



Mayor of Providence

Angel Taveras

January 13, 2012

Honorable Members  
Providence City Council  
City Hall

Dear Honorable Members:

Pursuant to Sections 302(b) and 701 of the Providence Home Rule Charter of 1980, as amended and Public Law, Chapter 45-50, Sections 1 through 31 passed in 1987, I am this day re-appointing Keith Oliveira, of 63 Roanoke Street, Providence, RI 02908, as a member of the Providence School Board for a term to end January 31, 2015, and respectfully submit the same for approval.

Thank you for your attention to this matter.

Sincerely,

Angel Taveras  
Mayor

AT/gc

IN CITY COUNCIL  
FEB 02 2012

READ  
WHEREUPON IT IS ORDERED THAT  
THE SAME BE RECEIVED AND APPROVED  
  
CLERK

## Keith A. Oliveira

63 Roanoke Street  
Providence, RI 02908

(401)751-7618  
[keitholiveira@verizon.net](mailto:keitholiveira@verizon.net)

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### EXPERIENCE

**R.I. Nurses Institute Middle College Charter School**

Providence, RI

Admissions and Family Engagement Officer

June 2011 – Present

- Coordinate broad community outreach, student recruitment, and admissions process.
- Develop and maintain parental connections and engagement in school activities and operations.
- Manage student transportation with other school districts, RIDE statewide transportation office, and RIPTA.
- Coordinate student support and wrap-around services with partner social service agencies.
- Coordinate student extracurricular and athletic activities with school districts and RI Interscholastic League.
- Coordinate student Free & Reduced lunch verifications with RIDE and Sodexo food service provider.
- Coordinate College Crusade activities with students.

**Office of Lt. Governor Elizabeth H. Roberts**

Providence, RI

Senior Policy Analyst

June 2010 – January 2011

- Senior policy adviser to the Lt. Governor on small business development and economic development policy.
- Project manager for the Buy Local RI small business development initiative.
- Staff coordinator for the R.I. Small Business Advocacy Council (SBAC)
- Lt. Governor's liaison to the Federal SBA, the R.I. Economic Development Corporation, municipal economic development agencies, local chambers of commerce, and various small business advocacy organizations.
- Lt. Governor's representative at various small business conferences and business expo's

**Rhode Island Department of Education (RIDE)**

Providence, RI

Special Assistant to the R.I. Commissioner of Education

May 2006 - June 2010

- Special projects manager and policy adviser to former State Education Commissioner Peter McWalters.
- RIDE Legislative Liaison to the R.I. General Assembly.
- RIDE project manager providing direct oversight over the \$21 million construction of the Metropolitan Regional Career & Technical Center's Providence Campus.
- Commissioner McWalter's state appointed special monitor of Hope High School after state intervention.
- Managed the establishment of the Central Falls School District Board of Trustees.
- Commissioner's designee to the Central Falls Public Schools superintendent search committee.
- Coordinated the recruitment, screening, and appointment of candidates to serve on three state school Boards of Trustees (Davies Career & Tech School, R.I. School for the Deaf, and the Central Falls Public Schools District)
- Area coordinator on the Rhode Island H1N1 school-based vaccination clinic coordinating task force.
- Providence Mayoral appointee to the Providence Public Schools superintendent search committee.
- Member of the Providence Progressive Support & Intervention Team.

#### Director of Charter Schools

August 1999 – May 2006

- State program administrator of the Rhode Island Charter Public Schools program.
- Designed and managed a multi-faceted charter school application review and authorization process.
- Responsible for the authorization and regulatory oversight of 15 charter schools throughout Rhode Island.
- Chairman of the RIDE Charter School Application Review Committee.
- Coordinated and conducted dozens of public hearings throughout the state of Rhode Island.
- Prepared written evaluation reports and presented charter authorization recommendations to the State Commissioner and the R.I. Board of Regents for Elementary & Secondary Education.
- Program administrator of \$11.7 million in federal funding to provide start-up grants to new charter schools.
- RIDE project coordinator of a performance study of Rhode Island charter schools in collaboration with Brown University's Department of Urban Education Policy.
- RIDE liaison to U.S. Department of Education charter school officials, other state agencies, local government officials, advocacy organizations, and various other charter school stakeholder groups.
- Technical assistance adviser to existing charter school operators and prospective charter school applicants.
- Coordinated RIDE charter school data collection and monitored charter schools compliance with all federal and state laws and regulations.

#### **Rhode Island Urban Project**

Providence, RI

#### Executive Director

May 1996 – August 1999

- Managed the day-to-day operation of a community-based nonprofit urban development agency.
- Co-created the *Partnerships Rhode Island: Minority and Women Small Business Expo*.
- Proposed and advocated numerous public policy initiatives in support of minority small business and urban economic development.
- Advocated and collaborated with the RIEDC in the creation Urban Ventures small business incubator.
- Appointed by Governor Lincoln Almond as the founding Chairman of Urban Ventures, Inc.
- Published an annual directory of state-certified Minority Business Enterprises (MBE's).
- Developed strategic supply-chain relationships between Rhode Island-based corporations and large nonprofit institutions with minority small business vendors and suppliers.
- Facilitated \$1 million deposit into a newly formed urban community bank located in South Providence.
- Named 1999 Minority Small Business Advocate of the Year by the U.S. Small Business Administration.

#### **Big Picture Learning, Inc.**

Providence, RI

#### Director of Community & Government Relations

March 1995 – May 1996

- Designed and implemented a broad community outreach strategy in support of the proposed Metropolitan Regional Career & Technical Center (The Met School)
- Coordinated and facilitated numerous community-based meetings and information forums with various community groups, parent organizations, and state and local elected officials.
- Designed and implemented a successful legislative strategy to secure \$500,000 in operational funding from the R.I. General Assembly.
- Recruited and enrolled founding class of Met School students (Class of 2000).
- Appointed by the R.I. Board of Regents to the Met School Board of Trustees. Currently serve as Vice-chairman of the Board.

## **EDUCATION**

University of Rhode Island  
College of Urban Affairs  
Bachelor of Arts, Urban Public Policy Formulation

Kingston, RI

June 1986

## **COMMUNITY SERVICE BOARDS & COMMISSIONS**

### **Appointed/Served**

Providence School Board	2011 - Present
R.I. League of Charter Schools (Treasurer)	2011 - Present
Mayor Angel Taveras' Education Opportunity Working Group	2011
Segue Institute for Learning Charter School Board of Trustees	2010 - Present
R.I. Economic Development Corporation Urban Investment Roundtable	2010 - 2011
United Way of Southeastern New England Community Advisory Board	2008 - 2011
Providence Waterfront Park Design Review Committee	2006
Providence Human Relations Commission (Chairman)	2003 - 2005
Urban Ventures, Inc. (Chairman)	1998 - 2002
R.I. Public Expenditures Council Urban Strategy Task Force	1996 - 1998
Metropolitan Regional Career & Technical School (Vice-chairman)	1996 - Present
Rhode Island Enterprise Zone Council (Secretary)	1995 - 2001
R.I. Coalition for Minority Investment	1994 - 1999
Providence School Board Nominating Commission (Chairman)	1994 - 1998
Providence Plan Housing Corporation (Vice-chairman)	1992 - 1998
Fox Point Boys & Girls Club Alumni Association (Vice-president)	1992 - 1996

## **COMMUNITY SERVICE AWARDS AND HONORS**

### **Awarded**

Segue Institute for Learning Charter School <i>Outstanding Citizenship Award</i>	2009
Fox Point Boys and Girls Club Alumni Association <i>Hall of Fame Inductee</i>	2005
The Groden Network, (Kingston Hill Academy Charter School) <i>Excellence in Public Service Award</i>	2002
Johnson & Wales University <i>Legacy Champion Community Service Award &amp; Scholarship</i>	2001
U.S. Small Business Administration (SBA) – Rhode Island District <i>Minority Small Business Advocate of the Year Award</i>	1999
Rhode Island Cape Verdean Association <i>Community Service Award</i>	1997
University of Rhode Island Alumni Association <i>Excellence in Community Service Award</i>	1997
Urban Bankers Association of Rhode Island <i>Community Advocate of the Year Award</i>	1995
Direct Action for Rights and Equality <i>Unsung Community Hero Award</i>	1994

## **Providence School Board Application**

Keith A. Oliveira  
63 Roanoke Street  
Providence, RI 02908  
401-751-7618  
[keitholiveira@verizon.net](mailto:keitholiveira@verizon.net)

R.I. Nurses Charter School  
150 Washington Street  
Providence, RI 02908  
401-680-4900

Providence resident of 47 years

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### **Question 1: What do you consider to be three of the most critical issues currently facing the Providence Public School district?**

Among the most important responsibilities of the Providence School Board is to appoint a school superintendent as the Chief Executive Officer of the school district. Upon the resignation of the former school superintendent last spring, the board appointed Dr. Susan Lusi as our interim superintendent until a permanent superintendent is identified and appointed. Thus, one of the most critical issues facing the school district is for the school board to appoint a qualified and effective school superintendent to run the school district. The board most recently began the search process by identifying a cross-section of Providence stakeholders to serve on the superintendent search committee. The board prepared a job description containing the qualifications sought of potential candidates. The board also set forth a timeline by which the search committee will conduct its work with a tentative deadline of mid-March 2012 to present qualified candidates to the school board for consideration. As a current member of the school board, I have been actively engaged in these recent developments and look forward to finalizing the process of appointing the next superintendent next spring.

Another important issue currently facing the school district is the strategic approach to addressing the second cohort of our "innovation schools" – formerly known as our Persistently Low-Achieving schools (PLA's). These schools (Alvarez, Mt. Pleasant, Pleasant View, Carl Lauro, and Gilbert Stuart) were identified by RIDE as in need of intervention and turnaround plans. The school board and superintendent have been discussing four intervention models designed to make significant change in these schools. The superintendent recently recommended the Restart Model as our approach to intervention. Under this model, the School Board authorized the superintendent, in conjunction with the Providence Teachers Union (PTU) to develop an Education Management Organization (EMO) as the vehicle to oversee the planning and design surrounding the Innovation Schools. The superintendent must make her recommendation to the Commissioner of Education for approval by December 9, 2011. The school board also authorized the contract of Mass Insight as our school turnaround consultant to assist the district in our strategic planning around the Innovation Schools. As a school board member, I have been very engaged in this issue because there in lies a tremendous opportunity to be innovative in our approach and effectiveness to turning these schools around.

Finally, another very important issue facing the district is addressing the severe lack of human resource capacity within the Providence Public Schools. Effectively managing your human capital is instrumental in maintaining an effective and efficient school system. This is an issue that may not be broadly known to the public. However, PPSP's system of managing our human capital is woefully inadequate. Dr. Lusi has taken initial steps to address the issue by re-assigning the administrator overseeing human resources to a more appropriate position and is in the process of hiring an Executive Director of Human Resources.

**Question 2: What is the role of School Board in addressing these critical issues:**

The role of the school board is to set the strategic direction of the school district and make sound policy decisions in pursuit of that strategic direction. The policy-making role of the board should not be confused with the administrative implementation of those policy decisions, which is role and function of the Superintendent.

The role of the board in the search for a new Superintendent is a primary function of any school board. Our role is to establish an effective process that will identify qualified candidates, interview those prospective candidates, and make the all-important decision of who will serve as the chief executive to run our school system. It is also the board's responsibility to design and implement a search process that provides broad community and stakeholder input. It is also important that our search process consider the input of the Mayor of Providence who has the overall public responsibility for the quality of Providence schools.

The role of the board in the redesign of the Innovation Schools is to ensure that the model that the superintendent proceeds with is consistent with the strategic direction set forth by the board and will result in effective and tangible results. The role of the board in addressing the human resource capacity will be to hold the superintendent accountable for making the necessary administrative improvements to create a high-functioning and robust human capital management system.

**Question 3: Are you able and willing to commit to a term through December 31, 2013 which requires an average of four meetings per month?**

Yes. As a current member of the Providence School Board, I am well aware and have experienced the time commitment it takes to be a responsible board member. I am committed to continuing in that responsibility.

**Question 4: Why are you interested in continuing to serve on the Providence School Board?**

I was appointed this past June, 2011 as an interim appointment to fill a vacancy and would like to complete a full 3-year term. I am very committed and interested in being involved in the policy and decision-making that will transform the quality and effectiveness of our public schools.

I have dedicated much of my adult life and career to advocating and creating innovative and quality learning opportunities for urban students. Working to transform Providence schools is a challenge that requires insight and understanding of the policy decisions that must be made to achieve meaningful improvement. It also requires a steadfast commitment to put student need and student interest at the very center of any and all policy decisions. I am very much committed to providing my insight, career experience and understanding of education policy combined with my dedication to student need towards addressing the difficult yet important decisions ahead.

**Question 5: Has your view of a School Board member changed since you were first appointed?**

No. I had a very clear understanding of what it meant to be School Board member. I was well aware of the dimensions and complexities of the issues and the type of commitment necessary to make meaningful change for our students and their families. I maintain that clear understanding and look forward to continuing in this work.

**Questions 6: Please describe two or three of your most important contributions or significant achievements as a school board member.**

I was only appointed in June of this year. Thus, my time on the board has been quite limited. However, within my short time on the board, I have developed a healthy respect among my fellow board members for my understanding of education policy matters. As a former RIDE official I have provided insight into our discussions and deliberations regarding RIDE policy, regulations, and procedures. My background in charter school authorizing has also been helpful in providing insight into our strategic planning around the Innovation Schools. I have also provided insight into our superintendent search planning having served on two superintendent search committees in Providence and Central Falls.

**Question 7: What resources and experiences have been most helpful to you in achieving excellence as a school board member?**

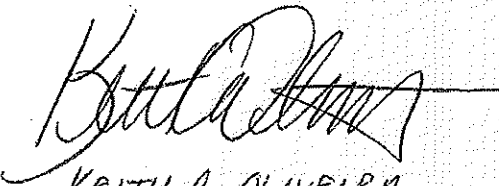
My experience as a senior level education official within the R.I. Department of Education provides me a significant understanding of the public education policy matters that we as school board members must routinely address. While at RIDE, I served on the Providence Progressive Support and Intervention Team (PS&I), which at time was RIDE's state intervention protocol. I also served as the Commissioner's state-appointed monitor of Hope High School after the state intervened at Hope. Thus, I am familiar with the state protocols to school intervention. I also served as RIDE's charter schools coordinator, which provides me with a keen understanding of how to create quality school environments and cultures of learning. This experience has informed my insight into how we seek to create similar learning environments within our Innovation Schools. I also have an understanding and insight with regards to identifying high-quality superintendents, having served in the past on two superintendent search committees.

Throughout my career in public education I have also been fortunate to develop a broad network education professionals and colleagues who serve as a tremendous resource that I call upon.

**Question 8: What are your goals for the School Board for the next three years, and for yourself as a School Board member, should you be appointed for another term?**

My goals for the School Board are 1) that we become much more proactive and effective in our policy-making authority. We recently established a Policy Committee of the board which will serve as a policy-making work table. I expect that this will serve our policy-making function quite well. 2) That we realize successful results with the implementation of our Innovation Schools plan. There is tremendous opportunity to transform these schools into high-functioning learning environments that serve students well. 3) That as a board we develop a more collaborative working relationship with our partners in government, particularly the Office of the Mayor and the Providence City Council. There is a public perception that the School is at odds with other entities of city government. This perception only serves to erode public confidence. The public demand and deserve its public bodies to work and function in a collaborative manner. My goal as a board member over the next three years would be to work towards that end.

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KEITH A. OLIVEIRA  
12/5/11