



Hillsborough County
PUBLIC SCHOOLS
Preparing Students for Life

State Board of Education Meeting
Addison G. Davis, Superintendent

October 20, 2022

Presentation Objectives

- Overview of HCPS Transformation Network
- Status of Turnaround Schools
- Focus Areas & Next Steps



Hillsborough County

PUBLIC SCHOOLS

Preparing Students for Life

Overview of Transformation Network

Transformation Network Demographics

Number of Schools



SY 22-23	SY 21-22	SY 20-21
46	45*	28

Student Behavior



% with Zero Suspensions	
21-22	92.5%
20-21	95.9%



Student Count

Yr.	Total
22-23	25,779
21-22	29,578
20-21	29,424



Student Attendance

% with 90% or Greater	
Fall 2022	66.3%
21-22	54.3%
20-21	61.4%



Demographics

Subgroups	Fall 2022 Total %
Black	40.1%
Hispanic	43.3%
White	11.0%
Other	5.6%
ESE	17.6%
ELL	26.9%
F/R Lunch	79.7%

*2021 – The network adopted all district **Persistently Low Performing** schools- FLDOE state designation.



Transformation Network School Grade Trends

Transformation Network	A	B	C	D	F
2019	0	0	18	24	4
2022	1	6	33	5	1
Differences	+1	+6	+15	-19	-3

District Actions for Transformation Network

- ❖ Hired 24 of 46 new principals using a Behavior Based Interview Model.
- ❖ Hired a new Middle School Region Superintendent with a proven track record for transforming turnaround schools.
- ❖ Launched the Transformation Fellows Program, in partnership with our university partners, to recruit college students into classrooms to support acceleration and literacy.
- ❖ Incentivize highly effective and effective teachers through "additional pay" as a recruiting tool into network schools.
- ❖ Implemented a single pathway for core curriculum through a district Framework for all turnaround schools with a priority focus on differentiated small group instruction.
- ❖ Strategically utilize proven supplemental curriculum to support standards mastery in the core content areas to include the use of i-Ready, Achieve 3000, EnVision and SIPPS.
- ❖ Frequently progress monitor student outcomes through diagnostic assessments, formative assessments and informal classroom check-ins resulting in 6-week action plans per cycle.

Transformation Network: Assurances for Turnaround Schools

Leadership Capacity

- ❖ Regional Superintendent weekly school support visit for instructional monitoring through observation, data analysis, and action planning.
- ❖ Design and facilitate monthly professional learning communities to build instructional and leadership capacity of principals and assistant principals.
- ❖ Strategically align support to schools in coordination with BSI.

Support Capacity

- ❖ District content coaches (Reading, Math, Science, Civics) engage weekly in common planning and data analysis to build teacher content knowledge.
- ❖ Provide customized professional development using triangulated data from action plans, observations, & progress monitoring.
- ❖ Leverage community support to provide mentoring, tutoring, mental health and other needs.

Teachers Capacity

- ❖ Implemented a Summer Learning Series focused on standards acquisition and building content knowledge for all 3300 teachers in the network.
- ❖ Engage in weekly planning sessions, focused on the B.E.S.T standards, to customize and individualize student work.
- ❖ Provide incentive pay for effective, highly effective qualified teachers using VAM. (UNISIG Teacher Bonus)



Hillsborough County
PUBLIC SCHOOLS
Preparing Students for Life

Status of Turnaround Schools



Hillsborough County
PUBLIC SCHOOLS
Preparing Students for Life

Adams Elementary

Adams Middle School Overview

School Grade



SY 21-22	SY 20-21	SY 19-20	Principal Tenure @ Site
D	NG	D	3.5 SY



Student Count

Yr.	Total
22-23	601
21-22	648
20-21	706
19-20	821



Student Attendance

% with 90% or Greater	
Fall 2022	57.8%
21-22	42.4%
20-21	55.8%
19-20	75.8%



Demographics

Subgroups	Fall 2022 Total %
Black	30.0%
Hispanic	53.6%
White	8.3%
Other	8.1%
ESE	21.0%
ELL	32.8%
F/R Lunch	77.7%

Student Behavior



% with Zero Suspensions	
21-22	85.61%
20-21	83.45%
19-20	74.85%



Adams Middle School

School Grade Calculation Comparison

Calculation Considerations	ELA		Math		Science		Social Studies		Accelerated	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Achievement Proficiency (0% - 100%)	26	29	24	25	21	23	38	38	63	75
Learning Gains (0% - 100%)	38	37	37	34						
Lowest Quartile	27	29	49	43						

2021- 37% D (NG)
2022- 36% D

Points calculated based on FSA Data

Principal Selection



Nishira Mitchell

Highlights of Career:

- ❖ Principal for 3 years at Adams
Hired April 8, 2019.

- ❖ **School Grades** 2020 – NG (no grade)
2021 – NG (optional grade)
2022 - D

- ❖ Decreased student referrals by 79%
- ❖ Increased student attendance by 13%

- ✓ Improved overall school culture and has garnered community and civic support in the area.

- ✓ 2021 Mentorship Program – Ultimate Medical Academy

- ✓ 2022 Principal Community Award – Chamberlain Legacy Alliance (local community organization)



Adams Instructional Actions

Evidence of Improvement:

- ✓ Lesson plans that align with BEST Standards across content areas measured by district implementation protocol and walkthrough tool.
- ✓ Six-week progress monitoring plan for identifying student engagement and academic ownership with standards across grade levels.
- ✓ Science supplemental support through Penda Science to support standards mastery.
- ✓ iReady and Achieve 3000 to design individual learning paths related to the needs of each student.
- ✓ Core/Tier 1 Behavioral School Plans using the P.B.I.S. model to enhance and cultivate relationships across staff and students.

Implementation Plan

- ❖ Standards-based Instructional Learning Reviews using Four Principals of Excellent Instruction as a rubric. This includes action planning to inform observation, feedback, coaching, and professional development.
- ❖ Collaborative planning with teachers to include small group instructional mapping and standards-aligned independent tasks.
- ❖ 6-week data cycles with student-based instructional plans using iReady, Achieve 3000, Penda.



Hillsborough County
PUBLIC SCHOOLS
Preparing Students for Life

Jennings Middle School

Jennings Middle School Overview

School Grade



SY 21-22	SY 21-20	SY 19-21	Principal Tenure @ Site
D	NG	D	3.5 SY

Student Behavior



% with Zero Suspensions	
21-22	77.02%
20-21	78.04%
19-20	77.16%



Student Count

Yr.	Total
22-23	799
21-22	717
20-21	725
19-20	703



Student Attendance

% with 90% or Greater	
Fall 2022	60.2%
21-22	44.3%
20-21	45.5%
19-20	78.8%



Demographics

Subgroups	Fall 2022 Total %
Black	35.9%
Hispanic	37.3%
White	22.8%
Other	4.0%
ESE	21.5%
ELL	27.9%
F/R Lunch	79.5%



Jennings Middle School

School Grade Calculation Comparison

Calculation Considerations	ELA		Math		Science		Social Studies		Accelerated	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Achievement Proficiency (0% - 100%)	22	27	23	25	30	20	64	42	69	48
Learning Gains (0% - 100%)	30	40	43	41						
Lowest Quartile	25	38	52	50						

Points calculated based on FSA Data

2021- 37% D (NG)

2022- 40% D

Principal Selection



Latonya Rhodes-Anderson

Highlights of Career

- ✓ Principal for 3 years at Jennings
Hired April 8, 2019.
- ✓ School Grades – 2020 – NG (no grade)
2021 – NG (optional grade)
2022 – D (40% - 1% from a C)
- ✓ Improved overall school grade by 3% **each**
year during her tenure from 36%-41%
- ✓ Decreased student referrals by 32%
- ✓ Increased student attendance by 6%
- ✓ 2022 Community School Designation

Jennings Instructional Actions

Evidence of Improvement:

- ❖ Task aligned lesson plans with BEST Standards across content areas measured by implementation protocol and walkthrough tool.
- ❖ **Weekly observations and feedback used to create coaching plans to improve instructional effectiveness & purpose for learning.**
- ❖ **Community School Designation supported by U.C.F.'s Center for Community Schools.**
- ❖ **Algebra support & tutorial class for acceleration.**
- ❖ Strategic community partnerships to incentivize academic achievements through supplemental programs (Penda Sci, Study Sync, iReady).

Implementation Plan

- ❖ Standards-based Instructional Learning Reviews using Four Principals of Excellent Instruction as a rubric. This includes action planning to inform observation, feedback, coaching, and professional development.
- ❖ Implementation weekly collaborative planning with a focus on targeted small group instruction.
- ❖ Extended learning programs offered to all Tier 1 and 2 students.
- ❖ **SEL Framework- 7 Mindsets for teachers and students to practice growth-mindset for learning, accountability, and achievement**
- ❖ Increased family nights, conference nights and community outreach nights to engage families and the community.



Hillsborough County
PUBLIC SCHOOLS
Preparing Students for Life

Just Elementary

Just Elementary School Overview

School Grade



SY 21-22	SY 20-21	SY 1920	Principal Tenure @ Site
F	NG	C	< 1 SY

Student Behavior



% with Zero Suspensions	
21-22	92.11%
20-21	88.13%
19-20	85.17%



Student Count

Yr.	Total
22-23	280
21-22	224
20-21	248
19-20	268



Student Attendance

% with 90% or Greater	
Fall 2022	61.3%
21-22	50.1%
20-21	49.5%
19-20	83.6%



Demographics

Subgroups	Fall 2022 Total %
Black	78.9%
Hispanic	13.9%
White	3.2%
Other	3.2%
ESE	17.5%
ELL	6.1%
F/R Lunch	92.1%



Just Elementary School

School Grade Calculation Comparison

Calculation Considerations	ELA		Math		Science	
	2022	2021	2022	2021	2022	2021
Achievement Proficiency (0% - 100%)	11	16	22	13	19	9
Learning Gains (0% - 100%)	21	31	40	17		
Lowest Quartile	23	NA	31	NA		

Points calculated based on FSA Data

*2021 -Did not have a bottom 25% in ELA or Math

2021- 27% F (NG)

2022- 24% F

Principal Selection



Daphne Fourqorean

Highlights of Career

- ✓ Principal since 2012. Veteran leader with a track record for school improvement.

- ❖ Hired July 1, 2022 – Just Elementary

- ✓ **Prior Turnaround School Accomplishments**

Kimbell Elementary 2019-2022 (F to C)
Sullivan Elementary 2017-2018 (F to C)



Just Elementary Instructional Actions

Evidence of Improvement:

- ✓ Leadership team to aggressively monitor instructional progress to assign, coach, and provide feedback to teachers and support staff.
- ✓ Common planning with BEST standards focusing on tiered instruction and reviewed weekly to set instructional lesson focus.
- ✓ **Small group guided instruction for all students based on performance on standards-based assessments.**
- ✓ **iReady and Achieve 3000 are used to design individual learning paths related to the needs of each student.**

Implementation Plan

- ❖ **Implementation of a 150 Literacy Block to include reading, writing, foundational skills and targeted small group instruction.**
- ✓ **Weekly walk-throughs and administrative coaching on specific deficiencies based on PM 1, 2, 3 outcomes.**
- ❖ Weekly collaborative planning with embedded data cycles.
- ❖ Distributive leadership focusing on SEL and partnership with Frameworks to include job-embedded coaching, PD, and demonstration classrooms along with Parental Workshops.
- ❖ Steven Covey Leader-In-Me to promote ownership and positive culture.



Hillsborough County
PUBLIC SCHOOLS
Preparing Students for Life

Focus Areas & Next Steps



Areas of Focus & Next Steps

- ❖ Target district support based on progress monitoring data from F.A.S.T to maximize efforts in strengthening identified areas of need.
- ❖ Prioritize the implementation of data-driven, targeted small-group instruction across all schools in the Transformation Network.
- ❖ Incorporate strategies to scaffold learning when re-engaging students with deficiencies while working toward mastery of grade-level standards.
- ❖ Continuously utilize formative data to prioritize critical standards to maximize student achievement.
- ❖ Ensure the appropriate students are targeted and personally invited to Extended Learning Programs (ELP) to include after school and Saturdays.



Expanding & Sustaining Strategies

All sites will promote and implement:

- ❖ Saturday Academy – Acceleration and PM 3 Preparation
- ❖ Before-During-After School Tutoring - Provide extended learning opportunities for before, after and summer school programs to provide differentiated instruction and/or enrichment opportunities through core curriculum and target resources.
- ❖ Cultivate partnerships to support students and families through community resources, collaboration, and in-kind donations.



Hillsborough County
PUBLIC SCHOOLS
Preparing Students for Life

Thank you!