

*Providence School District
Corrective Action Plan*

Quarterly Update:
June, July, and August 2007

October 1, 2007

Introduction

The Providence School District submitted the 2007-2008 District Corrective Action Plan on May 1, 2007 and the Rhode Island Department of Education accepted and endorsed the Corrective Action plan in June 2007. The plan went into immediate effect as the guiding framework for improvement in the district's neediest schools. The immediate implementation of the District Corrective Action Plan was undertaken under the authority of the Superintendent and the Rhode Island Commissioner of Education.

Among many other items, the District Corrective Action Plan requires that the Providence School District create an effective monitoring and reporting system to ensure that key stakeholders are well-informed of the progress made against the plan's benchmarks. This quarterly report is the first of four reports that will provide a summary of district progress in all areas of the plan, including the identification of successes and significant challenges encountered to date. This report will, in various forms, be presented to all important district constituents including the Providence School Board, the Rhode Island Department of Education, the Providence Teachers' Union, parents, and community organizations.

Important Successes

Providence School District has reached a number of targets identified in the District Corrective Action Plan. During the months of June, July, and August, the following goals achieved include:

1. Roll-out intervention programs in math and reading for seventeen schools in interventions status;
2. Provision of extensive literacy and math training for over 700 teachers K-12;
3. Implementation of a 1200 student middle school summer school focusing on literacy and numeracy;
4. Creation and finalization of assurances of collaboration that have been signed by Local 1033 and APPSA; and
5. Design and hiring of staff to support new district-wide support and accountability measures at the district's lowest performing schools.

Challenges Encountered

Providence encountered several challenges over the last three months of aggressive implementation of the Corrective Action Plan. These challenges have been continuously addressed through district level strategies, collaborative efforts between school-level staff and the RIDE Office of Progressive Support and Intervention, and ongoing negotiations with the relevant labor management organizations. Some of these challenges have included:

1. The normal logistical challenges associated with the implementation of new mathematics literacy intervention programs and supplementary programs to support targeted skill development;
2. Lack of agreement between the Providence School District administrators and the leadership of local labor management organizations pertaining to non-evaluative classroom visits and teacher assistant participation in professional development;







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3. Lack of participation of teacher assistants in leading small instructional groups in schools implementing SRA Reading Mastery, resulting in larger-than-optimum student groups;
4. Identification of sufficient funds to support comprehensive high school reform consistent with the guidance of the High School Steering Committee and the Board of Regents' Regulations for High Schools; and
5. Difficulty recruiting and hiring sufficient numbers of highly trained staff to serve in the roles of literacy coaches and district assistance team members.







The following pages provide a summary of the status of each action item of the approved District Corrective Action plan. In addition, the quarterly report places each action item into one of three status levels: (1) Completed, (2) In Progress, or (3) Encountering Challenges. Finally, the report provides notes about the implementation of each item, providing additional context to better understand progress to-date.

This report will be followed by three additional reports during the 2007-2008 academic year: the second quarterly report will be provided in December 2007, the third in March 2008, and the final report in June 2008.







Increasing Student Achievement

Specific Action or Strategy	Timeline/Target Date	Resources/Materials Needed	Person(s) Responsible	Target for 2007-2008	Target for 2008-2009	Quarter 1 Update	Quarter 1 Reporting Notes	
<i>As a district in corrective action, the Providence School District will engage in the following strategies to increase student achievement:</i>								
1(a)	Contract with high quality independent evaluators to review Providence's professional development, inst. coaching model, and other initiatives	<ul style="list-style-type: none"> Contracted: Fall '07 Completed: Spring '08 	Approx. \$50,000 in evaluation funds	CAO	<ul style="list-style-type: none"> Completion of two evaluations 	<ul style="list-style-type: none"> Completion of two evaluations 	 In Progress	PSD is in the early stages of identifying an evaluator and the design and focus of these evaluations. Evaluation contracts are pending release of Title funds.
1(b)	Contract with a high quality third party consultant to conduct a cross-disciplinary curriculum audit to improve alignment, cohesion, adequacy of central office support, and appropriate distribution of resources	<ul style="list-style-type: none"> Contracted: Winter '07 Completed: Spring '08 	Approx. \$100,000	CAO	<ul style="list-style-type: none"> Completion of curriculum audit 	<ul style="list-style-type: none"> Implementation of first round of revisions on the basis of the audit findings 	 In Progress	PSD has collected quotes for curriculum audit services, which would span organizational and disciplinary levels to evaluate the effectiveness and efficiency of the system.
1(c)	Ensure implementation of all elements of 3 tiered literacy framework including necessary PD, reorganization & training of TAs, school-level participation in external coaching, implementation of instructional groupings, revision of IEPs, and revision of school & teacher schedules as appropriate	<ul style="list-style-type: none"> Designed: Spring '07 Cohort 1 rollout: Summer '07 – Spring '08 	Curricular materials: approx. \$1.3M Consultant support: approx. \$500K	CAO Level Directors Supervisors & District Literacy Team School staff & administrators	<ul style="list-style-type: none"> Roll-out to 9 ES, 7 MS, and 2 HS 	<ul style="list-style-type: none"> Selection of programs from pilots, roll-out to Cohort 2 	 In Progress	Providence has begun this work with the improvement of core programs and improved interventions for 2 nd and 3 rd tier students, as well training for participating teachers and distribution of materials. In addition, assessment teams that placement test and progress monitor have been established at every building
1(d)	Ensure implementation of new core math programs and interventions at ES, MS & HS, including provision of necessary PD, school-level participation in external coaching, appropriate revision of IEPs, and revision of school & teacher schedules as necessary (see Appendix 1)	<ul style="list-style-type: none"> Designed: Spring '07 Roll-out: Summer '07 – Spring '08 	Curricular materials: approx. \$500K, Consultant support, approx. \$50K	CAO, Level Directors, & Supervisors	<ul style="list-style-type: none"> Roll-out to 9 elementary schools, 7 MS, and 2 HS 	<ul style="list-style-type: none"> Selection of programs from pilots, roll-out to Cohort 2 	 Completed	Providence has completed the ordering and distribution of updated math intervention programs at select elementary schools, all middle schools, and two high schools. This includes teacher training.
1(e)	Establish an English Language Learner Task Force to review district policies and practices and national best practice models	<ul style="list-style-type: none"> Task Force Creation: Winter '07 Final report: Summer '07 	Task Force Funding Staff Time	Superintendent CAO ELL staff Community	<ul style="list-style-type: none"> Creation of Task Force Completion of Task Force 	<ul style="list-style-type: none"> Implementation of Task Force recommendations (TBD) 	 In Progress	The ELL task force has completed their first School Board report and will submit their final report by December 2007.
1(f)	Establish a Fine Arts Task Force to review district policies and practices and regional & national best practice models	<ul style="list-style-type: none"> Task Force Creation: Winter '07 First report of Task Force: Spring '07 Final report: Summer '07 	Task Force Funding Staff Time	Superintendent, CAO Arts staff Community	<ul style="list-style-type: none"> Creation of Task Force Completion of Task Force 	<ul style="list-style-type: none"> Implementation of Task Force recommendations (TBD) 	 In Progress	The membership of the Fine Arts Task Force has been established and the meeting schedule is currently being finalized.

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1(g)	Design and implementation of a 1200 student middle school summer program focusing on math and literacy interventions	<ul style="list-style-type: none"> • Planning for summer school: Spring '07 • Summer school: July '07 	Teacher time: \$150K Materials: \$500K Transportation: \$60K	CAO Level Directors Special Asst.	• 60% student participation rates	TBD	 Completed	Summer school for middle school students was completed for approximately 1000 middle school students.
1(h)	Continue high school renewal efforts, including high school renewal committee and expansion of PBGR system support	<ul style="list-style-type: none"> • Monthly meetings of committee • Summer Institute '07 • Increased systematization of PBGR system: 07-08 School year 	Staff time for summer institutes: \$50,000 PBGR Development time & materials: \$150K PBGR PD: \$300,000	CAO, HS Level Director, HS staff, HS principals	<ul style="list-style-type: none"> • 100% enrollment @ summer institute • Finalization of proficiency standards 	TBD	 Encountering Challenges	RIDE's exclusion of PBGR work from Perkins has been a major setback. The reduced funding has resulted in scaling back the reform plans for the 2007-2008 year.
1(i)	Provide enhanced PD to elementary teacher assistants to better equip them to enhance the instructional programs using a three-tiered, RTI model	<ul style="list-style-type: none"> • Full training of all appropriate teacher assistants: Summer '07 • Continued PD during 2007-2008 and 2008-2009 academic years 	Teacher aide time Consultants to train TAs: \$100,000	Level Directors, Building principals	<ul style="list-style-type: none"> • 100% TA participation in SRA training, summer 2007 • 100% participation 	<ul style="list-style-type: none"> • 100% TA participation in SRA training, summer 2007 • 100% participation 	 Encountering Challenges	TA training has been postponed pending finalization of a Local 1033 contract.
1(j)	Design and implement an enhanced accountability system to ensure fidelity to district instructional and curricular systems in schools identified as "In Need of Improvement"	<ul style="list-style-type: none"> • Establishment of District Assistance Teams (DAT) across ES, MS, and HS: Summer '07 • Restructuring of instructional coaches: Spring '07 • Quarterly progress monitoring in select schools: Fall '07 	District office staff time School level staff time • Establishing DATs, approx: \$1.2 M • Wallace LEAD team	CAO, Level Directors, DATs Building Principals	<ul style="list-style-type: none"> • Hiring full contingent of DATs at all level • Full design of enhanced accountability system • Pilot implement.. 	<ul style="list-style-type: none"> • Full implementation of accountability system in all "In Need of Improvement" schools 	 In Progress	Providence has hired most DATs and instructional coaches. The literacy and math coaching structure has been completely reconfigured to better maximize the impact of the coaches. A preliminary plan for regular meetings, updates, and review has been established. PSD has collaborated with EDC to embed Turn-Around Facilitators into each of the DATs.
1(k)	Support the implementation of Positive Behavioral Support and Intervention at corrective action and restructuring schools	<ul style="list-style-type: none"> • Provide targeted schools with info about PBIS: Summer/Fall '07 • Support school efforts to complete critical planning activities: Fall/Winter '07 • Ensure full participation of all staff in necessary planning & PD 	District office staff time School Level staff time Funds for SWIS software	Level Directors, Building Principals, DATs School Staff	<ul style="list-style-type: none"> • All targeted schools will have written school wide expectations • All targeted schools have begun implementation 	<ul style="list-style-type: none"> • All targeted '07 schools will have moved to full implementation • Identification and support of new cadre of '08 schools 	 In progress	Elementary and middle schools in corrective action and restructuring have been brought on to RIC's PBIS cohort and are beginning to work on PBIS principles in their buildings. Those with more experience are continuing to support PBIS culture, while novice schools are investigating PBIS with their faculties and students.
1(l)	Develop a protocol for assigning highly effective teachers to the neediest classrooms of schools	<ul style="list-style-type: none"> • Develop draft protocols with PTU, Summer '07 	Staff time	Chief Operating Officer, HR, PTU	<ul style="list-style-type: none"> • Development of protocols • Piloting of protocol 	<ul style="list-style-type: none"> • Teacher assignment protocols becomes effective 	 In Progress	This item is in development and contingent upon resolution of the PTU contract negotiations.





Building Capacity through an Infrastructure of Support

Specific Action or Strategy	Timeline/Target Date	Resources/Materials Needed	Person(s) Responsible	Target for 2007-2008	Target for 2008-2009	Quarter 1 Update	Quarter 1 Reporting Notes	
<i>As a district in corrective action, the Providence School District will engage in the following strategies to build an infrastructure of support:</i>								
2(a)	Review and reconfigure school-based coaching model	<ul style="list-style-type: none"> • Model review: Winter '07 • Creation of new coaching model and postings: Spring '07 • Hiring of new coach cohort: Summer '07 • Deployment of new coaching model: 07-08 school year 	Approx. \$2.5M	CAO Level Directors Supervisors District Literacy Team	<ul style="list-style-type: none"> • Completion of redesigned, cohort-based coaching model • Hiring of new coaching cadre • Training of new coach cadre 	<ul style="list-style-type: none"> • Continued improvement of cohort design, coach training, and role of coaches in classrooms and schools 	 Encountering Challenges	Providence has hired a full compliment of math coaches but is encountering difficulty recruiting a full compliment of qualified literacy coaches. To date, ten of the seventeen coaching positions have been filled.
2(b)	Develop district-wide assistance teams (DATs) that include ELA, ELL, Special Education, and Math specialists at elementary, middle, and high school	<ul style="list-style-type: none"> • Model design: Spring '07 • Hiring of DAT teams: Summer '07 • Training of teams: '07 • Deployment of teams: '07-08 school year 	Approx. \$1.2M	Superintendent CAO Level Directors Supervisors	<ul style="list-style-type: none"> • Finalized DAT model • Hiring of DATs • Phase I of DAT training 	<ul style="list-style-type: none"> • Continued improvement of DAT model and function 	 Encountering Challenges	Providence has hired most DATs for elementary, middle and high school and begun their training. Providence is having difficulty recruiting sufficient DATs, with two positions still unfilled.
2(c)	Central Office reorganization, including completion of Superintendent's cabinet, revised role of Division Chiefs and Executive Directors, and creation of new positions and offices	<ul style="list-style-type: none"> • Completion of Central Office Review, Spring '07 • Phase I of Central Office reorganization: Summer '07 	Salaries	Superintendent Cabinet	Completion of Phase I	Completion of Phase II	 In Progress	The Annenberg Central Office visit is scheduled for the fall of '07. Providence has reorganized divisions and reassigned staff and vacancies to maximize efficiency.
2(d)	Design and implementation of a summer teacher pd academy for identified schools	<ul style="list-style-type: none"> • Design: Spring '07 • Programming: Spring '07 • Implementation: Summer '07 	<ul style="list-style-type: none"> • Approx. \$3M in teacher stipends • Approx. \$100K in facilitators 	CAO Level Directors Supervisors, PD Office	90% teacher participation rate	90% teacher participation rate	 Completed	Providence implemented a full teacher academy for schools for math and reading; 758 teachers were trained during the academy.
2(e)	Creation of "Turn-Around Principal & Teacher Leader Academy" to develop leadership in corrective action & restructuring schools	<ul style="list-style-type: none"> • Grant proposal submitted Spring '07 • Anticipated award date (if funded): Summer '07 • Anticipated start date (if funded): Fall '07 	• Approx. \$550K	Superintendent CAO Leadership Office Level Directors	<ul style="list-style-type: none"> • Enrollment of all MS Principals and APs in program 	<ul style="list-style-type: none"> • Enrollment of Cohort 2 Principals and APs in program 	 In Progress	Providence has begun the Wallace Principal Turn-around Academy with assignment of mentors, curriculum development and support for MS and HS principals during the start-up of school.
2(f)	Continued implementation of Principal training for all principals K-12	<ul style="list-style-type: none"> • Monthly meetings 	Approx. \$100K	Superintendent CAO Leadership Office Level Directors	<ul style="list-style-type: none"> • 100% principal participation 	<ul style="list-style-type: none"> • 100% principal participation 	 In Progress	Principal training started with a 2 ½ day principal retreat in August, wherein principals received PESI training; follow-up is schedule for October.

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<i>As a district in corrective action, the Providence School District will engage in the following strategies to build an infrastructure of support:</i>								
2(g)	Reorganization of the Office of Research, Assessment & Evaluation for greater emphasis on (1) school-level data analysis, (2) program evaluation, and (3) management	<ul style="list-style-type: none"> • Division Audit: Spring '07 • Division Reorg: Summer & Fall '07 	Consultant funding (local) PD for Division staff, 07-08	CAO, RAE staff	<ul style="list-style-type: none"> • Completion of first round or review/revision of RAE organization and duties 	<ul style="list-style-type: none"> • Continued development of new roles & responsibilities 	● In Progress	The Office of Research, Assessment, and Evaluation has been focusing on evaluating program effectiveness and enhanced data services to schools.
2(h)	Reorganization of Division of Teaching and Learning, including hiring of Director of Teaching and Learning and curriculum supervisors to align and streamline instructional programs	<ul style="list-style-type: none"> • Office reorg: Spring '07 • Posting of new positions: Spring '07 • Hiring of positions: Summer '07 	Approximately \$350,000 in salaries	Superintendent CAO	<ul style="list-style-type: none"> • Hiring for position • Completion of office reorg 	N/A	● In Progress	T & L has begun the first phase of reorganization, including the redesign of staffing roles and responsibilities and the creation on curriculum supervisor positions.
2(i)	Reorganization of Central Office Division of Teaching & Learning, including creation of Office of Federal Programs	<ul style="list-style-type: none"> • Office reorg: Spring '07 • Posting for Director of Federal Programs: Spring '07 • Hiring Director of Federal Programs: Summer '07 	Director salary	Superintendent CAO	<ul style="list-style-type: none"> • Hiring for positions • Completion of office reorg 	N/A	● In Progress	Providence has begun to reorganize the operational functions of the district to include an Office of Federal Programs and posted for a Director
2(j)	Development & implementation of a corrective action communication and accountability plan targeting (1) Parents and the Community, and (2) Schools and school-level staff.	<ul style="list-style-type: none"> • Creation of communication plan, Summer '07 • Establishment of Parent Advisory Council (PAC), 07-08 School year • Organize Superintendent's For a 	School level staff time District level staff time Superintendents' Fora: \$5000	CAO, Level Directors, DAT, Director of Fed. Programs, Director of Parent Engagement	<ul style="list-style-type: none"> • Hosting of 4 Superintendent's Fora • 4 Parent Advisory Council Mtgs 	<ul style="list-style-type: none"> • Hosting of 4 Superintendent's Fora • 6 PAC Mtgs 	● In Progress	Providence has been planning the Parent Advisory Council in conjunction with the Parent Resource Center.
2(k)	Establish an accountability process in conjunction with RIDE to report upon successes and challenges	<ul style="list-style-type: none"> • Identify priorities areas with RIDE: Spring '07 • Regular meetings with RIDE: '07-'08 • Quarterly reports submitted to Commissioner: Fall '07, Winter '08, Spring '08, Summer '08 • Hosting of school-based Commissioner's visits 	Staff time	Superintendent CAO Level Directors Director of Fed. Programs	<ul style="list-style-type: none"> • Submission of 4 reports 	<ul style="list-style-type: none"> • Submission of 4 reports 	● In Progress	This accountability process is being developed in conjunction with PS & I. Regular meetings and quarterly reporting have begun, and Commissioner's visits are being scheduled.

Strengthening Parent and Community Engagement

Specific Action or Strategy	Timeline/Target Date	Resources/Materials Needed	Person(s) Responsible	Target for 2007-2008	Target for 2008-2009	Quarter 1 Update	Quarter 1 Reporting Notes	
<i>As a district in corrective action, Providence will engage in the following strategies to strengthen parent & community engagement:</i>								
3(a)	Design, implement and staff a district call center to increase district responsiveness to parent and community needs	<ul style="list-style-type: none"> • Design: Winter '07 • Hire staff: Summer '07 • Install & publicize call center: 07-08 school year 	Approx. \$50K in salaries Approx. \$5K in equipment	Superintendent Chief of Communications Director of Parent Engagement	TBD	TBD	 In Progress	Providence is preparing to post a position for a qualified bilingual candidate for the district call center
3(b)	Host Superintendent's Fora to discuss issues pertinent to public education in Providence	<ul style="list-style-type: none"> • Host 4 community fora 	Approx. \$5,000	Chief of Communications Director of Parent Engagement	<ul style="list-style-type: none"> • Host 4 community fora 	TBD	 In Progress	Community Fora are being planned in conjunction with community partners
3(c)	Increase support for school-level parent involvement activities	<ul style="list-style-type: none"> • Provide parent engagement PD: Fall '07 • Support school-based newsletter generation/translation 	Staff time Workshop materials: approx. \$5K	Chief of Communications Director of Parent Engagement	<ul style="list-style-type: none"> • Facilitate 15 PD sessions 	TBD	 In Progress	Providence has begun to increase principal training and awareness, including a 1 hour training module delivered to all principals prior to the start of the school year.
3(e)	Work with building administrators in all schools "In Need of Improvement" to develop and implement a revised SIT meeting schedule to better accommodate families and community members	<ul style="list-style-type: none"> • Complete new SIT schedules: Fall '07 	Building level staff time District staff time	Level Directors School principals SIT Chairs	<ul style="list-style-type: none"> • 10% increase in parent & community member meeting participation 	<ul style="list-style-type: none"> • 20% increase in parent & community member meeting participation 	 In Progress	Schools have been notified about the expectation that SIT meets are scheduled to accommodate a variety of parent schedules. Letters notifying the principals of this requirement are being drafted.