



### CHALLENGE

Pinellas County Schools (Pinellas) is the public school district serving Pinellas County, Florida. With more than 100,000 students served in more than 140 schools and centers, the district is the seventh-largest in Florida and 26th-largest in the nation. As part of the district's ongoing work to eliminate the gaps between minority and non-minority student outcomes, the district sought a tailored research program to inform strategic decision-making.

### SOLUTION

Hanover designed a strategic research program to help tackle diversity challenges as they manifest in how teachers, administrators, and students engage with one another.

### IMPACT

Hanover identified new classroom cultural competency practices, best practices for diversity in educator recruiting, and equitable discipline implementation details that can help Pinellas craft a robust diversity strategy.

**IN THE CLASSROOM:**  
Cultural Competency



Hanover's research on cultural competence and awareness will provide Pinellas the information needed to evaluate new practices for the classroom, such as using more culturally inclusive instructional examples, that enable teachers to apply a cultural competency lens on top of curriculum.

**IN THE ADMINISTRATIVE OFFICE:**  
Equitable Discipline



Hanover's work on effective school turnaround helped inform changes in Pinellas' discipline standards in the district, including monthly required trainings with district leaders and implementing new policies for suspension and other restorative practices. Preliminary results show a meaningful drop in suspensions.

**IN THE TEACHER'S LOUNGE:**  
Staff Diversity



Pinellas plans to incorporate Hanover's findings on best practices for recruiting and hiring diverse educators and district leaders into its Strategic Plan.

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Hanover's work is directly connected to strategic planning in Pinellas. Hanover's research gives decision makers the confidence that they are basing important decisions on research. Hanover provides us with answers, solutions, and innovations around the topic of cultural diversity that we wouldn't be able to obtain otherwise.  
—Dan Evans,  
Executive Director

**METRICS FOR SCHOOL TURNAROUND SUCCESS**

Hanover found that school turnarounds are expected to significantly improve achievement in one to four years and identified measures of success that Pinellas can benchmark against:

<p><b>SCHOOL ENVIRONMENT</b></p> <ul style="list-style-type: none"> <li>✓ Rates of violence/suspension</li> <li>✓ Student and faculty attendance</li> <li>✓ Student dropout rates</li> <li>✓ Faculty retention rates</li> <li>✓ Parent engagement/satisfaction</li> <li>✓ Infrastructure improvements</li> <li>✓ Partnerships</li> </ul>	<p><b>STUDENT PERFORMANCE</b></p> <ul style="list-style-type: none"> <li>✓ Formative assessments</li> <li>✓ Standardized test results</li> <li>✓ Rates of earning credits and grade-level advancement</li> <li>✓ Graduation rates</li> <li>✓ College-going rates</li> </ul>
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Source: The School Turnaround Field Guide, The Wallace Foundation.

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