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September 29, 2017

Julio Valle, Jr., Ed.D.
Regional Executive Director, Southwest Region
Bureau of School Improvement
Office of Differentiated Accountability
Florida Department of Education

Dear Dr. Valle,

This addendum serves as additional information regarding our Turnaround Option Plans that were submitted.

It is our belief that the principal is the primary actor in the school. The principal must set the optimal conditions for student success. To that end, my goal is to ensure that every school has a high performing leader at the helm. This premise especially holds true for our most struggling schools.

Great teachers absolutely make the difference for students. It is important that all students have access to quality teachers.

Strategies, along with a timeline for addressing both of these issues, are outlined below.

I. School Leadership

To accomplish our commitment to staffing our highest needs schools with high performing leaders, we have executed two long-term strategies. Strategy one consists of developing and implementing the "Turnaround Leadership Pathway" and the Ed.S. Turnaround School Leadership program through USF, with a focus on identifying and developing the next generation of turnaround leaders. Strategy two consists of identifying current high performing principals across the district and placing them in our most struggling schools.

Strategy 1

The Turnaround Leadership Pathways (TLP) is a district strategic staffing initiative focused on improving the learning conditions for all students, in all schools, by intentionally focusing on the highest-need schools. TLP is centered on the core belief that leadership is the key lever for change in schools because great leaders build strong school culture, attract and retain talented teachers, who in turn, significantly improve student achievement. In fact, years of research has not produced a single case of a school improving its student achievement record in the absence of a great leader.

This spring, approximately 109 experienced teachers with proven records of success transferred to a high-needs school during the two-week transfer period. They joined 210 other experienced teachers currently already working in one of the 50 high-needs schools in Hillsborough County who committed to remaining at their TLP site for the 2017-18 school year; together, these 319 teachers make-up the Turnaround Leadership Pathways program.

In addition to the TLP, we have partnered with the University of South Florida to offer an Ed.S. program with an emphasis in Turnaround School Leadership. This program is currently limited to current school leaders selected for the Hillsborough County Schools. This advanced graduate degree program focuses on further developing experienced school leaders. The Ed.S coursework is specifically designed in consultation with Hillsborough County Schools' Department of Leadership Development as an assurance that turnaround and underperforming school contexts are the main foci.

Strategy 2

I have taken a very aggressive stance on ensuring that I have the right cabinet level leadership, area level leadership, and school level leadership to ensure schools are equipped with the human capital necessary to transform our neediest schools. Below, I have shared the preliminary results of my aggressive strategy to secure top-tier leadership at our most struggling schools. To date, I have replaced the leadership at approximately 50% of our TOP 2 and TOP 3 schools, shown below with the principal start date.

TOP 3 Schools:

Potter (5/16)
Washington (5/16)
Memorial (5/17)

TOP 2 Schools:

Chamberlain HS (5/17)
Cleveland ES (5/15)
Edison ES (2/16)
Forest Hills ES (1/16, member of Ed.S Turnaround School Leadership cohort)
Folsom ES (10/16, member of Ed.S Turnaround School Leadership cohort)
James ES (12/15, member of Ed.S Turnaround School Leadership cohort)
Robles (4/17, member of Ed.S Turnaround School Leadership cohort)
Sulphur Springs (6/17)

We are currently implementing the transition of leadership at four additional TOP 2 schools (Dover, Mango, Palm River, and Pizzo Elementary Schools). This transition decision will be completed by the end of the semester, December 15, 2017.

I am acutely aware of the impact of a high performing principal and am keenly focused on ensuring that we have great leaders in all schools.

II. Teacher Quality

Hillsborough County Public Schools continues to address the placement and retention of quality teachers in all schools, including those in turnaround. This spring, under our Turnaround Leadership Pathways program, 109 experienced teachers with proven records of success transferred to a high-needs school and joined the 210 other experienced teachers currently already working in one of our high needs sites under this program.

Additionally, we have focused on redeployment of teachers with state VAM scores classified as unsatisfactory. Our redeployment of these teachers based on state VAM has already begun, and will occur in two phases as described below.

Phase 1:

Teacher redeployment began on Friday, September 15, 2017, and was completed on Monday, September 18, 2017. During this first phase of redeployment, 20% of teachers at our TOP 2 Turnaround Schools with state VAM scores classified as needs improvement unsatisfactory were removed. This first phase began the process of better aligning our percentage of teachers with the district average. Those teachers were replaced by teachers who have not received an unsatisfactory state VAM score. The chart below indicates the numbers of teachers that have been reassigned during this phase.

Phase 1	NI	U
Chamberlain		3
Cleveland		1
Edison	1	1
Forest Hills	1	1
Mango		1
McDonald		1
McLane	1	
Palm River	1	
Pizzo	1	
Robles		
Ruskin		1
Sullivan	1	
Sulphur Springs	2	1
Thompson	2	1

Phase 2:

During the second phase of our redeployment process, teachers at our TOP 2 schools who have a state VAM score classified as needs improvement or unsatisfactory, will continue to be reassigned until each school aligns to the district average of 15%. We have identified the number of teachers at each site that we are working to reassign during this phase in order to match the district average of 16% needs improvement and 15% unsatisfactory. This phase will be completed by the end of the first semester, December 15, 2017.

Phase 2	NI	U
Chamberlain	1	1
Cleveland	1	
Forest Hills		6
James	2	1
Kimbell		1
Mango	1	
McDonald	2	
McLane	5	
Shields	2	6
Sullivan		2
Sulphur Springs	1	
Thompson		2

In closing, HCPS is committed to high quality leadership and instruction.

Sincerely,



Jeff Eakins
Superintendent