

Blackstone Valley Prep

LEA Plan

Strategic Plan (2023-2027)

The mission of Blackstone Valley Prep is to prepare every scholar to achieve their goals for college and the world beyond.

Vision

BVP will model the world we hope our graduates will help to build outside our walls, by working to become a community where every child has access to a boundless future. We will do this by: - Delivering a rigorous, college-preparatory education- Nurturing an intentionally diverse, inclusive, and identity-affirming and -empowering school community - Collaborating with partners across Rhode Island to open new opportunities for learning and exploration

Values

Perseverance: We try our best even when it is hard.

Respect: We take care of people and places, and appreciate each other's differences.

Integrity: We do the right thing even when no one is looking.

Discipline: We expect the best from ourselves.

Enthusiasm: We find and share joy.

+1 (Love): We love and celebrate each other for our whole selves.

Needs Assessment

BVP conducted a needs assessment through an extensive process that beginning in the fall of 2022. We first gathered substantial internal data as well as relevant research and commentary on key issues. This data is available in our strategic plan background readings here:

<https://docs.google.com/document/d/1ReLCExqJmhr0qIKrd4XgDJfiPyi5zFukdG2O5CC78wM/edit?usp=sharing>

All BVP stakeholders, including staff, families, board members, and scholars, were invited to participate in a Collaborative Exploration Group (CEG) committed to reviewing this data, engaging in 3, 3 hour meetings to discuss our organizational needs, and conducting empathy interviews with additional stakeholders. A diverse group of fifty seven people answered the call to participate. As we entered these community discussions, we found ourselves at a number of crossroads as an organization.

Our academic results have suffered following the pandemic, and it is clear that we are falling short of our mission to prepare all scholars for success in college. We are particularly concerned by how far behind our elementary school scholars are who missed large chunks of instructional time when they should have been learning to read, as well as about the progress of our scholars with IEPs and multilingual learners.

In addition, we are facing talent shortages we have never encountered before, with one of our schools less than 80% staffed this school year, and none of our schools having the diversity of teaching staff that we know can make a huge difference for the experience and learning of students of color.

Taken together the need to improve student outcomes and these talent needs indicate a need to adjust our work to support strong school and classroom culture in order to ensure strong learning outcomes. This need is underscored by family and scholar feedback.

In addition, a review of our district report card shows that English Proficiency is the focus area for BVP. Indeed, growth on ACCESS is the sole element of the accountability system that has kept our secondary schools from earning 3 stars.

Based on the data reviewed and the discussions of the Collaborative Exploration Group, BVP has identified the following priorities for this LEA strategic plan:

Improve achievement in ELA.

Improve achievement in Math.

Improve the performance of multilingual learners on ACCESS

Priority 1: Improve achievement in ELA

To ensure all scholars are prepared with the reading skills necessary to succeed in college coursework, BVP will adopt and effectively implement high quality ELA and reading curricula at all grade levels, ensure all staff have appropriate training to teach scholars to read, and closely

monitor scholars' progress and provide intervention as needed to ensure all scholars have strong foundational reading skills by fourth grade. In addition, we will recruit, train, and retain a diverse and effective staff Finally, we will reaffirm the importance of high expectations, and better support schools, classrooms, and teachers with clear and consistent practices for building classroom community, responding to scholar behaviors with both support and accountability, and communicating with families.

Measurable Goals

Goal #1 - By June 2028, BVP's proficiency index on the state accountability system in ELA will be 69, and each subgroup's will be at least 30.

Initiative 1: Robust reading instruction at the elementary level

Ensure strong curriculum, coaching, instruction, and progress monitoring are in place so that all scholars are reading on grade level by the end of fourth grade.

Action Step	Complete-Date
Over the course of the 23-24 school year, fully implement EL curriculum K-4 with fidelity, including leading common planning time to support teachers to learn the curriculum, lesson plan review, monthly classroom walkthroughs, and aligned coaching on lesson planning and execution.	06/21/2024
Ensure all elementary educators, including those newly hired, are fully trained in the science of reading	06/21/2024

Initiative 2: Recruit, develop, and retain effective and diverse educators.

Skilled, certified teachers who are invested in BVP's mission and diversity are critically important to fulfilling our promise to scholars and families. As we near the end of our growth, we need more teachers than ever before, and our incoming teaching staff need more training. The talent pool from Rhode Island's teacher preparation programs is too small to meet the demand for teachers and insufficiently diverse to serve scholars who deserve to have more teachers who come from their communities or reflect their racial, ethnic, and linguistic backgrounds. Therefore, a core element of BVP's work must be to develop and diversify our

own teaching staff. Our priority will therefore be to distinguish BVP as a place educators value for its high quality professional development and coaching for teachers and those aspiring to become teachers.

Action Step	Complete-Date
Invest time and staff into effective professional development and coaching, with a dual emphasis on novice educators in priority roles and emerging teacher leaders.	06/21/2024
Strengthen our pilot Teaching Fellows and Leadership Fellows programs with a focus on supporting diverse candidates to gain the skills and complete the requirements to become certified teachers and administrators within 3 years.	06/21/2024
Expand and deepen partnerships with organizations that support the recruitment and certification of talent at all entry points into education.	06/21/2025
Ensure BVP’s teacher salary scale remains competitive through routine benchmarking and prioritized budgeting.	06/23/2028

Initiative 3: School climate and culture

BVP will reaffirm the importance of high expectations, and better support schools, classrooms, and teachers with clear and consistent practices for building classroom community, responding to scholar behaviors with both support and accountability, and communicating with families. To do so, we will use the following strategies.1. In order to nurture the classroom and school environment that BVP believes in, teachers require a high degree of skill. This will be a critical component of professional development and coaching.2. Create a specific yet flexible BVP playbook for school culture differentiated by grade band for how to establish systems that proactively create strong culture and how to respond when something is significantly and repeatedly disrupting the learning environment.3. Use purposeful co-teaching as a tool to create consistent positive classroom culture, support teacher development and retention, and enable student-centered instruction.

Action Step	Complete-Date
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Create a specific yet flexible BVP playbook for school culture differentiated by grade band for how to establish systems that proactively create strong culture and how to respond when something is significantly and repeatedly disrupting the learning environment. 08/25/2023

Update the BVP system for defining, monitoring, and supporting a healthy school climate and classrooms annually such that there is frequent and ongoing monitoring of school culture with aligned coaching and professional development. This includes actions such as:- Update the BVP School Culture Rubric, tracking tools, and plans for CIA support with lessons learned from pilot year 22-23 - Establish expectations for August professional development, provide feedback to schools, and support implementation. - Conduct monthly walkthroughs with school and network leadership to norm on school culture using the BVP School Culture Rubric and Definition of Success - Establish expectations for coaching, and use CIA meetings and walkthrough debriefs to drive effective coaching on priority areas identified on the School Culture Rubric - In partnership with schools, create a framework and scope and sequence for professional development for the coming school year. 08/25/2023

Continue to strengthen BVP's Circles program as a tool for proactively creating strong classroom communities and responding to challenges as they arise among members of the school (both children and adults.) 06/23/2028

Priority 2: Improve achievement in Math

To ensure all scholars are prepared with the academic skills necessary to succeed in college coursework, BVP will adopt and effectively implement high quality math curricula at all grade levels and closely monitor scholars' progress and provide intervention as needed to increase the percentage of scholars meeting the college benchmark on the SATs.

In addition, we will reaffirm the importance of high expectations, and better support schools, classrooms, and teachers with clear and consistent practices for building classroom community, responding to scholar behaviors with both support and accountability, and communicating with families.

Measurable Goals

Goal #1 - By 2028, BVP will earn a proficiency index of 69 in Math on the RIDE accountability system, with each subgroup earning at least 30.

Initiative 1: Robust math instruction at the secondary level

Ensure strong curriculum, coaching, instruction, and progress monitoring are in place so that all scholars earn Algebra I credit by the end of 9th grade and meet the college readiness benchmark for math on the SATs.

Action Step	Complete-Date
Improve implementation of the Illustrative Math curriculum through common planning time to ensure teacher understanding of the curriculum and content, classroom observations, and aligned coaching and professional development.	06/21/2024

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Invest time and staff into effective professional development and coaching, with a dual emphasis on novice educators in priority roles and emerging teacher leaders.	06/16/2028

Strengthen our pilot Teaching Fellows and Leadership Fellows programs with a focus on supporting diverse candidates to gain the skills and complete the requirements to become certified teachers and administrators within 3 years. 06/20/2025

Expand and deepen partnerships with organizations that support the recruitment and certification of talent at all entry points into education. 06/20/2025

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Action Step

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06/23/2028

- Establish expectations for coaching, and use CIA meetings and walkthrough debriefs to drive effective coaching on priority areas identified on the School Culture Rubric - In partnership with schools, create a framework and scope and sequence for professional development for the coming school year.

Continue to strengthen BVP's Circles program as a tool for proactively creating strong classroom communities and responding to challenges as they arise among members of the school (both children and adults.) 06/21/2024

Create a specific yet flexible BVP playbook for school culture differentiated by grade band for how to establish systems that proactively create strong culture and how to respond when something is significantly and repeatedly disrupting the learning environment. 08/21/2023

Priority 3: Improve the performance of multilingual learners on ACCESS.

All of BVP's secondary schools (Upper Elementary grades 5-6, Junior High School grades 7-8, and HS), are currently 2 star schools based on the ELP metric. Accelerating scholars' growth on the ACCESS assessment, particularly at the elementary level so that they obtain English proficiency and exit, will increase outcomes for our multilingual learners overall and improve BVP's accountability.

Measurable Goals

Goal #1 - All BVP schools will improve growth on ACCESS such that by 2028 all 6 schools earn at least 4 points on the ELP metric on the RIDE accountability system.

Initiative 1: Increase number of ESL certified teachers

Through tuition reimbursement, loan forgiveness, targeted recruitment, and active partnership with Roger Williams University and other programs, support BVP staff to become ESL certified.

Action Step**Complete-Date**

Invest in tuition reimbursement and loan forgiveness so that BVP staff can complete ESL certification programs at little to no personal cost.

06/23/2028

Actively partner with Roger Williams University and Western Governor's University to recruit students to their ESL certification programs and remove logistical barriers to their participation.

06/23/2028

Initiative 2: Maximize capacity for BVP ESL certified teachers to support our MLLs.

Through creative staffing models, increase direct service time for MLLs from ESL certified staff, while utilizing a robust Professional Learning Community structure to share their expertise with each other and other teachers.

Action Step**Complete-Date**

Define elementary school staffing models and make schedule adjustments to increase time for direct services.

08/21/2023

Based on a success analysis of where growth was strong on ACCESS in the previous school year, work with the MLL PLC to determine best practices, define instructional methods to be used in the coming school year, and set up a routine of data analysis and instructional support to ensure fidelity to those practices.

06/21/2024