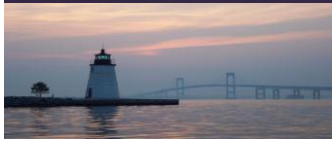


# Transforming Education in Rhode Island

## The Race to the Top Opportunity



### Woonsocket Race to the Top Implementation Update: School Year 2012-2013 (Year 3)

The Annual Stocktaking provides both the state and the Local Education Agency (LEA) with an opportunity to review LEA accomplishments and challenges over the course of the Race to the Top (RTT) grant implementation period (i.e., from September 2010 to date). In this summary, RIDE has included relevant LEA-reported data as well as other evidence sources (e.g., training participation) for the purposes of reviewing programmatic successes. The contents of this report were developed under a Race to the Top grant from the U.S. Department of Education. However, those contents do not necessarily represent the policy of the U.S. Department of Education, and you should not assume endorsement by the Federal Government.

This report also includes areas that LEAs self-identified as challenges in their ability to meet Race to the Top commitments. Additionally, Appendix A provides a summary of LEA progress against the student achievement targets set at the start of the grant.

#### LEA Self-Assessment of Year Three Performance

The table below shows Woonsocket self-reported status against the Year 3 Race to the Top projects. During Year 3, Woonsocket has fully participated in the following projects: Model Curriculum and Intensive Curriculum Alignment, Data Use professional development, Educator Evaluation, and New Teacher Induction.

In the upcoming year, Woonsocket intends to fully implement the Formative Assessment professional development and the Interim Assessments. The district will also continue to deepen their engagement in the initiatives from Year 3 that are best suited to the unique needs of their students.

CURRICULUM ALIGNMENT				FORMATIVE ASSESSMENT PD				INTERIM ASSESSMENTS				INSTRUCTIONAL MANAGEMENT SYSTEM				DATA USE PD				EDUCATOR EVALUATION				NEW TEACHER INDUCTION							
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				

<b>ON-TRACK</b>	The majority of tasks from the prior quarter are complete, and tasks from the current quarter are on-track to be completed.
<b>DELAYED</b>	Some tasks from the prior quarter are complete, but others have yet to be completed, and/or the district may have difficulty completing the current tasks in the anticipated time frame.
<b>OFF TRACK</b>	The majority of tasks anticipated to date have not been completed and/or the LEA is having significant challenges with some tasks.
<b>NOT APPLICABLE</b>	The district elected not to participate in this project during the 2012-2013 school year.

#### Performance Management Participation

As you know, participation in the Collaborative Learning for Outcomes (CLO) process and the submission of the corresponding quarterly progress report is our method for monitoring LEA progress against implementing RTT. More importantly, though, we believe that quality implementation of RTT is best supported through peer-to-peer sharing and that the CLO meetings provide LEAs with an opportunity to gain insights on how to address specific challenges of capacity and practice.

During the 2012-2013 year, Woonsocket met the bar for participation in all four quarterly CLO meetings. All quarterly progress reports were submitted on time, and Woonsocket sent consistent participants to the quarterly meetings. We are pleased to note that, as the meetings have progressed, an increased number of staff from the district attended; the participants now represent various levels of leadership in the district. We hope that in the upcoming school year, the team from Woonsocket, as well as the Superintendent, will participate at the same level. Additionally, we would like to remind Woonsocket that the quarterly progress update reports should contain a summary of the new work that the district has undertaken, or a review of how the continued work has progressed, since the last time it reported out on progress.

As we near the end of the grant, we hope that Woonsocket continues to participate at this exemplary level. We are looking forward to rich and meaningful conversation around implementation accomplishments and challenges, as well as the changes that LEAs will sustain beyond the grant period. With that in mind, we encourage you to be an active voice in shaping the focus of these meetings during Year 4.

## System of Support 1: Standards and Curriculum

Based on the quarterly progress reports submitted by Woonsocket, as well as participation in additional applicable activities through the end of the 2012-2013 school year, we have assessed the district as 'on track (green),' 'delayed (yellow),' 'off track/at risk (red),' or 'not applicable (grey)' on each of the Year 3 System of Support 1 scope of work tasks for Race to the Top. This assessment is reflected in the table below. Please note that further description of these statuses can be found on page one of this report.

RIDE would like to congratulate Woonsocket on their progress in this area. As noted in their quarterly progress update reports, the newly appointed Director of Curriculum established a plan for developing curriculum aligned to the Common Core State Standards (CCSS), which was then shared with all administrators. We also applaud the district on their intent to make the curriculum alignment plan part of the district's strategic plan, which was being developed with the assistance of the Education Alliance at Brown.

In its progress reports, Woonsocket noted that the district encouraged teachers to form study groups in order to continue the work of deepening educator understanding of the Common Core State Standards. A committee of content-specific professional development teacher leaders was established for grades 6-12 to build capacity for providing professional development. Members of this team attended RIDE supplemental trainings in content areas such as academic vocabulary, text-dependent questions, and text complexity. In the upcoming school year, these teacher leaders will in turn facilitate training on these key instructional shifts for other Woonsocket educators.

Woonsocket has made significant progress against implementing a guaranteed and viable curriculum aligned to the new Common Core State Standards. During the 2012-2013 school year, Woonsocket identified a committee of teachers to create interim assessments aligned to the CCSS for the mathematics curriculum. The committee also made adjustments to the curriculum developed during the 2011-2012 school year with the assistance of the Charles A. Dana Center. Additionally, in partnership with the Learning Community, Woonsocket identified a group of teachers who would be responsible for creating an English Language Arts curriculum aligned to the CCSS for grades K-12. Finally, a committee of teachers also worked on revising the k-5 report card to align with the CCSS. In the upcoming school year, RIDE anticipates that Woonsocket will continue to partner with RIDE and the Charles A. Dana Center to develop a K-12 science curriculum aligned to the Next Generation Science Standards.

We commend Woonsocket on their work in this area, and are happy to hear that Woonsocket has found access to expertise in other district's valuable. We look forward to hearing about additional opportunities that Woonsocket has created for further collaboration within their district and across their neighboring districts.

Intensive Curriculum Alignment and Model Curriculum Development	Year 3:SY12-13			
	Q1	Q2	Q3	Q4
Develop and communicate a multi-year Transition Plan for the Common Core State Standards implementation, including clear expectations for school level transition benchmarks and a plan for developing a curriculum aligned to the CCSS in grades K-12	X	Modify as needed	Modify as needed	Modify as needed
Identify opportunities for educators to work collaboratively to deepen understanding of CCSS (e.g. Common Planning Time, grade level team, department meetings, faculty meetings)	X	Modify as needed	Modify as needed	Modify as needed
Create implementation plan, including the identification of aligned resources, to support roll out of new curricula	X	Modify as needed	Modify as needed	Modify as needed
Develop curriculum aligned to the Common Core State Standards, including participation in Dana Center curriculum writing and leadership sessions (if applicable)	X	X	X	X

*\*Please note: the 'X' in the above table represents the anticipated completion timeline set by RIDE, not when the district completed the task. Additionally, for further clarification on the criteria used to select each status, consult the description on page one of this report.*

## System of Support 2: Instructional Improvement Systems

During the 2012-2013 school year, Woonsocket chose to implement two of the four Race to the Top projects in System of Support 2 (Interim Assessments, and the Instructional Management System). Based on the quarterly progress reports submitted by Woonsocket, as well as participation in additional applicable activities through the end of the 2012-2013 school year, we have assessed the district on each of the Year 3 scope of work tasks for those applicable projects.

During the 2012-2013 school year, Woonsocket did not implement the Formative Assessment online professional development modules. In their quarterly progress update report Woonsocket indicated that they were in the process of creating a multi-year plan for the implementation of these modules, and that the plan included identifying facilitators to support the implementation of formative assessment practices in the classroom. As noted in their report, Woonsocket intends to create more formal opportunities for teachers to meet in communities of practice through their new collective bargaining agreement.

Woonsocket chose to delay the implementation of the Interim Assessment tools during the 2012-2013 school year. Following the appointment of the Director of Curriculum, the district developed a tentative timeline for training educators, as well as protocols and expectations for the use of interim assessments. In the upcoming school year, RIDE anticipates that Woonsocket will send educators to trainings on the use of the tools.

In addition to configuring the Instructional Management System (IMS) to provide educator access to both Interim Assessments and the Formative Assessment PD modules, Woonsocket's Director of Grants and the Director of Curriculum both attended the RIDE session on the use of the IMS for Curriculum. All content areas have curriculum shells in the IMS.

During the 2012-2013 school year, four schools from Woonsocket participated in the Data Use professional development series. In the QPU reports, the district expressed that the teams found this training to be a helpful supplement to the construction of the district's strategic plan.

In the upcoming CLO sessions, we look forward to hearing about the Woonsocket's plans for implementing the formative assessment professional development series and the interim assessments, or broadening engagement in initiatives implemented during the 2012-2013 school year (e.g., Data Use professional development). Additionally, looking ahead towards the PARCC assessment, we hope to hear more from districts about how these initiatives are supporting their transition to the common core.

Interim Assessments (accessed via the Instructional Management System)	Year 3:SY12-13			
	Q1	Q2	Q3	Q4
Develop protocols or expectations regarding the use of interim assessment to inform instruction including timelines for administration and process for scoring and reporting results	X			
Send LEA-determined facilitators to RIDE provided training on both the Fixed-Form assessment tool and the test-building tool	Fixed Form	Test Builder		
Train of educators in the LEA on the administration and use of interim assessments utilizing RIDE-trained facilitators	X	X	X	X
Administration of Interim Assessments in selected grades and content area(s)	1 <sup>st</sup> Fixed Form Test	2 <sup>nd</sup> Fixed Form Test	3 <sup>rd</sup> Fixed Form Test	

Instructional Management System (IMS)	Year 3:SY12-13			
	Q1	Q2	Q3	Q4
Designate an LEA data steward to support decision making around data collections and systems implementation and to provide input and feedback on data initiatives through designated representatives	As needed	As needed	As needed	As needed
Maintain data quality standards of local student information systems and upload local assessment data and program information as required by RIDE in a timely manner	X	X	X	X
Following RIDE training, LEA Administrative Users and LEA Trainers configure the IMS for educator use and to provide end users with access and training needed to utilize the IMS for daily activities	X	X	X	X
Deepen the understanding and use of the IMS among all educators	X	X	X	X

'Data Use' Professional Development	Year 3:SY12-13			
	Q1	Q2	Q3	Q4
In coordination with RIDE, select 'Data Use' training dates for each cohort of schools, as applicable				Year 2
Identify and provide RIDE with the leadership team members from each school who will participate in Year 2 training cohorts, as applicable				Year 2
Following 'Data Use' professional development, identify district and school practices to sustain and deepen data use and collaboration	Year 1	Year 1	Year 1	Year 1

\* Please note that, for this project, 'year 1' refers to cohort 1 taking place during the 2012-2013 school year, and 'Year 2' refers to cohort 2 taking place during the 2013-2014 school year.

Formative Assessment Professional Development Modules (accessed via the Instructional Management System)	Year 3:SY12-13			
	Q1	Q2	Q3	Q4
Identify facilitators who will support the implementation of formative assessment practices in daily instruction				SY13-14
Coordinate participation of educators in training modules and communities of practice	SY12-13	SY12-13	SY12-13	SY13-14

### System of Support 3: Educator Effectiveness

During the 2012-2013 school year, Woonsocket fully implemented all components of System of Support 3 - the Innovation model for teacher evaluations, and the Rhode Island model for building administrator evaluations; and final effectiveness ratings for all teachers and building administrators have been submitted to RIDE using the Educator Performance and Support System. Based on the quarterly progress reports submitted by Woonsocket, as well as participation in additional applicable activities through the end of the 2012-2013 school year, we have assessed the district on each of the Year 3 scope of work tasks for Educator Evaluation.

To support the evaluation process, Woonsocket utilized their funding to create the position of District Educator Evaluation Administrator. The Director will provide ongoing support to principals and peer evaluators. Additionally, the district created the position of Teaching Partner. The Teaching Partners will work in classrooms as co-teachers so that permanent teachers can attend professional development. As noted in their report, Woonsocket believes this will reduce the inconsistency that substitute teachers can sometimes bring to classrooms.

In their quarterly progress update reports, Woonsocket noted that they entered into contract negotiations this year, and that language will be put in place to support the implementation of the evaluation system. The District Evaluation Committee (DEC) is meeting monthly in support of this goal, and the broader evaluation process.

During the 2012-2013 school year, all applicable Woonsocket administrators attended teacher and building administrator evaluator trainings. RIDE is also pleased to note that teachers and evaluators within the district participated in supplemental activities, such as Student Learning Objective workshops and the FFTPS calibration videos. Additionally, training was provided on the Educator Performance and Support System (EPSS). We hope that participants found these supports helpful in increasing comfort with the evaluation process.

In the Collaborative Learning for Outcomes meeting, Woonsocket noted that they were able to utilize the EPSS to facilitate the evaluation process. Looking ahead, RIDE would like to remind the district of their responsibility to ensure that all personnel responsible for evaluating both teachers and building administrators participate in applicable training activities.

As we enter into the final year of the Race to the Top grant, RIDE encourages Woonsocket to continue to engage their CLO peers in thinking about continuous support for evaluation implementation, as well as how evaluation data is being used to identify professional development needs.

Educator Evaluation	Year 3:SY12-13			
	Q1	Q2	Q3	Q4
Participate in educator evaluation model design, development and refinement feedback opportunities	X	X	X	X
Identify District Evaluation Committee members, responsible for monitoring the implementation of the system and providing recommendations to LEA leadership teams				X
Identify individuals who will serve as primary and, if applicable, secondary/complementary evaluators				X
Send all required evaluators to RIDE-provided evaluator training on model; Send evaluators and system administrators to training on the Educator Performance Support System (EPSS) data system			Mid-year half-day training	Mid-year half-day training
Examine LEA Policies and Contracts for Challenges; where applicable, consider memorandums of understanding or contract renewal language which will support district implementation of evaluations	X	X	X	X
Create a plan for the appropriate use of funds to support implementation of educator evaluation system				X
Complete required components of RI Model for educator and building administrator evaluations	SLOs and Goals	Midyear Conference	Midyear Conference	EOY Report & Summative rating
Submit evaluation data and documentation (e.g. component and summative level ratings, verified rosters); provide other requested information to support RIDE research and system improvement	X	X	X	X
Use Evaluation Data to identify individual and school/district-wide professional development needs and act on those needs			X	X

### System of Support 4: Human Capital Development

During the 2012-2013 school year, Woonsocket participated fully in the Beginning Teacher Induction program. Based on the quarterly progress reports submitted by Woonsocket, as well as participation in additional applicable activities through the end of the 2012-2013 school year, we have assessed the district on each of the Year 3 scope of work tasks for Beginning Teacher Induction. Additionally, Woonsocket has continued their utilization of SchoolSpring for recruitment of staff on an as needed basis.

All applicable beginning teachers in Woonsocket received induction coaching services. Additionally, four Woonsocket educators served as Induction Coaches. In its quarterly progress reports, Woonsocket did not note any challenges around this work.

In the upcoming CLO sessions, RIDE looks forward to engaging in a deeper conversation around the revisions that Woonsocket and other LEAs have made to their hiring policies, timelines, and processes in order to support broader human capital initiatives including recruitment of highly qualified and diverse candidates and providing data-driven induction support to beginning teachers.

Beginning Teacher Induction	Year 3:SY12-13			
	Q1	Q2	Q3	Q4
If applicable, recommend potential Induction Coaches to RIDE				X
Review and revise hiring policies, timelines and processes in order to support appropriate and timely projections for anticipated hires requiring induction coach services			X	
Provide RIDE with list of beginning teachers who will receive Induction Coach support in a timely manner in order to ensure that all beginning teachers have coaching	X			X
Participate in RIDE-provided information opportunities in order to learn about induction coach program				X
Provide feedback to RIDE on the development and integration of existing mentorship programs into a sustainable, instructionally-focused state or district-wide Induction Coach model			X	X

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## Appendix A: Overall District Goals and Performance Measures

The table below contains each district's previously established performance measures. These measures provide the state and district with a baseline from which to monitor progress, be held accountable, and recognize success as we advance toward our goals. Please note: The RTT accountability goals set below are separate and performance against those goals does not have an impact on the state-wide accountability system. Additionally, since setting the goals, the US Department of Education has requested that the state revise its goals on college enrollment and college course completion. Therefore, at this time, we have not updated your progress towards these post-secondary goals. Each district has an opportunity to review their current data and revise the goals to better align with the state goals on these measures.

Woonsocket Performance Measures	2009-2010	2010-2011		2011-2012		2012-2013		2013-2014		2014-2015
	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
<b>Students entering the fourth grade will be proficient in reading on NECAP</b>	54%	58%	59%	62%	59%	67%	56%	72%		77%
<i>-The gap between white and black students will be cut in half</i>	13	12	4	11	15	10	7	8		6
<i>-The gap between white and Hispanic students will be cut in half</i>	29	26	12	23	14	20	21	17		14
<i>-The gap between non-economically disadvantaged students and economically disadvantaged students will be cut in half</i>	23	21	15	19	13	17	22	13		11
<i>-The gap between students without IEPs and those with IEPs will be cut in half</i>	47	44	56	39	36	34	47	29		25
<b>Students entering the fourth grade will be proficient in mathematics on NECAP</b>	53%	58%	55%	62%	59%	66%	56%	70%		75%
<i>-The gap between white and black students will be cut in half</i>	19	17	8	15	29	13	13	11		10
<i>-The gap between white and Hispanic students will be cut in half</i>	28	26	18	23	26	20	29	17		14
<i>-The gap between non-economically disadvantaged students and economically disadvantaged students will be cut in half</i>	25	22	23	20	19	18	23	15		12
<i>-The gap between students without IEPs and those with IEPs will be cut in half</i>	38	34	43	30	34	26	54	22		19
<b>Students entering the eighth grade will be proficient in reading on NECAP</b>	51%	58%	60%	62%	63%	66%	56%	70%		75%
<i>-The gap between white and black students will be cut in half</i>	-2	-	13	-	6	-	4.7	-		-
<i>-The gap between white and Hispanic students will be cut in half</i>	22	20	13	18	17	16	19	14		11
<i>-The gap between non-economically disadvantaged students and economically disadvantaged students will be cut in half</i>	19	17	9	15	17	12	20	10		9
<i>-The gap between students without IEPs and those with IEPs will be cut in half</i>	49	46	46	41	46	35	44	30		25
<b>Students entering the eighth grade will be proficient in mathematics on NECAP</b>	30%	39%	33%	48%	36%	57%	35%	66%		75%
<i>-The gap between white and black students will be cut in half</i>	8	7	19	7	11	5	11	4		4
<i>-The gap between white and Hispanic students will be cut in half</i>	11	10	16	9	19	7	15	6		5
<i>-The gap between non-economically disadvantaged students and economically disadvantaged students will be cut in half</i>	14	13	17	12	11	10	21	9		7
<i>-The gap between students without IEPs and those with IEPs will be cut in half</i>	27	23	34	20	40	18	31	15		13
<b>85% of students who first entered 9th grade 4 years prior will graduate from high school</b>	62%	65%	n/a*	70%	63%	75%	65%	80%		85%
77% of students who graduate from high school will enroll in an institution of higher education (IHE) within 16 months of receiving a diploma	57%	60%	n/a	63%	50%	66%	n/a	72%		77%
70% of high school students who enroll in an IHE within 16 months of graduation will at least one year's worth of credit within two years of enrollment in the IHE	77%	76%	n/a	79%	n/a	82%	n/a	85%		90%

\* n/a indicates that the data is not available, either because the n size is below 20 or because there are no students in that category. Additionally, a hyphen ( - ) indicates that the LEA did not set a goal for the applicable performance measure.