

Transforming Education in Rhode Island



The Race to the Top Opportunity

Pawtucket 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 Pawtucket self-reported status against the Year 3 Race to the Top projects. During Year 3, Pawtucket has fully participated in the following projects: Model Curriculum and Intensive Curriculum Alignment, Formative Assessment PD, Data Use PD, Educator Evaluation, and New Teacher Induction.

In Year 4, we anticipate that Pawtucket may expand their participation to include initiatives not implemented during Year 3 in addition to deepening participation in the initiatives already implemented.

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
								?																			

ON-TRACK	The majority of tasks from the prior quarter are complete, and tasks from the current quarter are on-track to be completed.
DELAYED	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.
OFF TRACK	The majority of tasks anticipated to date have not been completed and/or the LEA is having significant challenges with some tasks.
NOT APPLICABLE	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, Pawtucket met the bar for participation in all four quarterly CLO meetings. All quarterly progress reports were submitted on time, and Pawtucket sent consistent participants to the quarterly meetings, representing appropriate levels of LEA leadership. We appreciate Pawtucket's continued advice and input on how we can strengthen our implementation of our RTT work. We especially want to recognize all the work you and your team did in preparation for the USED on-site visit for RTT in February 2013.

As we near the end of the grant, we hope that Pawtucket 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 Pawtucket, 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 commend Pawtucket on its efforts to expand and deepen educator and administrator knowledge of the Common Core State Standards (CCSS). In its progress reports, Pawtucket noted that professional development sessions were held for principals around specific CCSS updates, and principals were provided with tools to bring back to staff. Additionally, a series of professional development sessions were held for teachers to collaboratively create new writing tasks and rubrics, with a focus on 'Responding to Informational Text' and 'Writing an Argument'. Feedback on the sessions has been quite positive, and the district is planning for future collaborative sessions.

Pawtucket 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, Pawtucket worked with East Providence and the Dana Center to develop curriculum units and scope and sequence documents in both English language arts and mathematics. At the start of the school year, all teachers received a binder containing the first ELA and math units for grades K-12. The remaining units were distributed once they were approved by the Dana Center. The curriculum units also included resources and tasks for each unit as identified through national sources (i.e., Illustrative Mathematics Tasks, Mathematics Assessment Project, and the CCSS Toolbox).

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

Pawtucket worked to submit teacher-course-student data and to configuring the Instructional Management System (IMS) in order for educators to fully access both the Interim Assessments and the Formative Assessment PD modules. Due to technology issues with the platform, Pawtucket elected not to deeply invest in training educators on the IMS platform. Additionally, the district scaled back their implementation plans for the Interim Assessments.

During the 2012-2013 school year, Pawtucket implemented the Formative Assessment online professional development modules with approximately fifteen facilitators. In their quarterly progress update report, the district noted that the majority of administrators and teachers were enrolled in the sessions; however, technical challenges made it difficult to continue to implement this work throughout the year. As a result, Pawtucket only offered communities of practice for Modules 1 and 2 during Year 3. The district noted that they plan to continue to work over the summer and into next year.

Pawtucket fully participated in the Data Use professional development series. During the 2012-2013 school year, 64 teachers and administrators participated in the PD series. In the QPU reports, the district expressed that the teams found this training helpful.

In the upcoming school year, Pawtucket has indicated that they will expand participation in formative assessment professional development series. We look forward to hearing more about Pawtucket's plans for implementing these new initiatives.

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 st Fixed Form Test	2 nd Fixed Form Test	3 rd 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, Pawtucket fully implemented all components of System of Support 3 - the RIDE-approved Innovation model for teachers, 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 Pawtucket, 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 educator evaluation implementation process, the district held training for evaluators on entering the ratings into EPSS, in addition to training for personnel evaluating building administrators. Furthermore, the District Evaluation Committee met regularly throughout the year to address issues as they arose. Pawtucket also provided ongoing professional development and 'supported work sessions' to teachers and administrators after school in the areas of Student Learning Objectives, Professional Growth Goals, and Lesson Planning.

During the 2012-2013 school year, all applicable Pawtucket 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. We hope that participants found these supports helpful in increasing comfort with the evaluation process. Additionally, district administrators have attended and/or registered for applicable summer 2013 training.

In their quarterly progress update report, Pawtucket noted that they completed extensive corrections to their single sign-on data in order to provide educators with access to the Educator Performance and Support System (EPSS). All educators submitted self-reflections and professional growth goals using the EPSS, and all instructional educators completed formal lesson plan son that platform.

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 Pawtucket 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, Pawtucket participated fully in the Beginning Teacher Induction program. Based on the quarterly progress reports submitted by Pawtucket, 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, Pawtucket has continued their utilization of SchoolSpring for recruitment of staff on an as needed basis.

In its quarterly progress reports, Pawtucket indicated that 35 beginning teachers were assigned to a coach, while three were still waiting to be assigned. Some initial negative feedback was received regarding the communication around coaches' availability. We appreciate that the district continued to work with RIDE's Induction Program, despite the challenges faced.

In the upcoming CLO sessions, RIDE looks forward to engaging in a deeper conversation around the revisions that Pawtucket 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

System of Support 5: School Transformation and Innovation

During the 2012-2013 school year, Pawtucket continued to implement key school turnaround activities to ensure that Cohort II identified persistently lowest achieving schools moved forward on their respective plans to increase student achievement. We appreciate that, during the 2012-2013 school year, Pawtucket maintained an active partnership with RIDE and that the district and schools jointly worked to ensure that school leadership teams participated in the professional development activities outlined in the scope of work tasks and commitments under Race to the Top. We encourage the district to refer to the monitoring and reporting completed under the school turnaround efforts for a more robust synopsis of that work.

School Achievement Specialists	Year 3:SY12-13			
	Q1	Q2	Q3	Q4
Work with RIDE to establish progress monitoring plan for School Achievement Specialist vendor	X			
Monitor the effectiveness of cohort I and II school achievement specialists supporting identified schools in collaboration with RIDE				X
Adjust and modify School Achievement Specialist supports to PLAs as needed	X			

Turnaround Principal Leaders Corps	Year 3:SY12-13			
	Q1	Q2	Q3	Q4
Identify and recommend to RIDE school-based, district-based and non school-based leaders within the LEA as potential participants for the turnaround principal leadership corps group I and group II			II	II
Turnaround Principal Corps members attend residency and professional development as offered by RIDE	X	X	X	X
Determine the placement for Turnaround Principal Leader corps members following successful completion of residency program			X	X

Spring 2012 and Summer Leadership Institute	Year 3:SY12-13			
	Q1	Q2	Q3	Q4
Provide feedback on the design and delivery of spring 2012 and summer institutes			X	
Identify a core team to attend spring 2012 and summer institutes			X	
Attend spring 2012 and summer institute training			Summer 2013	
Identify the need for up to 5 days of additional job-embedded follow-up to spring 2012/summer institute and coordinate delivery with the RIDE vendor			X	

Teacher Evaluation Support	Year 3:SY12-13			
	Q1	Q2	Q3	Q4
Hire/procure Teacher Evaluation Support services	X			
Work with RIDE to establish progress monitoring plan for Teacher Evaluation Support services and/or vendor	X			
Monitor the effectiveness of Teacher Evaluation Support vendor/services	X	X	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.

Pawtucket Performance Measures	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
	Actual	Goal	Actual	Goal	Actual	Goal
Students entering the fourth grade will be proficient in reading on NECAP	56%	59%	61%	63%	60%	66%
<i>-The gap between white and black students will be cut in half</i>	9	9	2	8	0.2	8
<i>-The gap between white and Hispanic students will be cut in half</i>	7	6	-0.4	6	5	5
<i>-The gap between non-economically disadvantaged students and economically disadvantaged students will be cut in half</i>	13	13	12	12	14	12
<i>-The gap between students without IEPs and those with IEPs will be cut in half</i>	47	45	43	43	52	41
Students entering the fourth grade will be proficient in mathematics on NECAP	51%	55%	53%	59%	48%	63%
<i>-The gap between white and black students will be cut in half</i>	12	12	-4	11	9	11
<i>-The gap between white and Hispanic students will be cut in half</i>	14	14	6	13	11	13
<i>-The gap between non-economically disadvantaged students and economically disadvantaged students will be cut in half</i>	10	10	14	9	14	9
<i>-The gap between students without IEPs and those with IEPs will be cut in half</i>	43	41	44	39	41	37
Students entering the eighth grade will be proficient in reading on NECAP	55%	58%	62%	63%	67%	66%
<i>-The gap between white and black students will be cut in half</i>	11	11	12	10	1	10
<i>-The gap between white and Hispanic students will be cut in half</i>	4	4	13	3	10	3
<i>-The gap between non-economically disadvantaged students and economically disadvantaged students will be cut in half</i>	12	12	12	11	11	11
<i>-The gap between students without IEPs and those with IEPs will be cut in half</i>	42	40	45	38	51	36
Students entering the eighth grade will be proficient in mathematics on NECAP	41%	-	40%	53%	38%	59%
<i>-The gap between white and black students will be cut in half</i>	10	10	20	9	0.4	9
<i>-The gap between white and Hispanic students will be cut in half</i>	6	6	16	6	11	5
<i>-The gap between non-economically disadvantaged students and economically disadvantaged students will be cut in half</i>	10	10	11	9	13	9
<i>-The gap between students without IEPs and those with IEPs will be cut in half</i>	39	37	33	35	40	33
85% of students who first entered 9th grade 4 years prior will graduate from high school	55%	59%	n/a*	64%	63%	68%
77% of students who graduate from high school will enroll in an institution of higher education (IHE) within 16 months of receiving a diploma	60%	61%	n/a	62%	48%	63%
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	78%	79%	n/a	80%	n/a	81%

* 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.