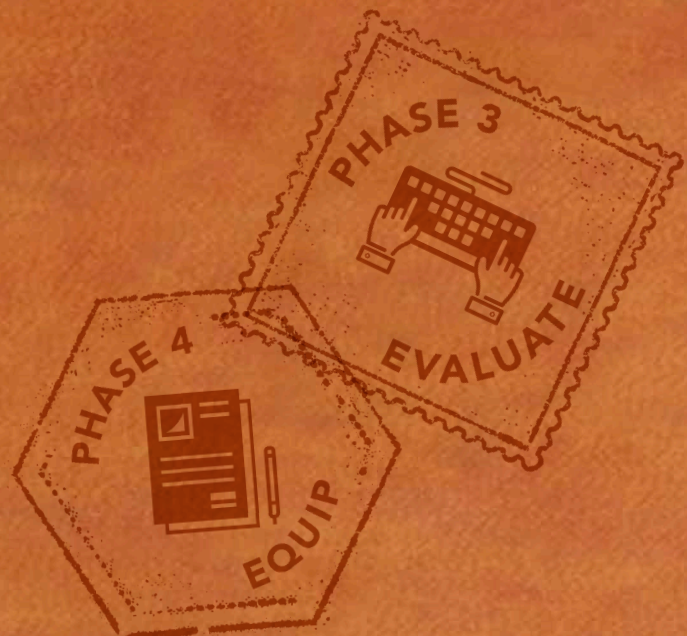




MY 100 DAY JOURNEY

**IRANETTA RAYBORN WRIGHT
SUPERINTENDENT OF SCHOOLS**



From your Superintendent

Dear CPS Families, Staff and Community,

When my journey began as CPS Superintendent and CEO in May of 2022, I fully understood and welcomed the commitment required to serve the children and families of the Cincinnati community. Advocating for students, strengthening academic programs, elevating whole child supports, and empowering staff with the tools and resources necessary to succeed, have been driving forces throughout my career. During my first 100 days, the Cincinnati community has embraced me. We have realized through our initial interactions that our values and hopes are aligned — paramount success for the children of our city. The work I have been able to embark upon would be impossible without the support of my Board. Through our work together, I have found the Board to be engaged in the community, passionate about public education and service and committed to the governance necessary to have sustained impact. Board members, I appreciate each of you and could not find a better team to be in partnership with.



I have had the warmest welcomes and learned so much on this journey!

The work during the first 100 days was intentional and will continue to be so. During this time I have engaged with the community to learn as much as possible about CPS, Cincinnati and those that support our children every day. I visited all 65 schools, hosted multiple Listening & Learning sessions and small group roundtables, facilitated a community town hall and assessed the overall operations and functions of the District.

I had the opportunity to learn directly from students, teachers, administrators, parents, caregivers, support staff, community partners and local elected officials. I quickly learned just how important the schools are to this community. It became more evident where we are succeeding and where there is room for growth.

From these learnings, I recognized that our immediate steps forward were to go back to the basics, with an intentional focus on academics through student engagement, staff professional development and standards aligned curriculum. I also learned that addressing behavior, academic and social emotional, would help our students re-engage in the learning environment. Lastly, I learned that a focus on culture would unify our district around what matters most, our students and their experiences.

Thank you for committing to “Be Present!” with me as we dramatically improve the outcomes for all children.

I look forward to continuing to serve you,



Recap of what was done during each of the 4 phases

My entry plan consisted of four phases: **Engage, Explore, Evaluate, and Equip.** These phases were interdependent and overlapped. It was through this process that I successfully engaged with each stakeholder group of our organization for the sole purpose of listening and learning.


Iranetta Rayborn Wright
Superintendent and CEO
Cincinnati Public Schools



Phase I: Engage



During the first 45 days as the Superintendent of Cincinnati Public Schools, I set out to build and foster relationships with my new community. Beginning with my first day in the district, I set out to connect with stakeholders from every corner of the district. Whether it was taking selfies with students or hearing the passion in the voices that were represented throughout the listening sessions. I received feedback via my Superintendent's survey and I charted the responses collected in the in-person sessions. I read every response and used the information to guide my decisions. I conducted a strengths, weakness, opportunity, and threats (SWOT) analysis with departments to better prioritize improvement efforts.

Attendees included students, teachers, administrators, parents and caregivers, support staff, community partners and local elected officials. I knew that each stakeholder had a unique perspective. To learn more about these perspectives I asked participants to reflect upon three questions:



#IamCPS Fest

1. *What excites you about our district?*
2. *What one thing is working well?*
3. *If you were Superintendent, what would you change first?*

Actions Taken

- Hosted several listening sessions
- Met with all principals – small group & whole group
- Engaged with key government officials
- Established expectations and way of work with senior leadership
- Conducted and reviewed SWOT analysis by department
- Met with each Board member and participated in the Board Retreat



Lessons Learned

- CPS has a diverse community of stakeholders who all want the very best for our students
- Key recurring themes identified: the need for clear communication, more consistency, hold everyone accountable
- There must be more attention paid to creating a positive culture
- There is a need for integrated technology to capture data across multiple platforms
- The need to see actionable change



Leaders of today
and tomorrow!

Phase 2: Explore



In the months following the kickoff of the 100 day plan, I took a deeper look into the infrastructure of each department. I reviewed accountability trends based on the past four years of data, conducted a curriculum audit to ensure standards alignment, and conducted a needs assessment to include professional development and other resource needs. Together with senior leaders, we reviewed the protocols for their body of work, budget alignment, and district protocols for policy alignment. It was during this phase that I analyzed the data from surveys alongside a team of CPS employees that represented multiple areas of our district. The results of our analysis helped to emerge a new definition of "The District" as two groups, united under one title, working together to improve outcomes for all students - those who work in schools and those who support those who work in schools. This new definition brings about an updated meaning of #IamCPS.



Actions Taken

- Unveiled our collective focus on the ABCs – academics, behavior & culture
- Assembled a focus group to synthesize feedback collected through the Superintendent's survey and listening sessions
- Facilitated Summer Principals' Academy
- Cost-savings in Summer Scholars expenses as a result of newly established staffing and programming processes

Lessons Learned

- We have a diverse team that is willing to roll-up their sleeves and get to work
- Implement processes that support a culture of improvement and excellence
- Align high quality materials coupled with professional development for optimal instructional delivery by our teachers
- Identification of gaps and opportunities related to systems, communication, and equitable access during Summer Scholars
- Improve, streamline, and implement safety measures across all schools and district properties



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Phase 3: Evaluate



These next twenty days offered me the space and grace to synthesize the information obtained through the Engage and Explore phases. It was during this time that I developed plans for how we would move forward as a united district. I examined protocols for district support in mental health, social emotional learning, housing insecurity and discipline. Before making strategy recommendations, I reviewed board policies, community and staff feedback surveys, department SWOT analysis results, and academic performance data to better prioritize improvement efforts. While we are still facing the effects of COVID, this phase also incorporated a review of our COVID protocols to ensure our District was following the most recent guidance.



Actions Taken

- Re-structuring the organizational chart
- More intensive review and audit of curriculum materials
- Executive Leadership Team Retreat
- Finalized website updates
- Partnered with Metro to arrive at an agreement on contract language

Lessons Learned

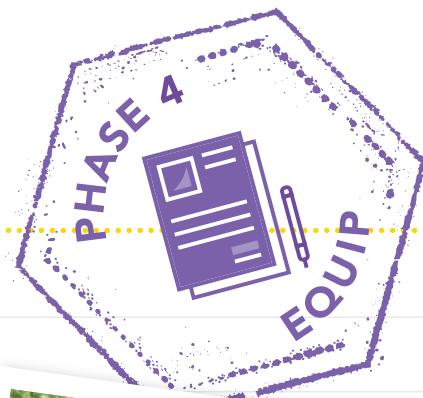
- There is an abundance of historical knowledge within our teams
- There is a need to commit our protocols and procedures to print
- Professional development is needed to equip teachers on how to use the curriculum resources
- Align the budget so the schools in the greatest need receive additional resources



Map out
the vision



Phase 4: Equip



I came. I listened. I learned. I was ready for action. During this final phase of my 100 day plan, I began the implementation process of new protocols and sharing expectations across district teams. Alongside my Executive Leadership Team, we ensured transparency regarding updates related to the way of work across CPS. Together we committed to build upon the work that is working, prioritize areas of improvement, and to continue to lead by example. During our first Principals' Academy I shared my vision for going Back to the Basics. Here I outlined a renewed focus on the ABCs: Academics, Behavior and Culture.

As my first 100 days in Cincinnati moved into my next 100, we hosted a CPS Community Cookout at Washington Park on Sunday, August 7. On this beautiful summer day I was surrounded by 150 employees and approximately 1750 families proudly representing #IamCPS. Our students received backpacks, school supplies, and delicious food from our local partners. Excitement for a new school year was in the air, and I knew I was home.



Actions Taken

- Met with SROs to align and level set way of work
- Held Safety Town Hall with a panel of community partners, healthcare professionals and law enforcement
- District-wide Welcome Back address
- District-wide professional development
- Reviewed district data with accountability & research team
- Excellence walk with facilities team to inspect opening of school readiness

Lessons Learned

- Our community is strong - we show up in large numbers to support each other
- Across the district, the emphasis continues to be on dedicated systems and holding ourselves accountable to nothing less than excellence
- Our community is vested in being a part of the charge to ensure our schools are safe: physically and psychologically
- Our SROs are not just law enforcement, they are choosing to be a part of our school community as mentors and caring adults
- There is a desire for a unified definition of excellence



Charting The Course Forward!

As we continue the journey forward with a focus on preparing our students for life, I know through the support of our school board and every staff member we will embody the #IamCPS spirit of getting back to the basics.

Academics

- Leverage our strong curriculum materials to ensure they are implemented during instruction and that instruction is consistent in every classroom
- Continue to create professional learning communities where teachers and leaders feel prepared to meet the diverse needs of the students they serve

Behavior

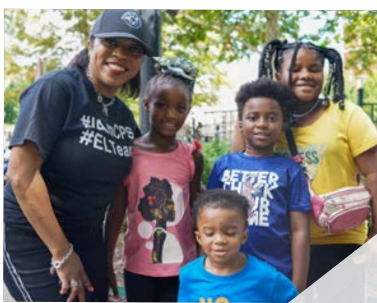
- Ensure all stakeholder learning environments emphasize and support both physical and psychological safety
- Develop programs that drive positive outcomes through character-based lessons, Positive Behavioral Interventions and Supports (PBIS) and restorative practices

Culture

- Create a culture of learning, respect, celebration and support throughout the district
- Improve student and adult outcomes related to social emotional learning, family engagement, and school climate



I believe all children can learn





#IamCPS

