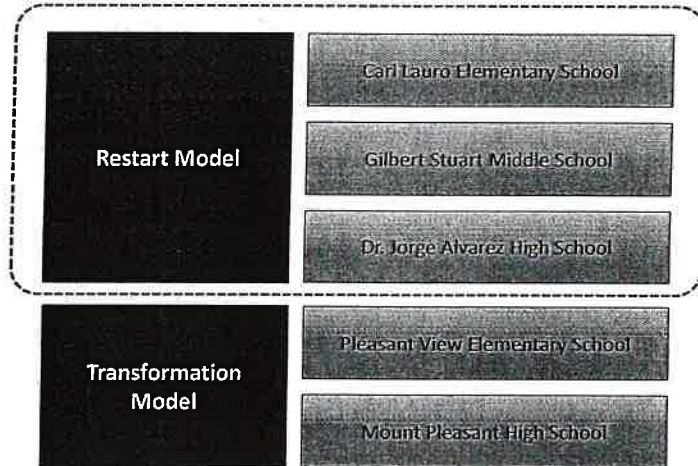
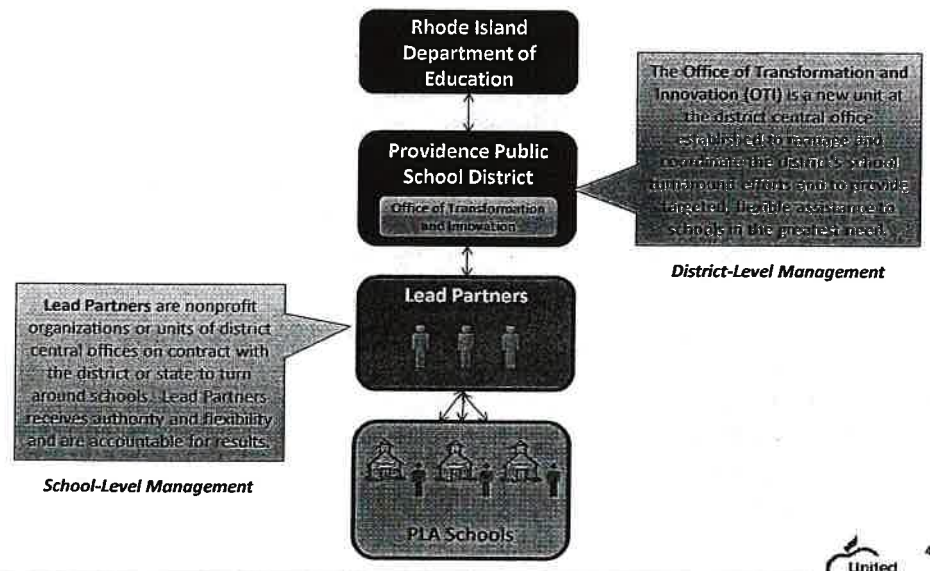


Cohort 2 Schools and Intervention Models



Restructuring the Central Office to Support and Enable School Turnaround



UP! Design Team

- **Dr. Susan Lusi**, Superintendent, Providence Public School District, Co-Chair
- **Steven Smith**, President, Providence Teachers Union, Co-Chair
- **Maribeth Calabro**, Vice President At Large, Providence Teachers Union
- **Maura Galvao**, Director of Member Services, Providence Teachers Union
- **Colleen Jermain**, Chief of Staff, Providence Public School District
- **Debra Pilkington**, Vice President, Middle Schools, Providence Teachers Union
- **Debra Zuckerman**, Treasurer, Providence Teachers Union
- **Emily Pallin**, Senior Program Manager, School Turnaround Group at Mass Insight

About United Providence!

About UP!

United Providence! (UP!) is a new nonprofit education management organization, the first of its kind in the nation, designed to manage the turnaround process in a cluster of Providence's lowest-performing schools. UP! is a labor-management collaboration between the Providence Teachers Union and Providence Public School District.

Our Mission

Our mission is to maximize student achievement in Providence's most struggling schools by promoting innovation and fostering a truly collaborative environment for teaching and learning. In so doing, UP! will serve as a groundbreaking national model for student-centered collaboration between labor and management.

Our Vision

Our vision is that all students in Providence will have access to a world-class education preparing them for success in their chosen colleges and careers.

Role of the Lead Partner

Lead Partners:

are nonprofit organizations or units of district central offices on contract with the district or state to turn around schools. Lead Partners receive authority and flexibility and are accountable for results. The role of the Lead Partner is defined by four overarching responsibilities:

1 ACCOUNTABILITY

Sign a 3-5 year performance contract for student achievement with the district or state

2 AUTHORITY

Assume authority for decision making on school staffing (as well as time, money, and program)

3 COMPREHENSIVE SERVICES

Provide core academic and student support services directly or by aligning the services of other programs and supporting partners

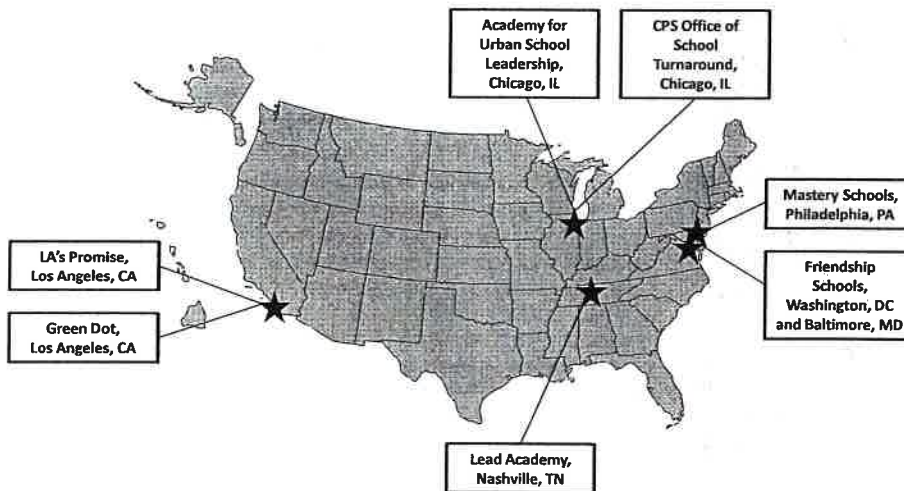
4 SCHOOL PRESENCE

Maintain an embedded, consistent, and intense relationship with each school (approx. 5 days per week)

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National Models that Informed UP!'s Design



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UP!'s Core Values

A	ccountability for student achievement and personal growth
C	ollaboration with peers and coworkers
H	ard work and persistence when confronted with obstacles
I	ntegrity in one's conduct
E	xcellence in the face of adversity
V	alue and respect for all members of the school community
E	nthusiasm and passion for teaching and learning

Governance Structure

Board of Directors

- PPSD Superintendent, *Board Co-Chair*
- PTU President, *Board Co-Chair*
- 2 PTU representatives
- 2 PPSD representatives
- 2 community members (e.g., business, philanthropic, and/or community representatives)
- 1 UP! parent representative
- 1 UP! school administrator
- 1 UP! teacher
- 1 UP! high school student (non-voting member)

Board Responsibilities

Role and Responsibilities

- Adopt and refine the organization's mission, purpose, and strategic direction
- Select, support, and evaluate the Executive Director
- Provide ongoing financial oversight and support fundraising efforts
- Monitor and strengthen the organization's programs and services
- Ensure legal and ethical integrity
- Build and enhance the organization's public standing
- Serve as ambassadors for UPI locally and nationally

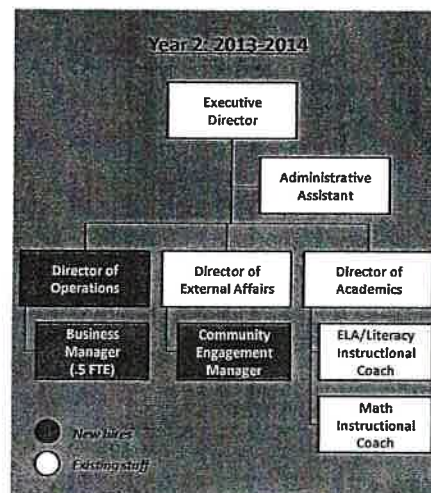
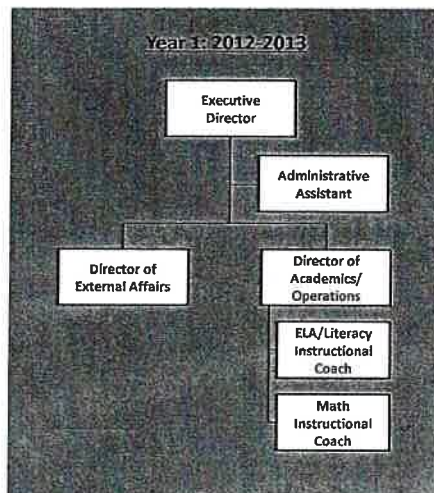
Meeting Schedule

- The Board will meet, at minimum, on a quarterly basis.
- Separate Board subcommittees (e.g., community engagement, fundraising, financial planning) will meet as needed.
- UPI will also form an Advisory Board comprised of national turnaround experts and local community leaders. The Advisory Board will meet biannually and support UPI's Board and staff.

Leadership

- The PTU President and PSD Superintendent will serve as Co-Chairs of UPI's Board of Directors.
- The Co-Chairs will work with UPI's Executive Director to develop agenda, minutes, and materials associated with Board meetings.

Preliminary UP! Staffing Plan



UP! Priorities (Launch Period)

- 1 Staffing and Governance:** Identifying UP!'s Board members and hiring UP!'s central team.
- 2 School Planning:** Refining school reform plans and preparing schools to implement these plans during the 2012-2013 school year.
- 3 School Governance:** Identifying new building leadership and establishing school-level committees to drive the transformation process.
- 4 Development Strategy:** Garnering support for UP! and school reform strategies in the three restart schools.
- 5 Communications and Community Outreach:** Creating a sense of urgency and engaging community members in the restart process.



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Launch Process and Major Milestones

Milestone/Activity	Jan '12	Feb '12	Mar '12	Apr '12	May '12	Jun '12	Jul '12	Aug '12	Sept '12
1. Develop UP! business plan and obtain approval from the Rhode Island Department of Education (RIDE)	→								
2. Facilitate school planning sessions for SIG applications	→								
3. Develop and submit SIG applications to RIDE		→							
4. Hire building principals and identify building delegates		→	→	→					
5. Recruit and hire UP!'s Executive Director			→	→	→				
6. Establish school committees and continue pre-implementation planning					→	→	→		
7. Initiate a performance contract with Providence Public School District and implement school plans							→	→	→



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UP! School Planning and Committee Structure



Field-Based Support Model (Year One)

UP!'s core team members will spend the majority of their time in UP!'s schools. The figure below provides a *sample staffing schedule* that illustrates how UP!'s staff will maintain a consistent and embedded presence in all of its schools. With the exception of the Executive Director, an *UP! team member is on site at every school four days per week*.

Executive Director	ED Duties	Lauro	Stuart	Alvarez	Team Planning & Preparation
Director of Academics/Operations	Stuart	Alvarez	Targeted Campus Visit Based on Need	Lauro	Team Planning & Preparation
Literacy Consultant	Alvarez	Targeted Campus Visit Based on Need	Lauro	Stuart	Team Planning & Preparation
Math Consultant	Lauro	Alvarez	Stuart	Targeted Campus Visit Based on Need	Team Planning & Preparation

OUR SCHOOLS



Carl G. Lauro Elementary School

Grades: Kindergarten – 5
Enrollment: 897 students
99 Kenyon Street, Providence RI 02903
Web: www.providenceschools.org/lauro



Gilbert Stuart Middle School

Grades: 6 – 8
Enrollment: 751 students
188 Princeton Ave, Providence, RI 02907
Web: www.providenceschools.org/stuart



Dr. Jorge Alvarez High School

Grades: 9 – 12
Enrollment: 550 students
375 Adelaide Ave, Providence, RI 02907
Web: www.providenceschools.org/alvarez

GET INVOLVED

For more information about UP! or to get involved in the district's transformation efforts, please contact the Co-Chairs of UP!'s Board of Directors:

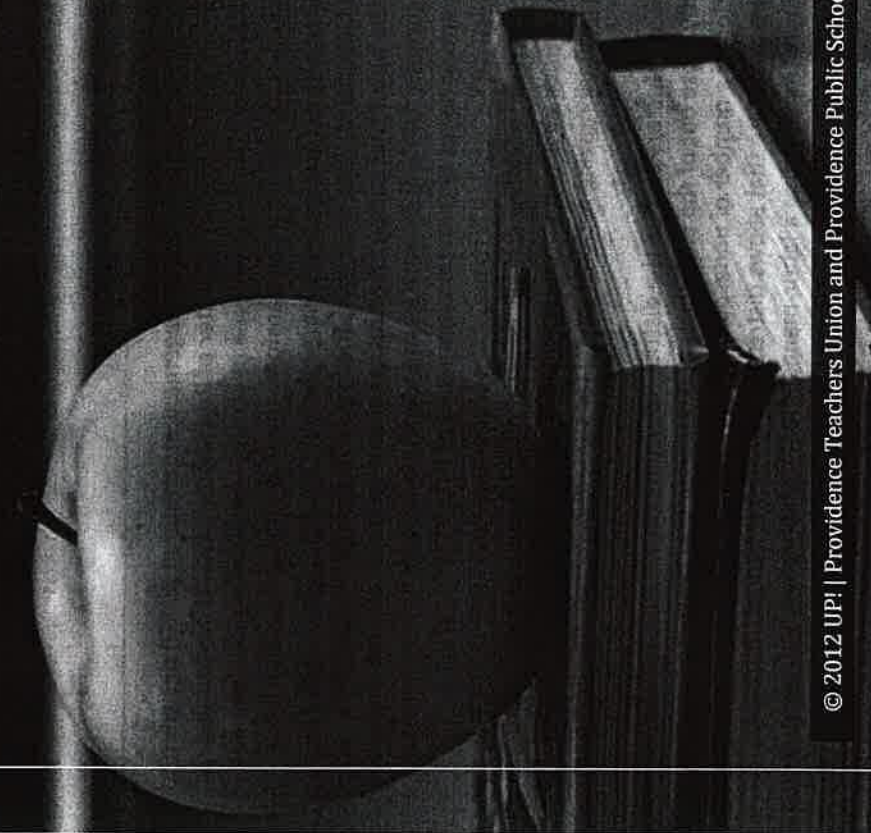
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United Providence!

*Improving student achievement
through labor-management
collaboration*



THE CHALLENGE AND OPPORTUNITY

In Providence, nearly a quarter of the district's schools have been identified as among Rhode Island's lowest-performing schools. There is a deep sense of urgency to invest in the district's most struggling schools and to subsequently use these schools as the catalyst for district-wide improvement. Our lowest-performing schools represent our best opportunity to produce fundamental change and deliver on the promise of a high-quality education for all children in Providence. All students, regardless of race or socioeconomic status, when provided with access to an excellent education, can and will succeed.

The Providence Teachers Union AFT Local #958 (PTU) and Providence Public School District (PPSD) recognize the need for bold and swift intervention and are committed to working collaboratively to transform the city's schools. Through the formation of United Providence! (UPI), the PTU and PPCD have launched an ambitious strategy to produce significant and lasting improvement in the district's neediest schools.

ABOUT UNITED PROVIDENCE!

UPI is a new nonprofit education management organization (EMO) designed to lead the turnaround process in a cluster of Providence's lowest-performing schools while maintaining a high degree of community and staff involvement. UPI represents a historic effort to transform the relationship between labor and management by forming a robust partnership motivated exclusively by student achievement. This endeavor, the first of its kind in the nation, is rooted in the belief that strong labor-management relations are foundational to school success. UPI will operate as an independent 501(3)(c) organization with a governing Board of Directors comprised of PTU, PPCD, and local stakeholders. UPI's mission is to maximize student achievement in Providence's most struggling schools by promoting innovation and fostering a truly collaborative environment for teaching and learning. In so doing, UPI will serve as a groundbreaking national model for student-centered collaboration.

A confluence of factors pushed the district toward this innovative approach that directly arose out of the challenges and opportunities presented by the identification of a number of underperforming schools in Providence. Rhode Island is the only state that allows districts to pursue the School Improvement Grant "restart" model using a labor-management collaborative; therefore, UPI

is a truly unique approach designed to yield systemic reform. As an EMO, UPI will be responsible for turning around three of the district's Innovation Schools: Carl G. Lauro Elementary School, Gilbert Stuart Middle School, and Dr. Jorge Alvarez High School.

UPI schools will exemplify the principles of reciprocal obligation and distributed leadership. Reciprocal obligation recognizes the shared responsibilities and commitment between labor and management to ensure student and school success. It also embodies the shared belief that success can either be enhanced or diminished by the labor-management relationship. The concept of distributed leadership acknowledges that there are multiple leaders within a school and that leadership responsibilities can and must be distributed within the school among faculty, staff, administrators, and partner organizations.

OUR APPROACH

UPI will initially serve as a Lead Partner coordinating turnaround efforts in three of Providence's schools. The district defines Lead Partners as organizations that (1) maintain accountability for results, (2) assume and share decision-making authority with school staff, (3) provide and/or coordinate comprehensive academic and student support services, and (4) maintain an embedded and consistent presence in the schools. UPI has identified five critical levers for the reform process: people, time, money, programs, and partnerships. All schools have developed customized reform plans based on these key areas and in response to individual school needs.

- ▲ **People:** Managing and developing school talent.
- ▲ **Time:** Extending learning time for students and adults.
- ▲ **Money:** Strategically allocating resources to drive results.
- ▲ **Programs:** Designing innovative programs to meet student needs.
- ▲ **Partners:** Forging partnerships with families and the community.

