,'** affinity spaces for educators of color, by Office of Equity and Belonging
- ✓ Revamped the **school leader evaluation system** to align with competencies needed for Turnaround leadership
- ✓ Designed and launched **evaluation systems for 1033, 1339, and non-union staff members**
- ✓ Partnered with **Latinos for Education** to provide high-potential Latino teachers with opportunities for professional growth and advancement.



TAP PILLAR: WORLD CLASS TALENT

WHAT'S NEXT:

- **Recruitment and staffing** – increasing teacher diversity and increasing vacancy fill rates
  - Next phase of grow your own
  - Sustained investment in MLL certification

- **Retention and development** – increasing vacancy fill rates
  - Retention strategic plan
  - Continued implementation of revised principal eval system and new 1033/1339/non-union eval







TAP PILLAR: EFFICIENT DISTRICT SYSTEMS

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KEY ACCOMPLISHMENTS:

- ✓ Successfully negotiated **Providence Teachers Union contract** to extend student learning for longest school day in district history
- ✓ Opened **3 new or "like-new" school buildings** in SY23-24 with two more complete renovations/rebuilds opening in 2025, and an additional two by 2026
- ✓ **Spaziano** and **D'Abate Elementary Schools** recognized as **Green Ribbon Schools** by U.S. Department of Education, 2024
- ✓ Transitioned from previous facilities contract to a **new performance-based contract** with higher level of cleaning and maintenance standards



Three new school buildings opened in SY23-24







TAP PILLAR: EFFICIENT DISTRICT SYSTEMS

KEY ACCOMPLISHMENTS:

- ✓ Successful second year of implementation of **student-based budgeting** process to give school leaders control over personnel budgets as well as supplies developed.
- ✓ Developing of a **comprehensive Data Warehouse** to connect key data across the district in real time.
- ✓ Implemented a new **Assessment Management System** and a new **Learning Management System** in SY23-24.
- ✓ Completed a **transportation audit** to improve transportation efficiency and streamline bell times.
- ✓ Piloted system to allow parents to view **bus location** in real time



WHAT'S NEXT:

- Opening a fully renovated Pleasant View elementary and beginning construction on Kizirian, Fogarty, and Spaziano Middle School
- Transition to fully automated payroll system

Appendix A

Additional Data

TAP PILLAR: ENGAGED COMMUNITIES

Goal	SY 18-19 Pre-Intervention	SY 19-20	SY 20-21 Post-Pandemic	SY 21-22	SY 22-23		SY 23-24		SY 26-27
	Baseline	Actuals	Baseline	Actuals	Target	Actuals	Target	Actuals	Target
Increase the percentage of PPSD families with a favorable perception of the District	Establish Baseline 2021	Establish Baseline 2021	60%	55%	65%	53%	68%	Not Available	80%
Increase the percentage of schools that have a School Improvement team that meets State requirements	Establish Baseline 2022	Establish Baseline 2022	Establish Baseline 2022	Establish Baseline 2022	100%	100%	100%	Not Available	100%
Increase the percentage of cases in which contact has been initiated (within 24 hours, during the work week) through the rapid response system	Not Available	Not Available	97%	70%	97%	95%	97%	Not Available	97%
Increase the number of parents and caregivers engaged with the District's formal community engagement structures	55	85	128	339	175	379	210	Not Available	250+

*Note TAP Power Metrics are in **bold font.***

TAP PILLAR: ENGAGED COMMUNITIES

Goal	SY 18-19 Pre-Intervention	SY 19-20	SY 20-21 Post-Pandemic	SY 21-22	SY 22-23		SY 23-24		SY 26-27
	Baseline	Actuals	Baseline	Actuals	Target	Actuals	Target	Actuals	Target
Increase the percentage of students who feel a sense of belonging at their school	40%	40%	40%	39%	48%	57%	56%	**62%**	80%
Increase the percentage of PPSD families responding to SurveyWorks	20%	22%	32%	27%	38%	38%	48%	**55%**	80%
Increase the percentage of families with a favorable perception of being involved with their child's school	24%	25%	19%	21%	30%	30%	40%	24%	80%
Increase the percentage of PPSD families who believe they are welcome in their child's school	Establish Baseline 2021	Establish Baseline 2021	79%	79%	79%	81%	80%	**80%**	80%

*Note TAP Power Metrics are in **bold font.***

TAP PILLAR: EXCELLENCE IN LEARNING

Goal	SY 18-19 Pre-Intervention	SY 19-20	SY 20-21 Post-Pandemic	SY 21-22	SY 22-23		SY 23-24		SY 26-27
	Baseline	Actuals	Baseline	Actuals	Target	Actuals	Target	Actuals	Target
Increase the percentage of PPSD students enrolled in a 2 star or higher school	20%	RIDE Report Cards Not Released	RIDE Report Cards Not Released	**53%**	64%	49%	74%	Not Available	100%
Increase the percentage of students who are enrolled in a school that is not identified as ATSI for any subpopulation that they are in	20%	RIDE Report Cards Not Released	RIDE Report Cards Not Released	**52%**	70%	55%	78%	Not Available	100%
Increase the number of four year olds enrolled in high-quality Pre-K	<1%	**<1%**	**5%**	**17%**	12%	17%	14%	Not Available	20%
Increase the percentage of students who are present 90% of the school year	62%	**64%**	**44%**	**41%**	50%	51%	60%	Not Available	90%

*Note TAP Power Metrics are in **bold font.***

TAP PILLAR: EXCELLENCE IN LEARNING

Goal	SY 18-19 Pre-Intervention	SY 19-20	SY 20-21 Post-Pandemic	SY 21-22	SY 22-23		SY 23-24		SY 26-27
	Baseline	Actuals	Baseline	Actuals	Target	Actuals	Target	Actuals	Target
Increase the percentage of students who are meeting their annual MLL targets on the ACCESS assessment	37%	36%	No Data Available	25%	36%	28%	41%	Not Available	67%
Increase the number of PPSD students who receive a Seal of Biliteracy annually	<1%	5%	5%	9%	20%	15%	22%	Not Available	30%
Increase the percentage of PPSD students who receive a Commissioner's Seal	24%	23%	5%	No Data Available	28%	15%	35%	Not Available	69%
Increase the number of students served by bilingual programs in PPSD	1,095	1,248	1,248	1,248	1,932	1,792	2,190	1,785	2,190

*Note TAP Power Metrics are in **bold font.***

TAP PILLAR: EXCELLENCE IN LEARNING

Goal	SY 18-19 Pre-Intervention	SY 19-20	SY 20-21 Post-Pandemic	SY 21-22	SY 22-23		SY 23-24		SY 26-27
	Baseline	Actuals	Baseline	Actuals	Target	Actuals	Target	Actuals	Target
Increase the percentage of students Meeting and Exceeding Expectations on the 3rd grade Math RICAS	17%	No Testing	8%	17%	15%	21%	23%	Not Available	**55%**
Increase the percentage of students Meeting and Exceeding Expectations on the 3rd grade ELA RICAS	26%	No Testing	18%	16%	26%	19%	34%	Not Available	**68%**
Increase the percentage of students Meeting and Exceeding Expectations on the 8th grade Math RICAS	7%	No Testing	>5%	6%	10%	6%	16%	Not Available	**50%**
Increase the percentage of students Meeting and Exceeding Expectations on the 8th grade ELA RICAS	14%	No Testing	12%	13%	20%	15%	28%	Not Available	**63%**

*Note TAP Power Metrics are in **bold font.***

TAP PILLAR: EXCELLENCE IN LEARNING

Goal	SY 18-19 Pre-Intervention	SY 19-20	SY 20-21 Post-Pandemic	SY 21-22	SY 22-23		SY 23-24		SY 26-27
	Baseline	Actuals	Baseline	Actuals	Target	Actuals	Target	Actuals	Target
Increase the percentage of students Meeting and Exceeding Expectations on the Math SAT (grade 11)	14%	No Testing	13%	13%	18%	13%	25%	Not Available	54%
Increase the percentage of students Meeting and Exceeding Expectations on the ELA SAT (grade 11)	25%	No Testing	29%	29%	35%	28%	41%	Not Available	67%
Increase the percentage of students Meeting and Exceeding Expectations on the Math DLM (all grades)	5%	No Testing	18%	9%	12%	15%	20%	Not Available	49%
Increase the percentage of students Meeting and Exceeding Expectations on the ELA DLM (all grades)	15%	No Testing	16%	10%	20%	12%	28%	Not Available	63%
Increase the percentage of students Meeting and Exceeding Expectations on the NGSA (grades 5, 8, 11)	Establish Baseline 2022	Establish Baseline 2022	Establish Baseline 2022	12%	17%	12%	24%	Not Available	70%

TAP PILLAR: EXCELLENCE IN LEARNING

Goal	SY 18-19 Pre-Intervention	SY 19-20	SY 20-21 Post-Pandemic	SY 21-22	SY 22-23		SY 23-24		SY 26-27
	Baseline	Actuals	Baseline	Actuals	Target	Actuals	Target	Actuals	Target
Increase the percentage of PPSD students who are accessing their Individual Learning Plans (ILP) a minimum of two times per year	Establish Baseline 2021	Establish Baseline 2021	72%	85%	79%	80%	82%	Not Available	90%
Increase the percentage of 9th graders who are on track for postsecondary success	48%	53%	39%	45%	44%	50%	49%	Not Available	69%
Increase the percentage of PPSD students who are completing a postsecondary transition plan through their Individualized Learning Plan (ILP)	Establish Baseline 2021	Establish Baseline 2021	60%	74%	71%	82%	77%	Not Available	94%
Increase the percentage of PPSD students who graduate within four years *	73%	74%	75%	78%	79%	78%	81%	Not Available	89%

*Note TAP Power Metrics are in **bold font.***

TAP PILLAR: WORLD CLASS TALENT

Goal	SY 18-19 Pre-Intervention	SY 19-20	SY 20-21 Post-Pandemic	SY 21-22	SY 22-23		SY 23-24		SY 26-27
	Baseline	Actuals	Baseline	Actuals	Target	Actuals	Target	Actuals	Target
Increase the percentage of fully staffed classrooms at the beginning of the year	95%	95%	98%	95%	96%	94%	96%	93%	98%
Increase the number of qualified external applicants per PPSD posted position	1.82	2	2	2	3	1	3	Not Available	3
Decrease the median time from when a teaching position is posted until when an offer is extended	31 days	29	26	26	24	26	22	Not Available	21
Increase the percentage of teachers who are present 90% of the school year	66%	82%	63%	74%	75%	**87%**	80%	Not Available	95%
Increase the percentage of teachers who have access to job-embedded professional development	Establish Baseline 2020	100%	100%	100%	100%	**100%**	100%	Not Available	100%

*Note TAP Power Metrics are in **bold font.***

TAP PILLAR: WORLD CLASS TALENT

Goal	SY 18-19 Pre-Intervention	SY 19-20	SY 20-21 Post-Pandemic	SY 21-22	SY 22-23		SY 23-24		SY 26-27
	Baseline	Actuals	Baseline	Actuals	Target	Actuals	Target	Actuals	Target
Increase the percentage of educators of color in the total educator workforce	20%	22%	22%	22%	24%	22%	25%	Not Available	**33%**
Increase the percentage of teachers holding and using the ESL/BDL certification	17%	16%	23%	36%	30%	36%	35%	Not Available	**52%**
Increase the substitute fill rate	50%	40%	Not measured	Not Available	55%	Not Available	60%	Not Available	**75%**
Increase the percentage of principals who demonstrate turnaround school competencies	Establish Baseline 2022	Establish Baseline 2022	Establish Baseline 2022	Establish Baseline 2022	40%	Establish Baseline 2022	48%	94%	**75%**
Increase the percentage of one-and-two star schools led by highly effective turnaround principals	Establish Baseline 2022	Establish Baseline 2022	Establish Baseline 2022	Establish Baseline 2022	40%	Establish Baseline 2022	48%	Not Available	**75%**

TAP PILLAR: ENGAGED COMMUNITIES

INITIATIVE: Implement a rapid response system that includes a central number and/or text messaging system that families in Providence can call 24/7 to report problems and get support

ACCOMPLISHMENTS TO DATE:

- ✓ Launched Let's Talk customer service platform, SY20-21
- ✓ Trained the department in customer service standards, SY22-23
- ✓ Tracked the customer service data, response time, and quality of the service, SY22-23

INITIATIVE: Collect community input to inform a more robust vision and mission for every school

ACCOMPLISHMENTS TO DATE:

- ✓ Required School Improvement Team (SIT)and Community Advisory Board (CAB) to assist with school improvement planning, SY22-23
- ✓ Started Industry Advisory Board, SY22-23
- ✓ Launched Quarterly Community Leaders Gathering, Summer 23
- ✓ Launched District Wide Advisory Council (DWAC), SY20-21

TAP PILLAR: EFFICIENT DISTRICT SYSTEMS

Goal	SY 18-19 Pre-Intervention	SY 19-20	SY 20-21 Post-Pandemic	SY 21-22	SY 22-23		SY 23-24		SY 26-27
	Baseline	Actuals	Baseline	Actuals	Target	Actuals	Target	Actuals	Target
Increase the percentage of school leaders who respond favorably to questions about PPSD's central office	2%	72%	59%	51%	65%	43%	70%	Not Available	80%
Increase the percentage of funding available for school-based decision making (out of Local/Title 1 funds)	3%	Not Measured	11%	11%	12%	12%	23%	47%	13%
Decrease the average number of days from when a proposal is submitted to when a contract is awarded	96	New Process Implemented	50	73	56	49	56	Not Available	56

*Note TAP Power Metrics are in **bold font.***

TAP PILLAR: ENGAGED COMMUNITIES

INITIATIVE: Create a parent academy that provides ongoing training and support utilizing the Parent and Student Bill of Rights



ACCOMPLISHMENTS TO DATE:

- ✓ Launched Parent Leadership Academy, Fall 2023 and Spring 2024

TAP PILLAR: ENGAGED COMMUNITIES

INITIATIVE: Develop a District-wide community council supported by the Office of Family & Community Engagement (FACE) with appointed students, parents, teachers, and community members

ACCOMPLISHMENTS TO DATE:

- ✓ Launched District Wide Advisory Council (DWAC), SY20-21
- ✓ Launched Student Advisory Board, SY21-22
- ✓ Launched Teacher Advisory Board, SY22-23
- ✓ Launched Parent Ambassadors Program, SY22-23
- ✓ Launched Equity Advisory Board, SY22-23

INITIATIVE: Redesign the student enrollment process to make it an accessible, supportive experience for students and families

ACCOMPLISHMENTS TO DATE:

- ✓ Launched the registration website to allow for virtual registration, Spring 2020
- ✓ Started registration process redesign, Spring 2024
- ✓ Transforming the registration process to a paperless process, Spring 2024

TAP PILLAR: ENGAGED COMMUNITIES

INITIATIVE: Develop student-vetted initiatives to increase student safety, including a safe routes program



ACCOMPLISHMENTS TO DATE:

- ✓ Launched student safety programs at seven schools, SY20-present
- ✓ Updating the student safety section under the Wellness Policy, SY23-24
- ✓ Launched student RESPECT leadership conference to promote student sense of belonging, SY23-24. Hosted three conferences with over 85 students from every middle and high school as well as one elementary school in attendance.

TAP PILLAR: ENGAGED COMMUNITIES

INITIATIVE: New framework for community stakeholder partnerships to determine where partnerships with proven Institutes of Higher Education (IHEs) and non-profits could benefit schools and students

ACCOMPLISHMENTS TO DATE:

- ✓ Launched an RFQ process for community partners, Fall 2022
- ✓ Ongoing proactive meetings with partners
- ✓ Strictly monitoring key performance metrics on community partner contracts

INITIATIVE: Increase SurveyWorks participation among Providence stakeholders and in collaboration with RIDE, and revisit the tool annually to review for bias

ACCOMPLISHMENTS TO DATE:

- ✓ Survey was revised in the Spring 2024 and translated to 6 additional languages
- ✓ Support systems in place to engage families, increased the family participation rate: 55% for 2024, 39% for 2023

TAP PILLAR: ENGAGED COMMUNITIES

INITIATIVE: Improve the design and distribution of School Report Cards to provide families and other stakeholders with key, family-friendly information about school quality and performance

ACCOMPLISHMENTS TO DATE:

- ✓ Improved the design of School Report Cards for Elementary schools, SY23-24
- ✓ Increased communication with families about how to access School Report Card and RICAS Report Card through Skyward, SY23-24

INITIATIVE: Engage non-profit partners to provide out-of-school time connected to rigorous outcomes that can demonstrate effectiveness over time

ACCOMPLISHMENTS TO DATE:

- ✓ This school year (SY23-24) we have 80 approved community partners through our RFQ process. We are engaged with 35 of them to lead before, during, and after school programming during the school year and summer.

TAP PILLAR: EXCELLENCE IN LEARNING

INITIATIVE: Develop a coherent academic vision for the District, including planning for and beginning to adopt high-quality ELA and Math curriculum that reflects our student body and ongoing professional development



ACCOMPLISHMENTS TO DATE:

- ✓ Implemented state-approved High-Quality-Instructional-Materials (HQIM) in all Math and ELA courses by the start of SY23-24
- ✓ Standards-aligned Common Assessments:
  - K-12 ELA and Math
  - 9-12 Social Studies
  - K-8 Science
- ✓ Implemented a new English as a Second Language curricular resource-VISTA Connect (Elementary) and expanded English as a Second Language curricular resource-Cengage (Secondary), SY22-23 & SY23-24
- ✓ Increased credit audits 2x per year

TAP PILLAR: EXCELLENCE IN LEARNING

INITIATIVE: Create and develop rigorous, high-quality school models in K12 (Elementary, Middle, High School)

ACCOMPLISHMENTS TO DATE:

- ✓ Engaged 5 secondary schools in a rigorous, data-driven process to redesign their academic programs, SY22-23
- ✓ Developing a PK-8 school model, SY23-24

INITIATIVE: Develop a pre-K expansion plan that includes programmatic goals and facilities

ACCOMPLISHMENTS TO DATE:

- ✓ Increased the number of PPSD Pre-K Classrooms: SY20-21 27 classrooms (506 seats) to SY23-24 40 classrooms (804 seats) Implemented professional development to increase quality of Pre-K programming, SY22-23
- ✓ Increased the percentage of Providence children screened by improving access to Child Outreach Screenings, SY23-24
- ✓ Improving the transition from Pre-K to K

TAP PILLAR: EXCELLENCE IN LEARNING

INITIATIVE: Develop and implement a process for regularly assessing the social emotional health and growth of students



ACCOMPLISHMENTS TO DATE:

- ✓ Launched SMART Clinics, started SY21-22
- ✓ Increased the staff to student ratio with additional Social Workers SY23-24
- ✓ Created and supported school-based attendance teams SY22-23, SY23-24
- ✓ Building Multi-Tiered System of Support (MTSS) by identifying tiers to help schools better respond to student needs SY22-23 and SY23-24
- ✓ Adopted a social emotional screener that is administered two times a year universally at all schools; Additionally a student-based screener is given to students in grades 5-12 two times a year SY19-present
- ✓ Introduced a data platform to implement the MTSS policy and procedure as well as progress monitoring for both social emotional and academic functioning SY23-24
- ✓ Developed Suicide Prevention, Response, and Recovery Policy SY23-24

TAP PILLAR: EXCELLENCE IN LEARNING

INITIATIVE: Every school community will adopt District-wide policies to improve school culture and develop school community norms that include annual youth culture surveys

ACCOMPLISHMENTS TO DATE:

- ✓ Hired community specialists using ESSER funds, SY21-22 & SY22-23
- ✓ Hired culture coordinators using ESSER funds, SY21-22 & SY22-23

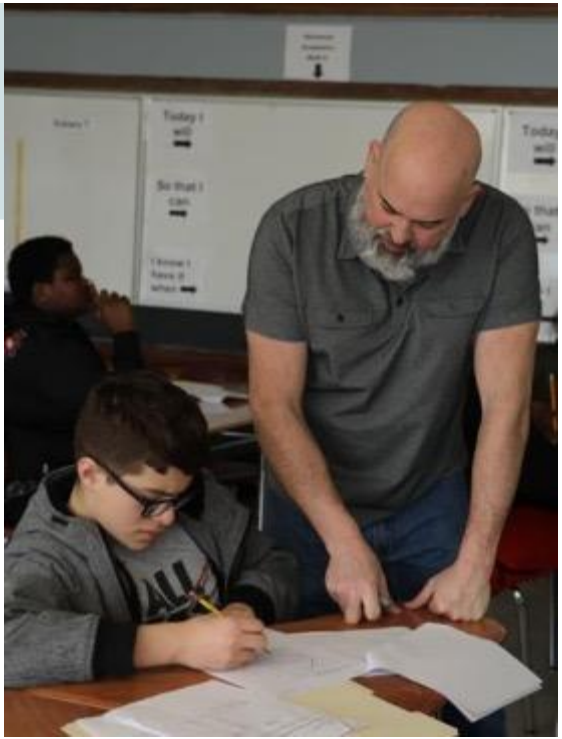
INITIATIVE: Several schools will be created or transformed in response to family and student input

ACCOMPLISHMENTS TO DATE:

- ✓ During the 22-23 school year, Hope High School, Juanita Sanchez Educational Complex, Mount Pleasant High School, DelSesto Middle School, and Dr. Jorge Alvarez High School engaged in a rigorous, data-driven process to redesign their academic programs. Through the process, the district is creating new school options that meet student and family interests and prepare students for success in their post-secondary careers.

TAP PILLAR: EXCELLENCE IN LEARNING

INITIATIVE: Expand and improve extracurricular and out-of-school activities and options for students



ACCOMPLISHMENTS TO DATE:
Used ESSER funds to improve and expand, SY21-22 & SY22-23 & SY23-24:

- before/after school activities
- summer learning
- winter break academy
- spring break academy

TAP PILLAR: EXCELLENCE IN LEARNING

INITIATIVE: Develop a plan building on existing efforts to ensure that all high school students have support navigating the college admissions/career induction processes, including completing the FAFSA

ACCOMPLISHMENTS TO DATE:

- ✓ Expanded campaigns for FAFSA completion, SY22-23
- ✓ Started collecting and tracking FAFSA completion data internally, SY22-23
- ✓ Started a new program (Breakthrough) to use data cycles to review,
- ✓ FAFSA completion and set aggressive and achievable goals for FAFSA completion, SY23-24
- ✓ Aligned the district FAFSA completion goal to Learn365RI initiative, SY23-24

INITIATIVE: Adopt a social-emotional curriculum(s) which scaffold through academic instruction, coursework, and professional development

ACCOMPLISHMENTS TO DATE:

- ✓ Updated the suicide prevention policy, SY23-24
- ✓ Adapted a standard health curriculum to include student well-being, SY23-24

TAP PILLAR: WORLD CLASS TALENT

INITIATIVE: Effectively partner with proven community organizations and other talent partners to build teacher and school leader pipeline initiatives that prioritize educators of color



ACCOMPLISHMENTS TO DATE:

- ✓ In partnership with the Rhode Island Foundation, provided $25K in loan forgiveness to 25 teachers of color each year. Three cohorts so far with 86% annual retention (higher than normal novice teacher retention of 70-75%)
- ✓ Established a partnership with Rhode Island College to create a teacher pipeline for current PPSD students.
- ✓ Partnering with Latinos for Education to provide high-potential Latino teachers with opportunities for professional growth and advancement.

TAP PILLAR: WORLD CLASS TALENT

INITIATIVE: Establish and begin implementing a system of site-based management that includes an annual review of principal competencies, ongoing management, and targeted support systems for principals

ACCOMPLISHMENTS TO DATE:

- ✓ Developed new performance-based compensation system for principals to better attract talent regionally and nationally
- ✓ Launched new school leader evaluation system to better align principal performance with turnaround competencies
- ✓ Launched Principal Supports Program to support principals in evaluation, supervision, and implementation of the new PTU contract in SY21-22
- ✓ Required all schools to engage in school improvement planning, SY21-22
- ✓ Partnered with TNTP to launch the leader residency program

INITIATIVE: Launch expanded professional development for teachers to consistently implement restorative justice techniques, CRS, and a positive, anti-racist school culture, inclusive learning environment

ACCOMPLISHMENTS TO DATE:

- ✓ Expanded required PD days
- ✓ Launched Office of Equity and Belonging
- ✓ Paid PD opportunities in restorative justice techniques
- ✓ Launched District Equity Conference, SY23-24
- ✓ Hosted professional development workshops during School Leaders Academy, New Principal Training, and teacher PD days regarding inclusive practices in education, unconscious bias, restorative justice, and additional equity-centered topics

TAP PILLAR: WORLD CLASS TALENT

INITIATIVE: Develop multiple pathways into the profession for teachers and administrators, including nontraditional teacher education pathways for adults who are returning to higher education, changing careers, and/or transferring professional degrees from other countries

ACCOMPLISHMENTS TO DATE:

- ✓ Created pipeline for supporting teacher assistants to move into teaching roles, in collaboration with Local 1033
- ✓ Teacher Assistant Cohort
- ✓ Launched our Grow Your Own (GYO) Teacher Apprenticeship initiative to build pipelines for candidates in high need areas
- ✓ Started recruiting teachers from Puerto Rico & Spain
- ✓ Principal Leadership Cohort, SY21-22

INITIATIVE: Develop an internal pipeline program through pathways and internships that lead to PPSD high school graduates entering teaching and administrator certification programs

ACCOMPLISHMENTS TO DATE:

- ✓ Expanded teacher training program under CTE at Mount Pleasant High School with a focus on K-12 education, SY20-21

TAP PILLAR: WORLD CLASS TALENT

INITIATIVE: Launch an expanded program of targeted supports and professional learning, including peer mentoring, coaching, and communities of practice

ACCOMPLISHMENTS TO DATE:

- ✓ Negotiated and run 90-minute professional development utilizing ESSER funds, SY23-24
- ✓ Hosted monthly 'Empower Meet-Ups,' affinity spaces for educators of color, by Office of Equity and Belonging SY23-24

INITIATIVE: Update the teacher evaluation system to include scaffolded supports and targeted professional development (similar to the RTI system for students)

ACCOMPLISHMENTS TO DATE:

- ✓ Updated teacher evaluation system to include a greater focus on student learning in the final rating
- ✓ Launched the district teacher ambassador program
- ✓ Analyzed historical evaluation data and identified the standards to identify lowest ratings. Modules are in development support for low-rated standards. The modules will be available for educators in the Fall of 2024.

TAP PILLAR: WORLD CLASS TALENT



INITIATIVE: Develop a system for school-based substitutes and adopt a teaching fellowship/residency program for substitute teachers

ACCOMPLISHMENTS TO DATE:

✓ Launched Grow Your Own (GYO) Teacher Apprenticeship initiative to build pipelines for candidates in high need areas

TAP PILLAR: EFFICIENT DISTRICT SYSTEMS

INITIATIVE: Establish a new collective bargaining agreement



ACCOMPLISHMENTS TO DATE:

Successfully negotiated two contracts with the Providence Teachers Union to extend student learning for longest school day in district history and dramatically accelerate the teacher hiring timeline, SY23-24 & SY22-23

Through negotiations:

- ✓ Converted "free periods" to required teacher planning time, with the ability of the principal to oversee one period per week for common planning time, PD, etc.
- ✓ Improved grievance and disciplinary process to provide for more school-based decision-making and issue resolution
- ✓ Required teachers to attend parent teacher conferences, monthly faculty meetings, and after school events
- ✓ Enabled principals to review teacher lesson plans
- ✓ Revised teacher evaluation system to raise the importance of student learning outcomes
- ✓ Made principals as final decision makers on school-based hires

TAP PILLAR: EFFICIENT DISTRICT SYSTEMS

INITIATIVE: Create a spending plan that is aligned to the District's priorities; realign the budget and functions of the central office to be more responsive to the differentiated needs of students and schools

ACCOMPLISHMENTS TO DATE:

- ✓ Established the Capital Revolving Fund and broke the ground on substantial school renovations.
- ✓ Prioritized student learning in district funding and budgeting
- ✓ Increased school-based discretionary funding by $440K (2021)
- ✓ Developed and Submitted ESSER funding proposals focused on extended learning, closing the achievement gap, and social and emotional support for students and staff (2022)

INITIATIVE: Release a plan to upgrade the school facilities of Providence such that all public school students attend school in a facility that is safe and modern, with appropriate spaces for learning and access to 21st century technology

ACCOMPLISHMENTS TO DATE:

- ✓ Opened 3 new school buildings SY23-24
- ✓ Complete renovations/rebuilds on 2 more by 2025, and additional 2 by 2026 (rebuildpvdschools.com)
- ✓ Planned for enough seats for all students to be in new or like-new buildings by 2030
- ✓ Spaziano and D'Abate Elementary School recognized as Green Ribbon Schools by U.S. Department of Education, 2024

TAP PILLAR: EFFICIENT DISTRICT SYSTEMS

INITIATIVE: Develop an effectively deployed data warehouse that meets the needs of school leaders and teachers, and provide professional development and training on how to use data to make instructional decisions

ACCOMPLISHMENTS TO DATE:

- ✓ Developing of a comprehensive Data Warehouse to connect key data across the district in real time, SY23-24
- ✓ Implementation of a visualization and analytical system, SY23-24
- ✓ Implemented a new Assessment Management System, SY23-24
- ✓ Implemented a new Learning Management System, SY23-24

INITIATIVE: Create standards, expectations, and professional development that support high-quality customer service for District employees

ACCOMPLISHMENTS TO DATE:

- ✓ Launched Let's Talk customer service platform, SY20-21
- ✓ Trained the department in customer service standards, SY22-23
- ✓ Tracked the customer service data, response time, and quality of the service, SY22-23
- ✓ Offered customer service training for new teachers, teacher assistants, and parents in the Parent Leader Academy, SY23-24
- ✓ Developing customer service training for 1033 Union members, SY24-25

TAP PILLAR: EFFICIENT DISTRICT SYSTEMS

INITIATIVE: Establish a new office to support newly launched schools

ACCOMPLISHMENTS TO DATE:
Created office of Principal support:

- ✓ To support ongoing leadership development for principals
- ✓ To run the Principal Residency Network (PRN) to train and support assistant principals

INITIATIVE: Audit and retrain the human resources department, put structures in place to encourage early hiring, and incorporate exit interviews in order to collect data on attrition

ACCOMPLISHMENTS TO DATE:

- ✓ Completed Human Resource reorganization SY23-24
- ✓ Offered early contract incentives and hiring fairs, SY23-24 & SY22-23 & SY21-22
- ✓ Posted jobs far earlier than previous years in March, SY23-24 & SY22-23
- ✓ New applicant tracking and onboarding platforms for data tracking, SY21-22

TAP PILLAR: EFFICIENT DISTRICT SYSTEMS

INITIATIVE: Implement a District approach to financial management that increases the proportion of funding that is subject to school-level decision-making by allowing schools to opt-in or out of some District services to better reflect the needs of students

ACCOMPLISHMENTS TO DATE:
Launched student based budgeting process to give school leaders control over personnel budgets as well as supplies developed 2020-2022 and launched in SY22-23 to budget for FY24, now on second year

INITIATIVE: Create a plan for social workers to support the social-emotional health of students across the District

ACCOMPLISHMENTS TO DATE:

- ✓ Dramatically, increased number of Social Work Specialists to serve schools, SY22-23
- ✓ Created School Social Work Specialist Roles to standardize excellence in school social work practices SY21-22, SY22-23, SY23-24
- ✓ Launched Professional Learning Communities SY20- present
- ✓ Launched Wellness Week for all staff SY22-present
- ✓ Launched orientation for new hires SY23-34
- ✓ On-going coaching and supervision SY20 - present
- ✓ Assisted with the training and implementation of student support teams across all schools SY23-24

TAP PILLAR: EFFICIENT DISTRICT SYSTEMS

INITIATIVE: Rejuvenate the Strategic Partnership Office to better serve the students, families, and community stakeholders of Providence

ACCOMPLISHMENTS TO DATE:
Restructured the Strategic Partnership Office under the Office of Family And Community Engagement (FACE)

INITIATIVE: Roll out a District approach to budgeting that provides all community stakeholders with enhanced transparency so that they can hold the District accountable for wise use of its funds

ACCOMPLISHMENTS TO DATE:
Student Based Budgeting (SBB) process includes school leader presentations for FY24 and FY25