



Ravenswood Promise 

COMMUNITY ACTION PLAN



We believe all Ravenswood students deserve an exceptional and transformative education, preparing them for success in high school and beyond.

In the summer of 2023, our community embarked on a daring journey to reimagine the Ravenswood student experience. Together, we set out to co-create a shared vision of what we want to be true for our students – and a comprehensive action plan to turn our vision into reality.



This is our Ravenswood Promise.

OUR JOURNEY





Phase 1

RECKON & RALLY

The COVID pandemic sparked an urgent reckoning in Ravenswood, as it did for schools nationwide. Key measures of educational health in our district made it clear that we were not meeting the needs of our students and community.



As educators coming out of the pandemic, we wanted to do something different that would set us apart from any other district. We wanted to make sure we engaged our community. We wanted to bring them to the table.

GINA SUDARIA, *Superintendent*

LANGUAGE & LITERACY



In English Language Arts, the average Ravenswood student was **74 points below standard** before the pandemic

versus

107 points below standard after the pandemic



MATH



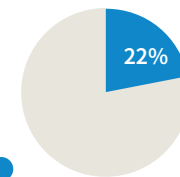
In Math, the average Ravenswood student was **103 points below standard** before the pandemic

versus

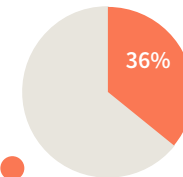
139 points below standard after the pandemic



CHRONIC ABSENTEEISM



22% of students were chronically absent before the pandemic



36% of students were chronically absent after the pandemic



Our goal is that students leave Ravenswood prepared for what's next. We have worked hard for our students, but we haven't always seen the results we wanted to see. So it's time to adjust our actions.

MICHELLE MASUDA, *Principal, Belle Haven*

In the face of unprecedented challenges, we recognized that creating transformative change would require taking bold action. This marked the launch of the **Ravenswood Promise journey** – our commitment to building an exceptional educational experience for all Ravenswood students.



Traditional “strategic plans” are often top-down and driven by outsiders. But we knew we wanted our change effort to be

DIFFERENT

Scan to learn more!



The Ravenswood Promise prioritizes the lived experiences, needs, aspirations, and ideas of our own community. Over the course of 18 months, we galvanized students, families, educators, and leaders across Ravenswood to build a movement. The power of our collective will and action is the only way we can fulfill our promise to students.



THE LAUNCH

Superintendent Gina Sudaria launches the Ravenswood Promise journey and conducts a listening tour with all Ravenswood staff (Summer 2023)



EMPATHY INTERVIEWS

60+ empathy interviews are conducted with students, families, staff, and community partners (Fall 2023)



The one thing I have been most impressed about in my time in Ravenswood is that unequivocally we know our purpose. Our purpose is to serve children and this community to the very best of our ability. That is why I want to invest everything I have in this moment.

DR. CRISTIAN MILEY, *Principal, CCRMS*

Phase 2 SET THE VISION

Together, with the input of over 1,000 community members, we worked to define our shared vision of student success. This Learner Profile describes the outcomes we want to be true for every Ravenswood student when they leave our schools – including the skills, experiences, and knowledge we want them to have.

This is the Ravenswood Promise.



Designed by Student Ambassadors



Being a member of this community and loving and caring for all of the children, I am here to make a difference. I'm here to be a part of that strategic change.

SHIRLEY, *Community Leader*



LUSD VISIT

Vision Team members visit Lindsay Unified School District to see how another district successfully transformed student outcomes (Winter 2024)



PARENT LEADERSHIP ACADEMY

Parent Leadership Academy graduates its inaugural cohort (Winter 2024)

VISION TEAM

75+ students, families, staff, and community leaders join our Vision Team Kick-Off (Fall 2023)



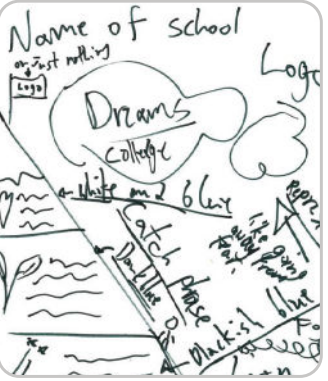
COMMUNITY VOICE

Over the next 6 months, this team works together to gather community input – from over 1,000 students, educators, families and local leaders – and define a student-centered vision (Fall 2023)



STUDENT VISION TEAM

CCRMS Student Vision Team refines and designs our Learner Profile (Winter 2024)



I love how we can talk with the district, teachers, parents, all together – including even students. We are on the same page, we all want the same thing.

HARRIETTE HUANG, *Teacher, CCRMS*

STAFF COMMITMENTS

Classified staff come together to make their Ravenswood Promise commitments (Spring 2024)



LEARNER PROFILE UNVEILING

Ravenswood Promise Learner Profile is officially unveiled (Spring 2024)



For me, this has been a very gratifying experience because even though I have seen that there are problems, I like seeing that they want to improve this, they want to create something better and more positive for this district and the children.

JACQUELINE, *Parent*



IMPROVE

Phase 3 IDENTIFY THE PRIORITIES

Our coalition of Ravenswood Promise champions understood that meaningful change is only possible with unwavering focus on the most critical needs. Based on community input and root-cause analysis of district data, we identified three key priorities.



Language & Literacy

Priority

Call to Action

Our students are strong readers and writers
Focus on language and literacy, grounded in the Science of Reading, across all content areas to ensure every student is reading at grade level by third grade



Attendance

Our schools are safe and engaging spaces
Improve attendance to increase the amount of time students are spending building relationships and engaging in grade-level instruction



Talent

Our educators are exceptional
Double down on our talent initiative through continued efforts to find, recruit, grow, and retain the best educators in the region



1ST SCHOOL PROMISE WALK
Schools host inaugural Ravenswood Promise Walks, inviting families and community leaders to conduct classroom observations aligned to the Learner Profile (Spring 2024)



VISION & VOICE
Community Guiding Coalition participates in a Vision and Voice gathering centered on our key priorities (Summer 2024)

INSTRUCTIONAL LEADERSHIP

Instructional Leadership Teams plan for SY24-25 based on the Learner Profile and our key priorities (Summer 2024)



PRIORITIES LAUNCHED

Key priorities are announced at a district-wide professional development day to all staff (Fall 2024)

★ POSSIBILITY



When our students learn how to read and write, we open up a world of possibilities and opportunities.

RONDA WHITE, *Interim Principal, Costaño*

Phase 4 CREATE THE ROADMAP

Beginning in Summer 2024, we assembled Community Action Teams to help us take the Ravenswood Promise from vision to action. Summoning the power of collective action, we have mapped out an ambitious roadmap of goals to achieve together.



We believe that we have the power to fill the gaps that are needed.

ALEX QUEZADA, *Principal, Los Robles-Ronald McNair*

Our long-term goals reflect our dream of what we believe is possible.



Our short-term goals are milestones along the way that we will meet by focusing on our priorities.

This is how we will deliver on our Ravenswood Promise over the next

10
YEARS

Priority



Language & Literacy

SY 2025-2026 Goals

By the time TK students leave kindergarten...

65%+ of TK-2 students are at or above benchmark in foundational literacy skills

Distance from standard improves by 15 points for 3rd-8th grade students

50%+ of multilingual learners improve their English proficiency

SY 2028-2029 Goals

By the time TK students leave 3rd grade...

70%+ of TK-2 students are at or above benchmark in foundational literacy skills

30%+ of 3rd-8th grade students are reading at grade level

65%+ of multilingual learners improve their English proficiency

SY 2033-2034 Goals

By the time TK students leave 8th grade...

80%+ of TK-2 students are at or above benchmark in foundational literacy skills

50%+ of 3rd-8th grade students are reading at grade level

75%+ of multilingual learners improve their English proficiency

Vision

High School/ Career Readiness

8th grade students leave Ravenswood with the skills, experiences, and exposure they need to embark on a rich high school experience that prepares them for college, career, and life success



Attendance

Average daily attendance is 96%

Chronic absenteeism is <30%

80% of elementary students and 65% of middle schoolers feel like school is a safe and welcoming place

Average daily attendance is 96%

Chronic absenteeism is <25%

85% of elementary students and 70% of middle schoolers feel like school is a safe and welcoming place

Average daily attendance is 96%

Chronic absenteeism is <25%

90% of elementary students and 75% of middle schoolers feel like school is a safe and welcoming place

Overall School Experience

Students have excellent attendance because they find opportunities for joy & community, engage in learning, and explore their passions at school every day



Talent

All educators receive regular observations and actionable feedback from a coach or site leader

All evaluators are trained in the educator evaluation process, based in the California Standards for the Teaching Profession (CSTP)

A district-wide recruitment & retention strategy is developed

90%+ of all staff report engaging in meaningful opportunities for growth

80% of Emerging and Exploring educators grow in at least 1 CSTP each year

90%+ of highly effective teachers stay with the district

90%+ of all staff report engaging in meaningful opportunities for growth

80% of Emerging and Exploring educators grow in at least 1 CSTP each year

95%+ of highly effective teachers stay with the district

Exceptional Educators

Ravenswood is the destination for the most talented and diverse educators and classified staff in the region who are committed to continued development



PARENT LEADERSHIP ACADEMY
Parent Leadership Academy launches second cohort (Summer 2024)

2024-2034 GOALS

District leaders engage in design cycles to draft the 2024-2034 Goals Roadmap (Fall 2024)



SCHOOL PROMISE WALKS

Schools host first Ravenswood Promise Walks of the year (Fall 2024)



STUDENT AMBASSADORS

Student Ambassadors from all four schools participate in focus groups for action planning (Fall 2024)



“ We want every single member of our community to see themselves as empowered and equipped to support our goals as a district.

JOY SHEN, District Leader



HOME OFFICE ACTION TEAM
Home Office Action Team is launched for cross-departmental planning at the district level (Summer 2024)



VISION & VOICE

Community Guiding Coalition participates in a second Vision and Voice gathering to refine the Roadmap and make community commitments (Fall 2024)



PARENT LEADERSHIP ACADEMY

Parent Leadership Academy launches third cohort (Fall 2024)

Phase 5 MAKE THE CHANGE

It takes time, planning, and deep community partnership to create the schools our students deserve, but our transformation is already underway. We began this journey together, and it will take all of us – no matter our role – to create the lasting change needed to fulfill our promise.

This is the Ravenswood Promise.



2025 KEY RESULTS
District leaders finalize Spring 2025 Key Results, action planning, and scorecard (Winter 2025)



INSTRUCTIONAL LEADERSHIP

Instructional Leadership Teams identify specific actions steps to address equity challenges related to Language & Literacy (Winter 2025)

“I want the best for all of our kids. And our promise is not going to just stay a promise. We’re trying our best to make it come true.”

BRENDA LIZET, Parent

SCHOOL PROMISE WALKS

Schools host second Ravenswood Promise Walks of the year, focused on Language & Literacy (Winter 2025)



I came in with my fair share of skepticism – not because I don’t want to see things work, but because I’ve been here long enough to see things that didn’t. What I can say this time is that I honestly believe this process is turning the ship. I’m seeing change now. I do believe this is the right scaffold for us to build the future we want to see for youth.

KESHA, Community Leader



PARENT LEADERSHIP ACADEMY

Parent Leadership Academy launches fourth cohort (Winter 2025)



COMMUNITY ACTION PLAN

(This!) Ravenswood Promise Community Action Plan is finalized and shared (Winter 2025)



Through 2034, we will set and share annual Key Results, starting with Spring 2025. These Key Results will keep our community informed and accountable to our ongoing efforts to deliver the Ravenswood Promise.

Priority



Language & Literacy

SY 2025-2026 Goals

- 65%+ of TK-2 students are at or above benchmark in foundational literacy skills
- Distance from standard improves by 15 points for 3rd-8th grade students
- 50%+ of multilingual learners improve their English proficiency

Key Results: Jan-Mar 2025

- Visit every English Language Arts (ELA) classroom to determine current pacing with adopted curriculum
- Increase mastery test pass rates by 10% or to 90%+ at each school

Key Results: Apr-Jun 2025

- Increase the number of teachers that are on-pace with the adopted ELA curriculum
- Achieve 90%+ mastery test pass rate at all schools

A Language & Literacy team has been formed and districtwide multilingual learning key results will be set in SY25-26



Attendance

- Average daily attendance is 96%
- Chronic absenteeism is <30%
- 80% of elementary students and 65% of middle schoolers feel like school is a safe and welcoming place

- Average daily attendance is 95% in Trimester 2
- All families of chronically absent students in Trimester 1 are engaged in a School Attendance Review Team (SART) meeting

- Average daily attendance is 95% in Trimester 3
- All families of chronically absent students in Trimester 2 are engaged in a School Attendance Review Team (SART) meeting

School sites are already leading their own initiatives around safety & belonging and districtwide key results will be set in SY25-26



Talent

- All educators receive regular observations and actionable feedback from a coach or site leader
- All evaluators are trained in the educator evaluation process, based in the California Standards for the Teaching Profession (CSTP)
- A district-wide recruitment & retention strategy is developed

Determine baseline of teachers receiving documented action steps from a coach or site leader

An evaluation process training module has been launched and completed

Site leaders have 1-on-1 conversations with all educators to understand their experience during the current school year and to tentatively confirm assignments for the following school year

- Increase the number of teachers receiving documented action steps from a coach or site leader
- Design CSTP evaluation calibration module for Fall 2025
- Fill 90% of known teacher vacancies by the last day of school

Our journey together has been long and rewarding. We are already making changes and seeing results:

- ★ All schools have scheduled literacy intervention time in the school day to provide students with individual and small-group support
- ★ Foundational literacy proficiency rates are 33% higher than this time last year
- ★ Attendance rates are the highest they have been since the pandemic
- ★ Teacher compensation has increased district-wide, improving our ability to recruit and retain high-quality educators

And yet, the work is just beginning.
JOIN US!

- ★ Track our progress to support and advocate for us achieving our goals
- ★ Visit our classrooms during quarterly Promise Walks
- ★ Attend Parent-Teacher Conferences
- ★ Participate in School Site Councils and English Learner Advisory Committee (SSC/ELAC)
- ★ Join our Parent Leadership Team and Academy
- ★ Join the CCRMS Student Leadership Club

...and continue to explore new and ongoing ways to contribute to our Promise!

TOGETHER



We will create the educational experience our students deserve.
We are the Ravenswood Promise.

Thank you to the countless people who took part in creating this plan. All of you – students and alumni, families, educators, and community leaders – are the key to our progress and future success.

Special thanks to the incredible students who contributed their perspectives and ideas. You are the heart of our work, and your leadership is our Ravenswood Promise in action.



If you want to do something, you have to commit and have the right mindset and try.

UFIATA, *Student*



Students can write their own destiny and future.

KATERIN, *Student*



CCRMS STUDENT VISION TEAM

- Amaya Puckett
- Katerin Vanessa Corado Nicolas
- Tiffany Baires Amaya
- William Hausia
- Briana Gonzalez Garcia
- Fanio Moleni
- Antonio Villa Lopez
- Justice Blueford
- Cody Ross
- Korn Thamsirisittikorn
- Alex Villalpando
- Mendoza
- Tesimoni Tuipulotu
- Ufiata Toilolo
- Evelyn Arinaga

COSTAÑO STUDENT AMBASSADORS

- Ashley Arguello
- Aguilar
- Zelaya Rogers
- Veronica Fehoko
- Kulia Lutui

- Atalina Mataafa
- Arianna Perez
- Gutierrez
- Cesar Avila Botello
- Jayleen Rodriguez
- Laureano
- Yarezi Mendoza
- Calderon
- Jermaine Rogers
- Markayla Reynolds
- Bo Veimau
- Emely Dominguez
- Martinez
- Ethan Kim

BELLE HAVEN STUDENT AMBASSADORS

- Rufino Avina Lopez
- Kayden Crear
- Luisa De Leon
- Christopher Villalobos
- Landen Cabico
- Yarety Guerra Nova
- Mateo Garcia
- Jaida Magee
- Mckenna Johnson

- Selalini Lavakei'aho
- Ryan Maldonado Diaz
- Michelle Rangel Cabrera
- Chad Divina
- Jazlynn Barajas
- Velazquez

LOS ROBLES-RONALD MCNAIR STUDENT AMBASSADORS

- Itzayana Garcia
- Genesis Nunez
- Eddy Quinayas Bolanos
- Maria Villa
- Sophia Perez
- Kimberly Lima
- Axel Collado
- Steven Garcia
- Clara Lopez
- Sofia Orellana
- Alicides Carpio
- Jordi Torres

CCRMS LEADERSHIP CLUB

CCRMS AAPI CLUB



The job of setting our students up for success doesn't just live with any one teacher or any one school – it lives with all of us. It takes a village, and the Ravenswood Promise is a celebration of the power of that village in making things happen for our students.

JOY SHEN, *District Leader*

THANK YOU



RAVENSWOOD
CITY SCHOOL DISTRICT