

PPSD Strategic Plan: Our Schools, Our Future

Superintendent's Office | February 2013



**Providence
Schools**
OUR SCHOOLS. OUR FUTURE.

Phase I of a 2-Part Process

Laying the Foundation

The purpose of this strategic plan is to invest in systems and structures to support ongoing growth. We must meet the educational needs of our students now, while also positioning the organization for long-term success.



Building a Smarter District

In order to become a high-performing organization, we will need to expand upon and refine this plan. Through this process, we will increase and move supports directly to school sites and dramatically improve student achievement.

Context for the Strategic Plan

- **Role of the District:** We must fundamentally rethink the role of the School Department and structure for the district.
- **School Support:** Our goal is to maximize the amount of resources for students and educators and increase their proximity to the schools.
- **Accountability:** As we work to increase autonomy and ownership, we must also promote accountability at all levels of the organization.
- **Policy:** In order to create and sustain results, we must develop district policies that support our long-term vision.

What is a Strategic Plan?

A **Strategic plan** clarifies the overall purpose and desired results of an organization and how the organization will achieve those results.



<http://www.youtube.com/watch?v=CzYgSEVDQs>

Objectives for PPST's Strategic Plan

- 1 Create a clear and compelling vision and direction for the district
- 2 Ensure that all decisions and activities are rooted first and foremost in student achievement
- 3 Define the organization's mission, values, and core beliefs
- 4 Identify a coherent set of high-yield strategies and promote alignment within and across the organization
- 5 Reallocate resources in accordance with the district's strategic priorities

Mission, Vision, and Values

Mission

Providence Public School District will prepare all students to succeed in the nation's colleges and universities and in their chosen professions.

Vision

Providence Public School District will be a national leader in educating urban youth.

Core Values

- **Respect.** Together, we operate as a team. We respect one another and work collaboratively as a team to support and serve our students and educators.
- **Equity.** We are guided by the conviction that all students can learn and achieve at high levels.
- **Excellence.** We strive for excellence in all that we do and maintain a positive attitude and unwavering focus on results .
- **Accountability.** We share responsibility and accountability for the success of our students and our schools.
- **Appreciation for our diversity.** We are enhanced by the diversity of our school communities and staff; we embrace and celebrate our diversity

Core Beliefs

OUR BELIEFS:

OUR COMMITMENTS:

- | | | |
|--|---|--|
| 1. All Providence students can and must learn at high levels, reach their full potential, and succeed in school and in life. | ➔ | We commit to creating the conditions for all students to learn at high levels and to their full potential; we commit to closing the achievement gap. |
| 2. We believe Providence teachers and Providence schools can and must have a positive influence and profound effect on our students' lives. | ➔ | We commit to organizing our schools and all of our resources to support the student-teacher relationship as the primary factor in student success. |
| 3. We believe Providence schools can and must be good places to teach and good places to learn. | ➔ | We commit to creating schools that have positive cultures and are housed in high-quality facilities. |
| 4. We believe that Providence School District can and must be a high-performing organization. | ➔ | We commit to organizing Providence School Department around its core business – teaching and learning. |
| 5. We believe Providence families and the entire Providence community can and must support our students' success. | ➔ | We commit to partnering with family and community in shaping and supporting the education of our students. |

Plan Overview

- Goals:** What we hope to accomplish; our central purpose or desired results.
- Objectives:** Why we are compelled to act; more specifically, what we hope to achieve through targeted strategies and activities.
- Measures of Success:** How we will measure our effectiveness; metrics and benchmarks that will allow us to measure progress over time.
- Focus Areas:** How we will accomplish our goals and objectives; our priority areas.
- Strategies:** How we will advance in each of the focus areas; specific activities that we will engage in to advance student achievement.

PPSD Goals and CYC Alignment

1. All children will enter kindergarten ready to learn and prepared for school
2. All children will have access to a portfolio of high-quality schools, teachers, and district supports
3. All children will be supported socially, intellectually, and emotionally
4. All children will achieve at high levels of academic proficiency
5. All children will graduate from high school ready for college, career, and/or credential
6. All youth will obtain a post-secondary degree or credential and enter a career

Objectives and Measures of Success (1 of 2): The K-12 Continuum

Measurable Objectives	Indicators of Success	2011-12 Baseline	2016-2017 Target
Enter school ready to learn	Gr. K attendance	91%	95%
	Gr. K chronic absenteeism rate	32%	16%
	Gr. K beginning of the year DIBELS	36%	
Acquire foundational skills by 3 rd grade	Gr. 3 attendance		
	Gr. 3 chronic absenteeism rate		
	Gr. 4 NECAP reading proficiency	48%	74%
Successfully transition between elementary school and middle school	Gr. 4 NECAP math proficiency	45%	72%
	Gr. 6 attendance	92%	96%
	Gr. 6 chronic absenteeism rate	26%	13%
	% of MS students with 2+ out-of-school suspensions	22%	11%
	Gr. 7 NECAP reading proficiency	52%	76%
Successfully transition between middle school and high school	Gr. 7 NECAP math proficiency	31%	66%
	Gr. 9 attendance	81%	90%
	Gr. 9 chronic absenteeism rate	52%	26%
	% of HS students with 2+ out-of-school suspensions	12%	6%
	% of gr. 10 students passing Algebra 1		

Objectives and Measures of Success (2 of 2): The K-12 Continuum

Measurable Objectives	Indicators of Success	2011-12 Baseline	2016-2017 Target
Stay on track for high school graduation	% on track in 10 th grade (10+ credits)	67%	83%
	Gr. 11 attendance		
	Gr. 11 chronic absenteeism rate		
	Gr. 11 NECAP reading proficiency	55%	78%
Graduate from high school college and career ready	Gr. 11 NECAP math proficiency	12%	56%
	% of 9 th grade students found to be college ready on the ReadStep exam	N/A	
	% of 11 th grade students found to be college ready on the PSAT exam	10%	33%
	% AP exams with a passing score (3+)	40%	65%
	4-year graduation rate	66%	75%
Succeed in post-secondary endeavors	FAFSA completion rate		
	% of graduating students enrolling in college within 16 months of graduation	60%	70%
	% enrolling in technical school for the fall immediately following graduation		

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Focus Areas

1. **Engaged Students and Families.** Provide all students and families with access to excellent schools and prepare all students for success in their post-secondary endeavors.
2. **Highly-Effective Educators.** Promote high expectations and support the growth and development of teachers, leaders, and staff.
3. **Student-Centered Instruction.** Implement a rigorous and engaging curriculum and provide rich learning opportunities at all grade levels and in all content areas.
4. **Systems that Work.** Build, refine, and create systems that support high-quality teaching and learning.
5. **Collaborative Community.** Foster rich and meaningful partnerships with members of district community promoting a shared investment in Providence's youth.



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Focus 1 Strategies: Engaged Students and Families

- 1.1. Develop a culturally competent support system that identifies and responds to students' health, social, language, and wellness needs by integrating interventions and wraparound services provided by district and community partners
- 1.2. Create and maintain nurturing learning environments that are student-centered and foster intellectual curiosity and risk taking
- 1.3. Design and launch a Parent University and engage parents as vital partners in their children's education
- 1.4. Explore and increase opportunities for early and expanded learning
- 1.5. Create 21st century learning environments that allow students and families to be healthy, safe, engaged, supported, and challenged



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Focus 2 Strategies: Highly-Effective Educators

- 2.1. Create a robust professional development system for all adults that provides ongoing, job-embedded learning opportunities informed by student data and staff development needs
- 2.2. Launch new teacher and leader induction programs and implement peer assistance and review to invest in new and developing educators
- 2.3. Build human capital pipelines through partnerships with teacher preparation programs and the higher education community
- 2.4. Design and implement a talent management system to evaluate performance and maximize professional growth at all levels of the organization
- 2.5. Explore innovative compensation systems designed to recognize, reward, and retain high-performing staff



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Focus 3 Strategies: Student-Centered Instruction

- 3.1. Provide a standards-driven core curriculum that outlines clearly prioritized academic objectives that all students are expected to master
- 3.2. Promote consistent, high-quality, rigorous, and relevant instruction that is differentiated, culturally responsive, and addresses the unique needs of all students
- 3.3. Provide multiple pathways for college and workforce readiness
- 3.4. Establish blended learning environments that individualize learning and support students in attaining mastery of learning targets
- 3.5. Develop student assessment and data monitoring systems to guide improvement efforts, identify professional learning needs, and promote data-driven instruction



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Focus 4 Strategies: Systems that Work

- 4.1. Identify opportunities to maximize efficiency and productivity through technology integration
- 4.2. Design and implement a robust system-wide accountability framework promoting organizational excellence and holding individuals, departments, and schools accountable for progress and results
- 4.3. Revamp student enrollment and placement processes ensuring that all students have access to high-quality educational options
- 4.4. Create systems and processes to improve internal communication within the central office and between the central office and schools
- 4.5. Engage in strategic resource allocation aligned with student needs and academic priorities



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Focus 5 Strategies: Collaborative Community

- 5.1. Design and implement a multi-year development strategy to improve external relations and private fundraising efforts
- 5.2. Engage business partners, community organizations, and institutions of higher education in our schools
- 5.3. Develop and implement a robust communications strategy employing multiple modes of communication
- 5.4. Foster collaborative and productive working Relationships between the district and all collective bargaining units
- 5.5. Launch a citywide Graduation Campaign in partnership with the Mayor's Office



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