

Providence Public School District

Board Implementation Timeline

Overview

The Providence Public School District (PPS) Board of Education (“Board”) has identified the following activities and deliverables that it wants to pursue to increase its focus on improving student outcomes.

- Vision & Goals
 - Create a broad and inclusive listening campaign to hear the community’s VISION for what it wants students of PPS to know and be able to do and supports the community’s ownership of the GOALS
 - Develop and adopt GOALS that are Student outcomes focused (about what students know and are able to do) and that are aligned to the VISION of the community and are prioritized through reliance on a root cause analysis to identify high leverage, high need areas in the system.
 - Adopt a monitoring calendar that spans the length of the GOALS and defines when monitoring reports will be brought to the board.

- Values & Guardrails
 - Create a broad and inclusive listening campaign to hear the community’s VALUES for what is non-negotiable in pursuit of the vision and that supports the community’s ownership of the Guardrails. *(This happens in conjunction with listening for the vision.)*
 - Develop and adopt GUARDRAILS representative of the VALUES of the community and that describe what the Superintendent is to avoid while working toward the vision.
 - Adopt a monitoring calendar that spans the length of the Guardrails and defines when monitoring reports will be brought to the board.
 - Develop one to five Board Guardrails on its own behavior, and evaluate itself against them at least quarterly.

- Monitoring & Accountability
 - Identify how time is spent during current board meetings to maximize time spent on improving student outcomes.
 - Train on distinguishing between customer service/issues and owner service/issues.
 - Train on distinguishing between Board work and Superintendent work.
 - Redesign/align the Superintendent’s evaluation to performance regarding the Board’s goals, guardrails, and interim goals/guardrails.
 - Ensure the majority of monitoring sessions are rated effective or highly effective.

- Communication & Collaboration
 - Redesign the board’s meeting agenda and calendar to be student outcomes focused.
 - Update the board’s policy manual to reflect a student outcomes focus.

- Unity & Trust
 - Adopt updated bylaws and plan for regular review of all Board policy.
 - Review and redesign board committee structure to be student outcomes focused.
 - Clarify in the Board’s Ethics & Conflicts of Interest Statement that Board members are responsible for the outcomes of all students, not just students in their region of the school system. Board members sign the statement.

- Continuous Improvement

- Plan regular governance training that includes the entire governance team.
- Track the estimated cost of staff time investing in governance.
- Align public recognition during Board meetings to progress towards the Goals and Interim Goals.
- Create and facilitate opportunities for other members of the PPS community – including potential candidates for Board service – to learn about governing effectively to create the conditions for improvement in student outcomes.
- Develop a comprehensive plan for communicating results with the community.
- Provide training to community members at least annually regarding effective school board governance that include students as presenters.

Currently, the estimated starting points and ending points for the Board regarding 1) its use of time during school board meetings, 2) its effectiveness during monitoring conversations, and 3) its quarterly self evaluation scores -- the three primary metrics we use to support school boards in knowing whether or not they are changing their adult behaviors in ways that are aligned with improvements in students outcomes -- are as follows:

- Time Use Evaluation
 - Improve from an estimated percentage of 0% in 2/1/2025 to at least 50% by 1/31/2027
- Effective Monitoring Evaluation
 - Improve from an estimated percentage of 0% in 2/1/2025 to at least 80% by 1/31/2027
- Quarterly Self Evaluation
 - Improve from an estimated score of 0/100 in 2/1/2025 to at least 80/100 by 1/31/2027

Status Indicators (far right column)

Not Started	Off Track	Slightly Off Track	On Track	Completed
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February 2025

Activity	Description	Owner	Status ¹
Continuous Improvement	Board completes a 2-day training and orientation about effective governance.	Coach	Completed
Continuous Improvement	Board completes a self evaluation to inform baseline score and implementation plan	Chair	Completed
Continuous Improvement	Coach creates and sends draft implementation timeline for board's consideration	Coach	On Track

April 2025

Activity	Description	Owner	Status ¹
Continuous Improvement	Board adopts implementation timeline and begins work with coach	Chair	
Vision & Goals Values & Guardrails	Superintendent and staff receive training on effective governance, effective interim goal and guardrails, and root cause analysis.	Coach	
Vision & Goals Values & Guardrails	Superintendent begins creating a student performance analysis document for the Board. (1-5 page analysis identifying high need/high leverage areas)	Supt	
Vision & Goals Values & Guardrails	Board develops a comprehensive and inclusive community listening campaign plan to engage the community and listen for Vision and Values. [Once adopted, this process will be laid out along this implementation timeline]	Coach	
Vision & Goals Values & Guardrails	Board receives listening session training which will include training on distinguishing between customer service/issues and owner service/issues; between Board work versus Superintendent work; listening session script rehearsal.	Coach	
Continuous Improvement	Board chair, superintendent, needed staff, and coaches meet monthly to project manage this implementation timeline.	Coach	

May 2025

Activity	Description	Owner	Status ¹
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Vision & Goals Values & Guardrails	Board begins execution of its community listening campaign.	Board	
Unity & Trust	Ethics and Conflicts of Interest Statement is updated to include language: <ul style="list-style-type: none"> that Board Members do not give operational advice or instructions to staff members. that Board Members are responsible for the outcomes of all students, not just students in their region of the school system. that Board Members fully recuse themselves from matters involving individuals or organizations who made campaign contributions to them or who appointed them. 	Sup	
Continuous Improvement	Board chair, superintendent, needed staff, and coaches meet monthly to project manage this implementation timeline.	Coach	

June 2025

Activity	Description	Owner	Status ¹
Vision & Goals Values & Guardrails	Board completes listening session campaign.	Board	
Continuous Improvement	Board chair, superintendent, needed staff, and coaches meet monthly to project manage this implementation timeline.	Coach	
Continuous Improvement	Board conducts its quarterly self evaluation, then monitors its own performance at least four times per year in pursuit of the improvements in following targets: <ul style="list-style-type: none"> Student outcomes focused time use: from 0% to 0% Effective monitoring conversations: from 0% to 0% Board quarterly self evaluation: to continue informing next steps to move up from 0 in the next quarter 	Board	

July 2025

Activity	Description	Owner	Status ¹
Unity & Trust	Board receives training on a committee diet process to determine committee use in prioritizing student outcomes.	Coach	
Continuous Improvement	Board completes agenda evaluation to determine how time can be repurposed to prioritize improving student outcomes.	Board	
Align Resources	Board reviews operating procedures / bylaws to align board behaviors with improving student outcomes.	Board	
Vision & Goals Values & Guardrails	Board in collaboration with Superintendent review community listening campaign results analysis and root cause analysis to draft 1-3 (no more than 5) Student Outcome Goals that represent the prioritized vision of the community and last 3-5 years and 1-3 (no more than 5) Guardrails that represent the prioritized values of the community and span the length of the goals.	Coach	
Continuous Improvement	Board chair, superintendent, needed staff, and coaches meet monthly to project manage this implementation timeline.	Coach	

Monitoring & Accountability	Board adopts annual budget -- but only if it is convinced by the supt that the budget's first priority for resource allocation is accomplishment of the current TAP.	Chair	
Continuous Improvement	Board conducts its quarterly self evaluation, then monitors its own performance at least four times per year in pursuit of the following targets, evaluates itself against its guardrails, and unanimously adopts results: <ul style="list-style-type: none"> • Student outcomes focused time use: from 10% to 25% • Effective monitoring conversations: from 0% to 10% • Board quarterly self evaluation: from 42 to at least 50 	Board	

August 2025

Activity	Description	Owner	Status ¹
Vision & Goals Values & Guardrails	The Superintendent develops 1-3 interim goals for each draft goal and 1-3 interim guardrails for each draft guardrail and develops a draft monitoring calendar.	Sup	
Vision & Goals Values & Guardrails	The Board reports the results of the community listening campaign back to the community expressing what was heard (community listening analysis) and how it was used (selection of draft goals and guardrails) and seeks additional feedback.	Chair	
Communication & Collaboration	Board begins committee redesign, agenda redesign, and operating procedure/bylaws updates.	Chair	
Continuous Improvement	Board chair, superintendent, needed staff, and coaches meet monthly to project manage this implementation timeline.	Coach	

September 2025

Activity	Description	Owner	Status ¹
Vision & Goals Values & Guardrails	The Board reviews interim goals and interim guardrails with the Superintendent along with any additional community feedback and revises Goals and Guardrails if needed and communicates draft selection to the community. The board will also review the draft monitoring calendar	Coach	
Vision & Goals Values & Guardrails	If there are any revisions to the Goals &/or Guardrails, the Superintendent makes any changes needed to interim goals and interim guardrails and monitoring calendar.	Sup	
Vision & Goals, Values & Guardrails	Board hosts annual community training on effective school board governance and communicates changes that the community will see in the future regarding how the board conducts its business.	Chair	
Continuous Improvement	Board chair, superintendent, needed staff, and coaches meet monthly to project manage this implementation timeline.	Coach	

October 2025

Activity	Description	Owner	Status ¹
Vision & Goals Values & Guardrails	Board adopts Goals & Guardrails and a Monitoring Calendar.	Chair	
Values & Guardrails	Board adopts one to five guardrails on its own behavior.	Chair	
Continuous Improvement	Board adopts committee and agenda redesign and operating procedures / bylaws updates.	Chair	
Monitoring & Accountability	Supt begins budget planning process for SY 2026-2027 to align resources to goals and guardrails.	Supt	
Monitoring & Accountability	Board receives training in how to track time-use.	Coach	
Continuous Improvement	Board chair, superintendent, needed staff, and coaches meet monthly to project manage this implementation timeline.	Coach	
Continuous Improvement	Board conducts its quarterly self evaluation, then monitors its own performance at least four times per year in pursuit of the following targets, evaluates itself against its guardrails, and unanimously adopts results: <ul style="list-style-type: none"> • Student outcomes focused time use: from 10% to 25% • Effective monitoring conversations: from 10% to 25% • Board quarterly self evaluation: at least 60 	Board	

November 2025

Activity	Description	Owner	Status ¹
Monitoring & Accountability	Board receives training regarding effective practices for the monitoring of progress toward the goals and guardrails.	Coach	
Monitoring & Accountability	Board begins to track time-use.	Chair	
Continuous Improvement	Board chair, superintendent, needed staff, and coaches meet monthly to project manage this implementation timeline.	Coach	
Monitoring & Accountability	Supt continues budget planning process to align resources to goals and guardrails	Supt	

December 2025

Activity	Description	Owner	Status ¹
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Monitoring & Accountability	Board practices effective monitoring of progress toward goals and tracks time-use.	Coach	
Communication & Collaboration	Board receives training on how to use a policy diet to make policies more transparent and manageable.	Coach	
Continuous Improvement	Board chair, superintendent, needed staff, and coaches meet monthly to project manage this implementation timeline.	Coach	

January 2025

Activity	Description	Owner	Status ¹
Monitoring & Accountability	Board practices monthly monitoring of progress toward the goals and guardrails in alignment with the Monitoring Calendar, and tracks time-use.	Chair	
Communication & Collaboration	Board creates and adopts a plan for the policy review process. [Once agreed to separately by the board that timeline will then be laid out on this document]; Board publicly posts information about the policy review and proposed updates.	Chair	
Continuous Improvement	Board chair, superintendent, needed staff, and coaches meet monthly to project manage this implementation timeline.	Coach	
Continuous Improvement	Board conducts its quarterly self evaluation, then monitors its own performance at least four times per year in pursuit of the following targets, evaluates itself against its guardrails, and unanimously adopts results: <ul style="list-style-type: none"> • Student outcomes focused time use: 0% to 35% • Effective monitoring conversations: 0% to 50% • Board quarterly self evaluation: at least 63 [35+15+10+1+1+1] 	Board	

February 2026

Activity	Description	Owner	Status ¹
Monitoring & Accountability	Board continues monthly monitoring of progress toward the goals and guardrails in alignment with the Monitoring Calendar, and tracks time-use.	Chair	
Continuous Improvement	Board chair, superintendent, needed staff, and coaches meet monthly to project manage this implementation timeline.	Coach	

March 2026

Activity	Description	Owner	Status ¹
Monitoring & Accountability	Board continues monthly monitoring of progress toward the goals and guardrails in alignment with the Monitoring Calendar, and tracks time-use.	Chair	
Continuous Improvement	Board chair, superintendent, needed staff, and coaches meet monthly to project manage this implementation timeline.	Coach	

April 2026

Activity	Description	Owner	Status ¹
Monitoring & Accountability	Board continues monthly monitoring of progress toward the goals and guardrails in alignment with the Monitoring Calendar, and tracks time-use.	Chair	
Continuous Improvement	Board chair, superintendent, needed staff, and coaches meet monthly to project manage this implementation timeline.	Coach	
Continuous Improvement	Board conducts its quarterly self evaluation, then monitors its own performance at least four times per year in pursuit of the following targets: <ul style="list-style-type: none"> • Student outcomes focused time use: at/above 50% • Effective monitoring conversations: from 50% to 75% • Board quarterly self evaluation: at least 80 	Board	

May 2026

Activity	Description	Owner	Status ¹
Continuous Improvement	Staff receive guidance on tracking estimated annual cost of staff time invested in governance.	Coach	
Communication & Collaboration	Board adopts policy redesign/updates	Chair	
Monitoring & Accountability	Board continues monthly monitoring of progress toward the goals and guardrails in alignment with the Monitoring Calendar, and tracks time-use.	Chair	
Align Resources	Board chair, superintendent, needed staff, and coaches meet monthly to project manage this implementation timeline.	Coach	

June 2026

Activity	Description	Owner	Status ¹
Monitoring & Accountability	Board receives training on effective superintendent evaluation practices.	Coach	
Monitoring & Accountability	Board continues monthly monitoring of progress toward the goals and guardrails in alignment with the Monitoring Calendar, and tracks time-use.	Chair	
Continuous Improvement	Board chair, superintendent, needed staff, and coaches meet monthly to project manage this implementation timeline.	Coach	

July 2026

Activity	Description	Owner	Status ¹
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Continuous Improvement	Board hosts 1st workshop for school board candidates on effective school board practices. [Done in June of each election year prior to the candidate filing deadline.]	Chair	
Monitoring & Accountability	Board continues monthly monitoring of progress toward the goals and guardrails in alignment with the Monitoring Calendar, and tracks time-use.	Chair	
Monitoring & Accountability	Board conducts annual superintendent evaluation (last evaluation that is NOT based solely on the goals and guardrails; that starts in 2027)	Chair	
Continuous Improvement	Board chair, superintendent, needed staff, and coaches meet monthly to project manage this implementation timeline.	Coach	
Monitoring & Accountability	Board adopts annual budget -- but only if it is convinced by the supt that the budget's first priority for resource allocation is accomplishment of the goals and, secondarily, honoring of the guardrails.	Chair	
Continuous Improvement	Board conducts its quarterly self evaluation, then monitors its own performance at least four times per year in pursuit of the following targets, evaluates itself against its guardrails, and unanimously adopts results: <ul style="list-style-type: none"> • Student outcomes focused time use: at/above 50% • Effective monitoring conversations: at/above 70% • Board quarterly self evaluation: at least 70 	Board	

August 2026

Activity	Description	Owner	Status ¹
Monitoring & Accountability	Board continues monthly monitoring of progress toward the goals and guardrails in alignment with the Monitoring Calendar, and tracks time-use.	Chair	
Continuous Improvement	Board chair, superintendent, needed staff, and coaches meet monthly to project manage this implementation timeline.	Coach	

September 2026

Activity	Description	Owner	Status ¹
Continuous Improvement	Board hosts annual community training on effective school board governance, and includes students as presenters.	Chair	
Monitoring & Accountability	Board continues monthly monitoring of progress toward the goals and guardrails in alignment with the Monitoring Calendar, and tracks time-use.	Chair	
Continuous Improvement	Board chair, superintendent, needed staff, and coaches meet monthly to project manage this implementation timeline.	Coach	

October 2026

Activity	Description	Owner	Status ¹
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Monitoring & Accountability	Supt begins budget planning process for SY 2027-2028 to align resources to goals and guardrails.	Supt	
Monitoring & Accountability	Board continues monthly monitoring of progress toward the goals and guardrails in alignment with the Monitoring Calendar, and tracks time-use.	Chair	
Continuous Improvement	Board chair, superintendent, needed staff, and coaches meet monthly to project manage this implementation timeline.	Coach	
Continuous Improvement	Board conducts its quarterly self evaluation, then monitors its own performance at least four times per year in pursuit of the following targets, evaluates itself against its guardrails, and unanimously adopts results: <ul style="list-style-type: none"> • Student outcomes focused time use: at/above 50% • Effective monitoring conversations: at/above 80% • Board quarterly self evaluation: at least 80 	Board	

November 2026

Activity	Description	Owner	Status ¹
Continuous Improvement	Board hosts 2nd workshop for school board candidates on effective school board practices. [Done in Oct. of each election year.]	Chair	
Monitoring & Accountability	Board continues monthly monitoring of progress toward the goals and guardrails in alignment with the Monitoring Calendar, and tracks time-use.	Chair	
Continuous Improvement	Board chair, superintendent, needed staff, and coaches meet monthly to project manage this implementation timeline.	Coach	
Monitoring & Accountability	Supt continues budget planning process to align resources to goals and guardrails.	Supt	

December 2026

Activity	Description	Owner	Status ¹
Monitoring & Accountability	Board continues monthly monitoring of progress toward the goals and guardrails in alignment with the Monitoring Calendar, and tracks time-use.	Chair	
Continuous Improvement	Board chair, superintendent, needed staff, and coaches meet monthly to project manage this implementation timeline.	Coach	

January 2026

Activity	Description	Owner	Status ¹
Continuous Improvement	Board chair, superintendent, needed staff, and coaches meet monthly to project manage this implementation timeline.	Coach	

Monitoring & Accountability	Board continues monthly monitoring of progress toward the goals and guardrails in alignment with the Monitoring Calendar, and tracks time-use.	Chair	
Continuous Improvement	Board conducts its quarterly self evaluation, then monitors its own performance at least four times per year in pursuit of the following targets, evaluates itself against its guardrails, and unanimously adopts results: <ul style="list-style-type: none"> • Student outcomes focused time use: at/above 50% • Effective monitoring conversations: at/above 70% • Board quarterly self evaluation: at least 80 	Board	

February 2027

Activity	Description	Owner	Status ¹
Continuous Improvement	Board chair, superintendent, needed staff, and coaches meet monthly to project manage this implementation timeline.	Coach	
Monitoring & Accountability	Board continues monthly monitoring of progress toward the goals and guardrails in alignment with the Monitoring Calendar, and tracks time-use.	Chair	