



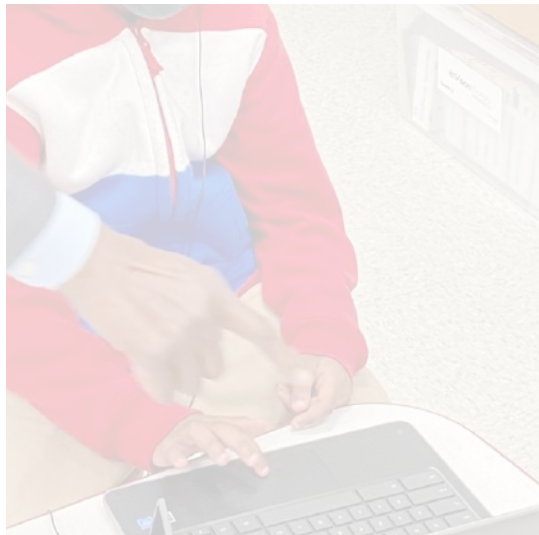
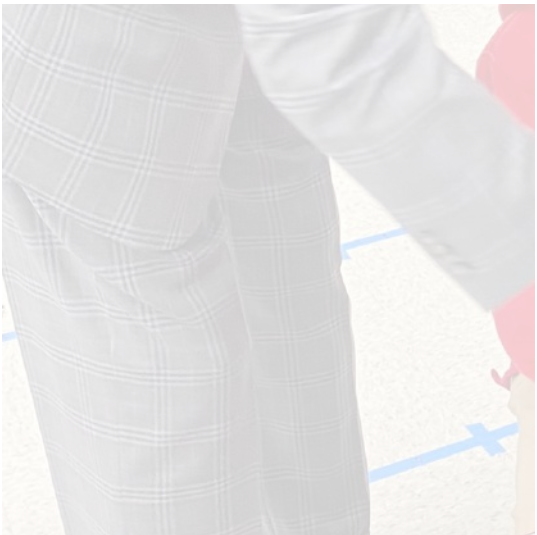
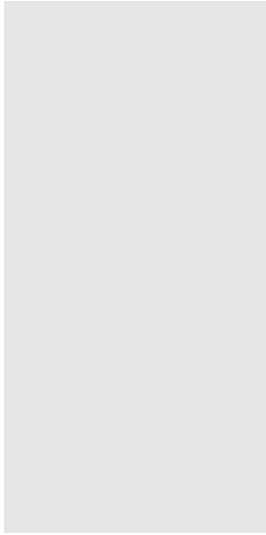
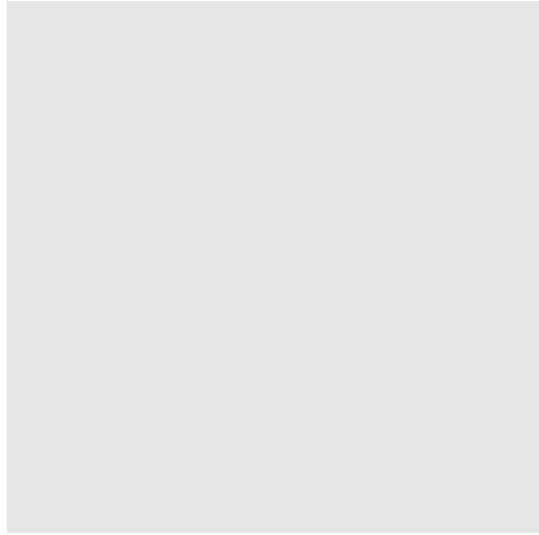
**Hillsborough County**  
PUBLIC SCHOOLS  
Preparing Students for Life

# Transformation Network



## *Year In Review*

**SY 2021-2022**



# Letter from Chief of Transformation

Ms. Shaylia McRae



## Greetings,



In only the second year of the Transformation Network's existence, our team of dedicated teachers, staff, coaches, and administrators has continued to raise the bar for our highest need schools and has continued to do whatever is necessary to ensure a world-class education for every child in our community. Dealing with the tail-end of a global pandemic, and the residual challenges of learning loss and social-emotional stressors, our Network has continued to will growth and positive results in our schools and among our students and families. This report offers a snapshot of what has been a fantastic year for our Network, but it also provides a celebration of the people and teams that made it all possible.

We are especially proud of our teachers, administrators, frontline staff, and our Transformation team for their tireless efforts to dramatically accelerate student achievement during the 21-22 school year. Over the last two years, the Transformation Network of Hillsborough County Public Schools (HCPS) has driven increases in school grades at 38 of 45 schools. The Network has reduced D and F schools in Hillsborough County by 82% and seen 6 schools grow by at least two letter grades in two years. We are inspired by what these improvements mean for ensuring educational equity for all children in our community.

***And make no mistake, the improvements we have achieved in our most vulnerable schools over the last two years is unprecedented and rivals the success of any school turnaround effort in state history.***

## Additional highlights of the year include:



Achieving \$5.4 million in federal and local funding to support work and new initiatives in our Network schools.



Investing in learning loss and academic acceleration that has reduced the number of D and F schools in HCPS from 28 in 2020 to 5 in 2022.



Launching the Transformation Fellows program to support learning loss and academic acceleration in schools and inspire a new generation of teachers to serve in high-need schools.



Launching new multi-year school-based initiatives that will allow students more access to postgraduate opportunities, such as the Kenly College Institute.

As the daughter and granddaughter of educators, I wake up every day carrying the legacy of over 100 years of teaching. I have spent my career in Hillsborough County Schools, working to support and advance the opportunity and quality students receive when they step into our buildings. I can honestly say that I have never been more hopeful and optimistic for what we can achieve for the students and families in our Network. We have the right team, the commitment of community partners, and a collective resolve that will not allow us to settle for anything less than driving exceptional impact for all our stakeholders.

Thank you for everything you have done and will continue to do for the Transformation Network. We have accomplished so much together, but there is still so much work to do.

Onward and Upward,  
**Shaylia McRae**



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## Overview of Transformation Network

The Transformation Network was launched in 2020 as Hillsborough County's comprehensive school turnaround initiative focused on serving the academic, cultural, and social needs of students and staff at 45 of the district's most vulnerable and chronically underperforming schools.

During the 2021-2022 School Year, the Transformation Network worked to support over 3,500 teachers and staff and 29,000 students; including 89% students of color, 92% receive free and reduced lunch, and 17.5% students with disabilities.

**The Transformation Network model focuses on ensuring that every school and every child are supported by 5 KEY LEVELS of school change:**

### Vision for School Transformation

1

High Quality  
Instruction

2

Effective  
Leaders

3

Collaborative  
Leaders

4

Safe  
Supportive  
Environments

5

Engaged  
Families

## Meet the Leadership Team



Star Connor

Region  
Superintendent  
(Region 1)



Rachael O'Dea

Region  
Superintendent  
(Region 2)



Rick Grayes

Region  
Superintendent  
(Region 3)



April Gilyard

2021-2022 Region  
Superintendent  
(Region 4)



Carmen Mott  
Singleton

Supervisor of  
Professional  
Development



Lanita Lucas

Supervisor of  
Family and  
Community  
Engagement



Dustin Daniels

Head of Strategy  
Transformation  
Network

## School Grade Improvement

School grade data released from the 2021-2022 school year by the Florida Department of Education shows a drastic increase in school performance and student achievement at Hillsborough County's most vulnerable schools.

Over the last two years, the Transformation Network of Hillsborough County Public Schools (HCPS) has seen:

6

schools grow by at least  
**TWO LETTER GRADES**



**D AND F SCHOOLS REDUCED**  
in Hillsborough County by

 **82%**



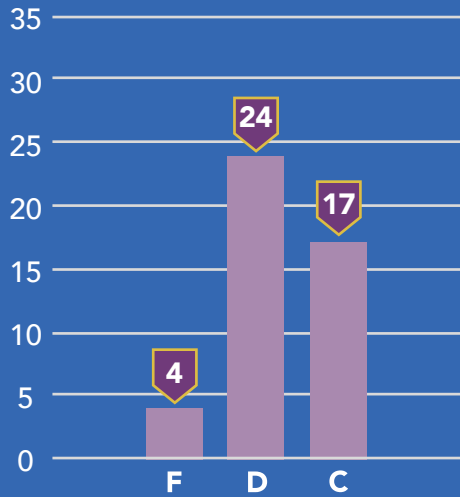
Increases in school grades at

**38 OF 45 SCHOOLS**

The improvements we have achieved in our most vulnerable schools over the last two years is unprecedented in Hillsborough County and rivals the success of any school turnaround effort in state history. The Transformation team applauds the work of teachers, school leaders, and staff for driving this incredible growth both during and in the aftermath of a global pandemic. We look forward to building on these efforts during the 2022-2023 School Year.

# School Grade Letters

2018-2019



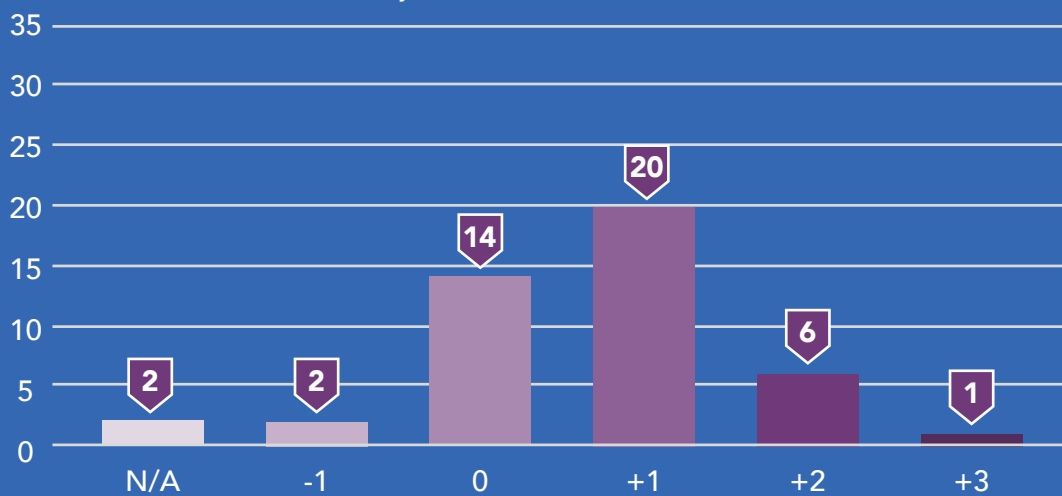
2021-2022



# Change in School Grade Letter

2021-2022 vs 2018-2019

(as of July 18)







## 2021-2022 Highlights





# Academic Supports and Instructional Programs

## Launch of the Kenly College Institute with Petco CEO

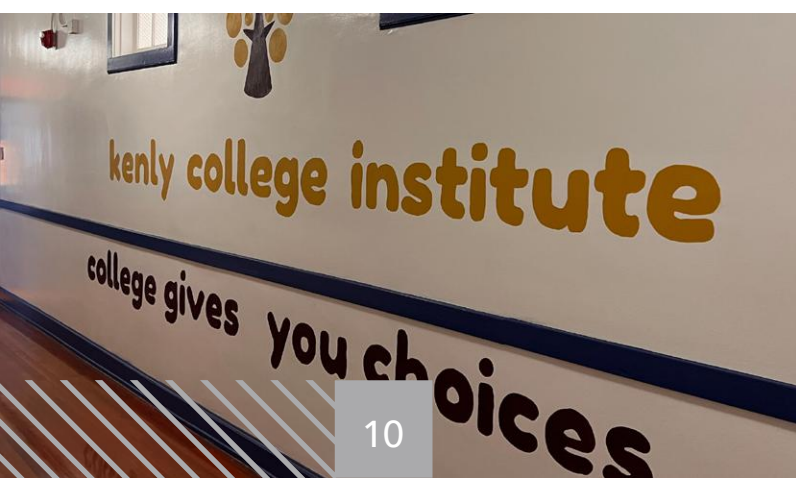
Independent research has shown that low educational attainment of families living in the attendance boundary of Kenly Elementary School is a factor that has led to high poverty rates. Because of this reality, students in these neighborhoods are at risk of failing to successfully transition into adulthood and become financially independent. In the face of these challenges, Kenly Elementary embarked on an exciting long-term partnership with Ron Coughlin, CEO of PetCo Health and Wellness to create and launch the Kenly College Institute this past year.

The Kenly College Institute plans to reshape the very fabric of local community through initiatives designed to support students' academic efforts, emotional intelligence building, and college and career exploration. The Institute is working to promote a mindset that students will graduate with postsecondary educations, and thus promote progressive and positive outcomes in their communities. Over a period of 5 years, the Kenly College Initiative plans to provide comprehensive wraparound services for students and their families, starting in their elementary school years through their high school graduation, and eventually through their enrollment in college.

Services and support will build on each other as students advance through the program, and will include:

- Daily tutoring in key subject areas such as math, reading, and writing for students from each year from elementary to high school graduation.
- College exposure and preparation throughout the process of introducing, preparing, applying, and enrolling in college, including through university campus visits and specialized workshops.
- Exposure to innovative career paths and professional trajectories through ongoing exposure to job trends, financial literacy, and academic planning.
- Learning and enrichment opportunities such as book clubs, spelling bees, mental health workshops, planning and time management training, and other academic events.

The creation, launch, and management of this program is made possible by the generous financial support of Mr. Coughlin, which is estimated to be almost \$900,000 over the first 5 years alone. Mr. Coughlin has embarked on his dedicated partnership with Kenly Elementary in memory of his uncle, Robert Patterson, a long-time HCPS employee who devoted his life to helping the children and families of the area. This partnership represents an unprecedented level of school support from a community partner and will play a vital role in the continued acceleration of growth and learning at Kenly Elementary.



## Launch of the Transformation Fellowship Program

The Transformation Network Launched the Transformation Fellows Program, a comprehensive, multi-year effort to recruit, train, and place several hundred university and college level students as tutors, mentors, and support staff in all our most vulnerable and high-need schools. This program was launched alongside the support and partnership of several incredible local institutions of higher education, including the University of South Florida, the University of Tampa, Saint Leo University, and Hillsborough Community College.

The goals of the Fellowship program are twofold: first the program seeks to help bolster support of our most vulnerable students and schools by providing direct academic support and impact inside classrooms, and second it seeks to develop a love and interest in the teaching profession among talented university students who may have never considered becoming a teacher in high need schools.

In its first year, Fellows were trained and assigned to push-in to classrooms and in predefined student groups to assist in the implementation of targeted support, and on an as-needed basis will support school staff in areas defined by the school's strategic plan. Over 70 fellows were assigned to 30 schools between December 2021 and July 2022. The goal is to ramp up and scale this program over the summer, so that all schools in the Transformation Network can benefit from these committed and highly talented young people. By working directly to support, teach, and mentor students, Transformation Fellows are making valuable contributions toward closing the achievement gap and bolstering student success in the Transformation Network.







# Academic Supports and Instructional Programs

## New SEL Investments for Middle Schools

In the face of increased fear, anxiety, behavioral issues at Hillsborough County Middle Schools, the Transformation Network worked to introduce new programming focused on professional development and socio-emotional supports. The program, called the Biggie Method, focuses on utilizing non-violent communication and empathy exercises for school staff and administration so that they can better support students dealing with trauma and social-emotional challenges. The program was implemented at 9 middle and K-8 schools in the Transformation Network, where 10-15 teachers, administrators, and support staff were identified to participate and complete the training. Several HCPS District level staff from various departments and divisions were also invited to join a school-based team and complete the program. Participants were taken through a robust online module focused on new conceptual frameworks and applicable scenario planning for student needs. In total, 68 HCPS teachers and staff complete the training and will have the option to continue their growth as NVC educators. Several participants around the Network expressed their appreciation for the program:

*"I'm inspired by the communication styles of NVC. Mostly, the respectful patience to listen and allow others to be heard. I like the opportunities to reflect without judgement. This is a space of harmony and peace after every session. I've enjoyed the mental wellness this program brings to create positive communication."*

*"I have learned to become a better listener. I still need to practice my listening skills. These classes have taught me to seek harmony. I wish to bring harmony to myself and others."*

*"These skills have helped me learn how to be fully present and reflect on what the other person is saying. I have learned how to use self-empathy and better identify my needs and wants so that I may help others."*

## DDI Training from Relay Graduate School of Education

The Relay Graduate School of Education (Relay) partnered with Hillsborough County Public Schools to develop best practices in data-driven instruction within the Transformation Network. Relay's work is rooted in research-based strategies that have consistently moved schools in a variety of contexts, including in systems like Uncommon Schools; a group of high-poverty schools around the country that have seen dramatic increases in student achievement. Relay's Faculty are experienced PK-12 school leaders who bring track records of helping students achieve exceptional growth, and the partnership allowed their leaders to come, observe, coach, and develop HCPS leaders onsite and virtually to support growth and continuous school improvement.

Two hundred Transformation administrators and teacher leaders were trained in September on the foundations of Data-Driven Instruction, and again in November a follow-up session focused on creating effective data meetings for teacher teams. During this second session, schools brought relevant data, and Relay trainers supported teams in developing real-time strategies and plans that were pertinent to their school site. This collaborative training emphasized the specific teaching and instructional leadership skills and mindsets that significantly impact student learning and character development.



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## Transformation Network Salary Incentives for Teachers and Staff

To ensure ongoing success and academic excellence for students within the Transformation Network, it is imperative that we have schools that are fully staffed with high quality professionals at the instructional and administrative level. One way our Network has worked towards this reality in the past has been through differentiated salary incentives that allow our high need schools to attract, retain, and reward our school-based staff.

This past year, a new staff salary incentive program was developed and agreed to by district leaders and the Hillsborough Classroom Teachers Association. The program offers renewed financial incentives that seek to pay people their worth and reward their dedication to the unique challenges of our district's most vulnerable schools. The incentive program offers eligible staff the opportunity to receive salary bonuses at the following levels:

- |                           |                    |                |                        |
|---------------------------|--------------------|----------------|------------------------|
| • Instructional Personnel | • Paraprofessional | • Principals   | • Assistant Principals |
| <b>\$5,000</b>            | <b>\$750</b>       | <b>\$7,500</b> | <b>\$5,000</b>         |

This program will be utilized in our teacher and school leader recruitment processes, as we seek to attract world-class educational professionals from around the country to come and work with the students and families of our community.

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## Florida Assistant Principal of the Year at Booker T. Washington

The Transformation Network had the opportunity to celebrate the incredible leadership and service of Zemenaye Belda Harris, Assistant Principal of Booker T. Washington Elementary School this past year, and she was named the 2021 Florida Assistant Principal of the Year by the Florida Commissioner of Education. Ms. Harris has dedicated her thirteen years in education to helping all students achieve success, which led her to the high expectation culture of Booker T. Washington Elementary School. As the school's Assistant Principal, she helped improve the school grade from an F in 2017, to a C in 2018. More growth is expected once official school grades are released for 2021-2022.

Ms. Harris instituted weekly professional development sessions with teachers focused on data-driven planning as well as climate surveys and conflict resolution to improve the school's climate and culture. She also established a Parent Teacher Association for the first time in five years, resulting in 90 percent of families becoming involved in school activities. The Transformation Network was overjoyed to see the hard work, dedication, and perseverance of one of our own be recognized in such a fitting way.





# Network Investments and Community Partnerships

## Transformation Network Uses \$5.4 Million in Federal Grants to Support Schools

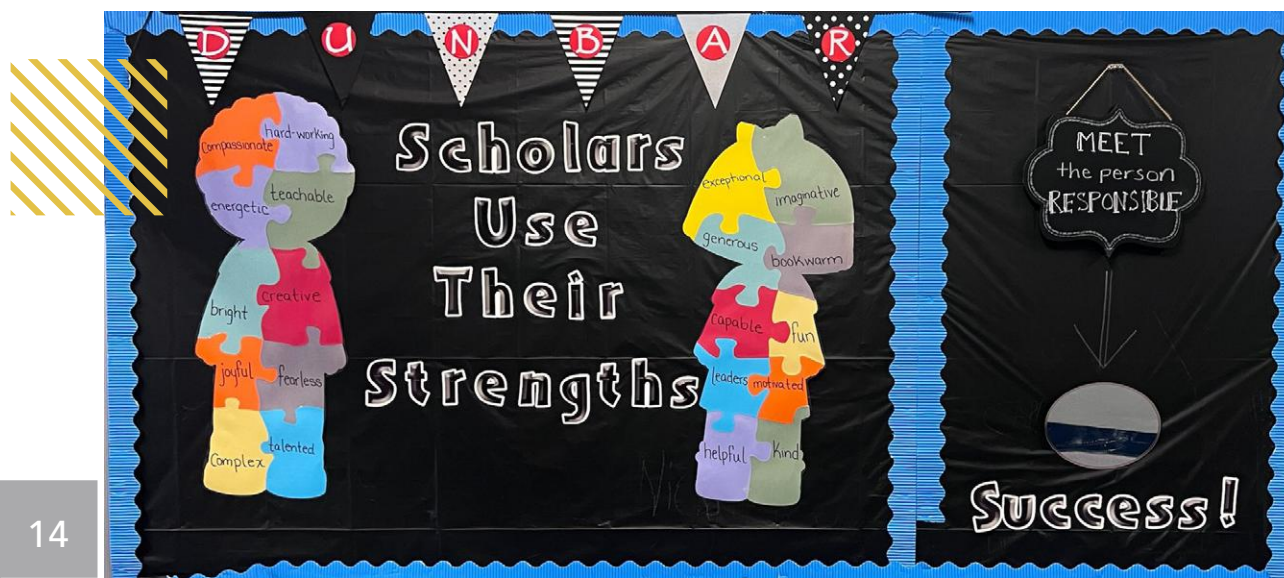
The 2021-2022 school year started with schools, teachers, and families still dealing with the daily challenges of COVID-19. School still struggled with staff absences due to rising infection rates, and families still struggled to address chronic absentee issues. Knowing these challenges would persist, the Transformation Network advocated for new investments in our 45 schools to help address some of the immediate and long-term impacts of the pandemic.

This past year, the Transformation Network worked to acquire over \$5.4 million in federal grant dollars to support all 45 schools in targeted areas related to academic acceleration, social-emotional learning, and rigorous professional development for teachers and administrators. The funding was used strategically to introduce new programs, initiatives, and training opportunities for staff; activities that were all tied to measurable deliverables and key metrics of student achievement and well-being.

## Suncoast Credit Union Grant

For the second year in a row, Suncoast Credit Union awarded the Transformation Network \$56,000 a large-scale grant to support our 45 schools during the 2021-2022 school year. This grant extends a longstanding and intentional partnership that focuses on bolstering support given to school leaders, teachers, students, and families in ways that will boost morale or enthusiasm among school stakeholders, increase or supplement student achievement or improve school climate and culture.

For the second year, funds from this grant were used by Transformation Network leaders in a mini-grant process, whereby schools submitted innovative ideas for improving their school community, including efforts targeted at improving teacher morale, incentivizing student attendance and academic performance, providing support for social workers and parent liaisons, and through direct assistance to families in need. This mini-grant process allows schools to think outside the box and potentially access resources that no other funding source has the flexibility or creativity to support in their schools. Ideas submitted by school leaders are asked to affirmatively answer two questions: How will your idea measurably impact your school community for the better? What does success look like? The Transformation Network is extremely appreciative to Suncoast Credit Union; an institution that has consistently shown up for our community's most vulnerable students and schools.





## HOPE for Tampa Bay Event at Woodson K-8

The Transformation Network's FACE Team hosted the first HOPE for Tampa Bay Community Fair on March 12th at Dr. Carter G. Woodson K-8. The event brought together over 30 community partners, nonprofits, government agencies, and business representatives to provide needed assistance to families dealing with social and economic challenges. Attendees were welcomed with live music, food and snacks, as well as raffled prizes of bikes, laptops, and other donated items.

The event's mission was focused on assembling service providers who could assist with employment, job training, legal help, housing assistance, and a host of other resources so that families could learn about and access all in one place. Especially in the wake of evaporated Federal COVID stimulus money and the sunsetting of various housing protections, this event was planned after parents and families expressed an urgent need to connect with human and social services. A committee of community leaders planned and promoted the event and worked to provide free transportation from strategic areas around Hillsborough County. Over 500 parents, students, and family members attended from across the Transformation Network, and post event survey responses showed overwhelmingly positive reviews from the experiences of those we served. The event would not have been possible without the generous support of Transformation Network partners; most especially Idelwild Baptist Church and their extremely generous and compassionate members and staff. Plans to host a series of these events are underway for the 2022-2023 school year.





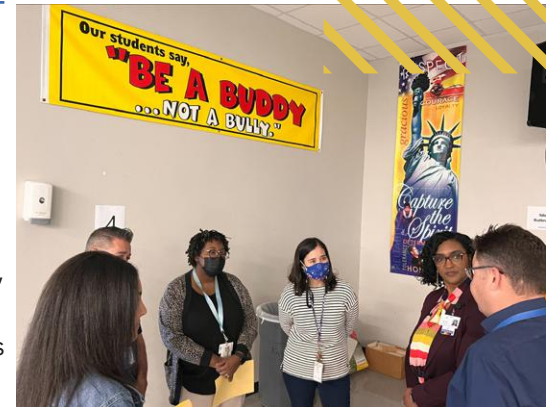
# Network Investments and Community Partnerships

## FACE Ambassador Trainings: A Case Study in Homelessness

The Transformation Network Family and Community Engagement Team (FACE) continued their monthly FACE Ambassador meetings this past year, bringing together social workers, family engagement staff, and other families/community focused personnel working in our 45 schools. The purpose of these meetings is to help staff build capacity, share best practices, and identify issues and solutions for each Network school in real-time. These meetings and the collaboration that has taken place with community partners and organizations has helped the Network identify and respond to emerging challenges facing the students and families across our network.

During one FACE Ambassador meeting during the first half of the school year, attendees were surveyed about which issues were most pressing and relevant for their schools. This feedback overwhelmingly identified housing instability and homelessness as a growing issue for our most vulnerable families, especially as COVID housing protections were ending. Using this feedback, our Transformation Data Strategist pulled supplemental data on student transience and chronic absenteeism and saw a concerning trend for many families across Hillsborough County that further confirmed this emerging issue.

Using this qualitative and quantitative data, the Transformation FACE team immediately planned several resources sessions with FACE Ambassadors and School Principals that brought partners from the City of Tampa, Hillsborough County, and the Housing Authority to share information about the vast resources and programs available to families who needed assistance finding a new place to live or staying in their current housing situation. In a matter of days, families attending our Transformation schools were connected to needed resources that spoke directly to the challenges they were facing on the ground. This kind of real-time needs assessment and action-oriented planning has helped the Transformation Network more powerfully address needs and allocate support in a data-driven and intentional way.



## Feeding Initiative Partnership with Attorney Ben Crump

In December, Civil Rights Attorney Ben Crump, SPINN, and the Transformation Network came together for a Holiday Food Giveaway at the Adult and Career Services Center. The event offered over 2,000 families the opportunity to receive an assortment of food, water, cleaning and disinfecting products, and other personal hygiene items. The event was part of a statewide effort by Mr. Crump focused on supporting single parents and families in need, especially during the holiday season. Families from all 45 Transformation Schools were invited, and local organizations sent volunteers to help load food and supplies into cars, including Superintendent Addison Davis and Chief of Transformation Shay McRae. This event is just the latest example of the support the Transformation Network seeks to give our most vulnerable families during the holiday season. Plans to offer a series of similar events during November and December of the 2022-2023 school year are underway.



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## PGA Golf Scholarship Expands to Reddick Elementary

Last year, an exciting partnership was forged between James Elementary, and a local Tampa-based non-profit called Women of Color Golf/Girls on the Green Tee. This program proudly expanded to Reddick Elementary this past school year, bringing even more resources and engaging programming to the young women of the Transformation Network.

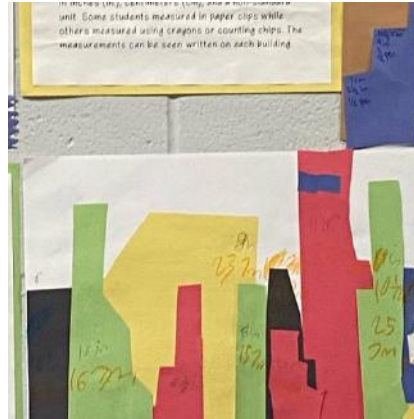
The program focuses on promoting and facilitating the inclusion of minority women and girls in the game of golf, and boosting participation with organized clinics, recreational events, and various mentoring opportunities. This expanded partnership represents another advancement in bringing other community advocates to the table to support expanding golf programs for girls of color at HCPS schools, which has so far included partners like Ronde Barber, the LPGA Foundation, Suncoast Credit Union, and the Raymond James Black Financial Advisors Network.

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## Potter Elementary Food Pantry Redesign

Students and families in East Tampa now have better access to healthy foods thanks to the Dairy Council of Florida, Feeding Tampa Bay and the Tampa Bay Buccaneers. In February, players and leaders from the Tampa Bay Buccaneers, the Dairy Council of Florida and Feeding Tampa Bay came together at Potter Elementary to celebrate the re-opening of a newly designed food pantry. The transformed space on campus, which will serve hundreds of families from the school community, will help ensure that healthy, balanced meals will be available to students and their families throughout the year at no charge. The food pantry was developed in collaboration with Feeding Tampa Bay, the leading organization in hunger relief throughout the 10-county area of West Central Florida. Feeding Tampa Bay's Feeding Minds program opens food pantries at schools where the risk of food insecurity is prevalent, bringing groceries to students and families who may struggle to make ends meet. The pantry was also brought to life in part through the Dairy Council of Florida's Fuel Up to Play 60 Hometown Grant, which supports nutrition and physical activity programs in school districts in all 32 NFL markets. Now in the eighth year of the program, the Buccaneers and all NFL teams are working with state and regional dairy organizations to identify deserving schools in their communities to receive funding to help facilitate sustainable physical activity and healthy eating programs for students.





2021-2022

# School Year Plan

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## **Year 2 of the Transformation Fellowship Program:**

The program enters its second year with abundant momentum and excitement. Summer Recruitment of university students is ongoing, and Transformation staff are working to ensure that every school in our network is supported by a thoughtful and talented team of Transformation Fellows. In year two, several dozen fellows have been invited back to complete a second year, and several others have applied and accepted roles as full-time teachers in Transformation schools around the community. Applications for university students or recent graduates from any accredited institution of higher education are accepted year-round, and the program looks forward to an outstanding year two launch at the start of the 2022-2023 school year.

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## **New Partnership with Hillsborough Education Foundation, Helios & United Way Suncoast**

The Transforming Early Literacy Initiative (TELI) aims to improve early educator practices and to support the articulation of literacy skills between Pre-K and Kindergarten in a targeted group of Hillsborough County schools. Research shows that job-embedded instructional coaching has a positive impact on teacher efficacy, leading to increased student achievement. TELI will focus providing literacy coaching at the following 12 Transformation Network schools: B.T. Washington, Cleveland, Edison, Foster, James, Kenly, Oak Park, Potter, Sheehy, Sulphur Springs, Woodson, and Lockhart. Within these schools there are 39 Kindergarten classrooms and 33 PreK programs that will benefit from this innovative partnership.

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## **Expansion of HOPE for Tampa**

Hope for Tampa Bay is now a quarterly event that will span Hillsborough County. More community partners are coming to the partnership during the 2022-2023 school year, and more exciting support and engagement opportunities for families and parents will be featured as well. Last year the program brought a first of its kind collaboration between local government, nonprofits, and community organizations that provided hundreds of parents with services and answers to pressing challenges in real time. The program looks to scale these services so that hundreds more stakeholders from our school communities can address diverse needs related to housing, health, employment, and social services. Events are being planned in September at Miles Elementary, December at Gibsonton Elementary, March at Sulphur Springs K-8, and June at Jackson Elementary.

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## **Academic Resources and Supports for Accelerated Learning**

The Transformation Network looks to continually grow its remarkable academic progress through new and continued approaches and programs during the 2022-2023 school year. The Network will enter the year with a strong focus on implementing the new B.E.S.T standards, which emphasize early literacy practices. Grounded in the research behind the science of reading, the standards call for the delivery of explicit and systematic instruction of foundational skills, along with opportunity for students to build content knowledge, connect this knowledge across multiple texts, and develop strong vocabulary. With this focus on building foundational skills comes the need for our teachers to have certain content and pedagogical knowledge that they may have not received in their teacher preparation classes. As a complement to this kind of content knowledge development, there will also be a continuation of last year's professional development focused on Data-Driven Instruction. Through continued national partnerships and proven training, teachers will continue to develop their skills as instructional leaders that are not only focused on growth, but rigorous instruction that drives student learning toward proficiency.





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