



North Providence Race to the Top Implementation Update: Years 1 and 2

The Annual Stocktaking provides both the state and the Local Education Agency 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. This report also identifies areas (if any) in which LEAs are struggling with their ability to meet the Race to the Top commitments and may need assistance and support to meet their goals. We have also included suggestions, based on the LEA’s accomplishments and upcoming implementation activities, where we believe other districts would benefit from hearing their implementation strategies.

Stocktaking Overview

The table below shows the self-reported status against the year 2 Race to the Top projects for North Providence. During year 2, North Providence has fully participated in the following projects: Study of the Standards, Model Curriculum and Intensive Curriculum Alignment, Educator Evaluation, Recruitment Platform, and New Teacher Induction.

In addition, North Providence has begun planning for the implementation of the following Year 3 projects: Formative Assessment Professional Development, ‘Data Use’ Professional Development, and the Interim Assessments.

LEA	STUDY OF THE STANDARDS				MODEL CURRICULUM				EDUCATOR EVALUATION				RECRUITMENT (SchoolSpring)				INDUCTION			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
North Providence																				

GREEN	Implementation is on track and there is evidence that the work is taking hold at the district/school level
YELLOW	Implementation is delayed and more preparation or alternative strategies are needed for the work to take hold at the district/school level
RED	Implementation is at risk or off track; there are significant barriers to implementation that your district is facing in the short-term (3-6 mos)
NA	The district is not implementing this project, or the project implementation has not yet started.

Summary of 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 the quality of RTT implementation is best supported through peer-to-peer sharing, and that the CLO meetings provide LEAs with an opportunity to learn from one another and to gain insights on how to address specific challenges of capacity and practice.

During the 2011-2012 year, North Providence met the bar for participation in all four quarterly CLO meetings. All quarterly progress reports were submitted on-time and North Providence sent consistent participants to the quarterly meetings, which helped build rapport within the CLO group. Additionally, the participants reflected appropriate levels of LEA leadership, were knowledgeable about North Providence’s RTT implementation activities and contributed fully in the peer-to-peer discussion. We also appreciated North Providence’s practice sharing during quarter 3.

In addition to North Providence’s participation in the CLO process, and in individual RTT projects, we also want to thank the district for their active participation in the Virtual Learning Math Modules (VLMM) summer training and scale-up. We look forward to hearing more information about the district’s use of the modules during the upcoming school year.

In the upcoming year, we are looking forward to having more meaningful conversations around the implementation accomplishments and challenges faced by each district. With that in mind, we would encourage you to continue sharing the tools and strategies you are using in your district and have made suggestions in this report around areas that we would appreciate hearing about in greater detail.

System of Support 1: Standards and Curriculum

As of July 2012, North Providence is on-track against the System of Support 1 year 1 and year 2 commitments and tasks for Race to the Top, reflected in the tables below. Based on the quarterly progress reports submitted by North Providence, we have assessed the district as 'on track', 'delayed' or 'off track/at risk' on each task utilizing the criteria described on page 1 of this report.

Study of the Standards	Year 1: SY10-11	Year 2: SY11-12	
Identify educators to participate in the Study of the Standards	X*	X	X
Specify names and invite participants	X	X	X
Coordinate schedule with RIDE for all participants	X	X	X
Complete planned educator training	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.

Intensive Curriculum Alignment and Model Curriculum Development	Year 1: SY10-11	Year 2: SY11-12	
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	X	X
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	X
Conduct analyses of each core curricula to ensure that each is aligned to standards, guaranteed and viable	X		
Identify which, if any, curriculum development is needed as well as the method by which curriculum will be developed (i.e. Model Curriculum with the Charles A. Dana Center, through an LEA cohort, or individually)	X	X	
Create implementation plan, including the identification of aligned resources, to support roll out of new curricula		X	X
Develop curriculum aligned to the Common Core State Standards, including participation in Dana Center curriculum writing and leadership sessions (if applicable)		X	X

North Providence distributed copies of the common core state standards to all relevant educators. As noted in North Providence's quarterly progress reports, the district sent 175 educators to the Study of the Standards training sessions which met their RTT goals (i.e., 85% of core educators in the district).

To encourage teacher engagement in the transition to the common core state standards (CCSS), North Providence began utilizing the standards guidebooks in their lesson development. The district formed two committees (K-6 and K-12) to work on transitioning the existing curriculum to the new standards. The committees also mapped out a plan for piloting the curriculum development and implementation process.

North Providence has made significant progress against implementing a guaranteed and viable curriculum aligned to the new common core state standards. During the 2010-2011 school year, elementary school teachers participated in science curriculum activities. The district began formal curriculum development for K-12 ELA and mathematics during the 2011-2012 school year. At the secondary level, teams met with consultants from the East Bay Educational Collaborative (EBEC) to begin developing curricula. High school staff invited RIDE curriculum specialists to support their work on curriculum alignment. The science teachers continued to build on the previous year's work and, during the 2011-2012 school year, refined the curriculum using an inquiry-based program. We are pleased to note that North Providence received grant funding from RIDE to work with several other districts to create resources and lesson plans aligned to a K-12 mathematics model curriculum.

In their quarterly progress reports, North Providence noted that they have encountered the following challenges around this work:

- Limited number of professional days or funds to support in-depth professional discussion of the standards
- Lack of teacher leaders assigned to lead this work at the middle school level; lack of principal support

We want to commend North Providence on their collaboration (both in-district and cross-district) around resources and strategies that will deepen educator understanding of the new Common Core State Standards and accelerate the implementation of the new standards at the classroom level. As the district continues their transition work, we would encourage the district to consider attending supplemental RIDE professional development geared towards increasing readiness to transition through focusing on text complexity, developing text-dependent questions, and deepening understanding of the mathematics standards.

We hope that you will take the opportunity to share the curriculum materials you are developing with your fellow CLO colleagues during upcoming meetings, or with all districts through the Instructional Management System (IMS).

System of Support 2: Instructional Improvement Systems

As of July 2012, North Providence is on-track against the System of Support 2 year 1 and 2 commitments and tasks for Race to the Top.

Thus far, North Providence has reported that they intend to partially implement the Formative Assessment online professional development modules, and registered/attended the facilitator orientation sessions that took place in August 2012. Additionally, the district will implement the Interim Assessments and have registered/attended training on the administration and scoring of the assessments. Finally, North Providence has also confirmed that they plan to engage school data leadership teams in 'Data Use' professional development starting in August 2012 and running through the remaining school year, and have confirmed logistics with RIDE for the initial sessions.

North Providence did not register for training on the Instructional Management System (IMS) Primary (Pinnacle) and Rtl (Exceed) platforms, as well as for Administrator training.

In the upcoming CLO sessions, we look forward to hearing about the successes and challenges that North Providence has encountered while implementing these systems, as well as the district's progress around building teacher engagement in the various IMS tools and resources. Additionally, for those participating in the 'Data Use' professional development, we would be interested in hearing some of the strategies that North Providence has learned around deepening collaboration around data and using data to change instructional outcomes.

	Year 1: SY10-11	Year 2: SY11-12	
Formative Assessment Online Professional Development Modules			
Create multiyear plan for implementation of formative assessment PD modules, including the process and timelines by which all educators will participate in the formative assessment training modules			X
Identify facilitators who will support the implementation of formative assessment practices in daily instruction			X

	Year 1: SY10-11	Year 2: SY11-12	
Instructional Management System (IMS)			
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	Identify LEA Data Steward	X	X
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
Review the RIDE <i>IMS Training Plan</i> and develop a multiyear training and implementation plan to provide all educators with access and training on the system			X
Based on <i>IMS Training Plan</i> guidance, register and attend training for Administrative Users (i.e. users who will maintain and configure both the Primary IMS and Rtl Module) and LEA Trainers (i.e. staff to be trained as trainers)			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

	Year 1: SY10-11	Year 2: SY11-12	
'Data Use' Professional Development			
Complete a needs assessment survey indicating the use of and collaboration around data within schools and across the LEA			X
Based on RIDE implementation plan, determine the timing (i.e. Year 1, Year 2, or staggered across Year 1 and Year 2) of LEA participation in 'Data Use' Professional Development and provide RIDE with the schools that will participate in Year 1 and/or Year 2 training cohorts			X
In coordination with RIDE, select 'Data Use' training dates for each cohort of schools, as applicable			Year 1
Identify and provide RIDE with the leadership team members from each school who will participate in the Year 1 and/or Year 2 training cohorts, as applicable			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.

	Year 1: SY10-11	Year 2: SY11-12	
Interim Assessments			
Identify method by which all educators will have access to interim assessments			X
Develop timeline for training of all educators in the use of interim assessments utilizing train-the-trainer model			X
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

System of Support 3: Educator Effectiveness

As of July 2012, North Providence is on-track against the System of Support 3 year 1 and 2 commitments and tasks for Race to the Top.

Educator Evaluation	Year 1: SY10-11	Year 2: SY11-12	
Participate in educator evaluation model design, development and refinement feedback opportunities.	X	X	X
Identify District Evaluation Committee members, responsible for monitoring the implementation of the system and providing recommendations to LEA leadership teams.	X	X	X
Participate in field testing to support RI Model development	X		
Identify individuals who will serve as primary and, if applicable, secondary/complementary evaluators	X		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	X	X	X
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
Create a plan for the appropriate use of funds to support implementation of educator evaluation system.	X		X
Complete required RI Model components of educators and building administrator evaluations.		X	X
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

Based on their quarterly progress reports, North Providence has implemented all components of the Rhode Island Model for teacher and building administrator evaluations and the district has submitted final summative evaluation ratings for the 2011-2012 school year. North Providence created a District Evaluation Committee (composed of teachers, support personnel, principals, central office staff, and union reps) which has been submitted to RIDE.

In the quarter 3 CLO meeting, North Providence shared that they were able to utilize department heads at the secondary level to serve as primary evaluators. This greatly increased the district capacity to implement the evaluations. To support teacher understanding of the evaluation process, North Providence administrators worked with teachers to write common professional and student learning objectives. Additionally, North Providence utilized their RIDE-trained Intermediary Service Provider to ensure continuity and calibration in the SLOs and professional growth plans developed across buildings.

Evaluators from North Providence attended all training modules offered by RIDE during the 2011-2012 school year, and evaluators from the LEA also attended the summer 2012 training Academies. We want to remind the LEA that, in addition the Academy training, all personnel responsible for evaluating teachers and building administrators must attend two half-days of additional professional development taking place over the 2012-2013 school year as well as online observation practice. Personnel responsible for evaluating both teachers and building administrators are only required to attend professional development and training for teacher evaluators (e.g., the *Academy for Personnel Evaluating Teachers*).

In their quarterly progress report, North Providence noted that they have encountered the following challenges around this work:

- Limited technology infrastructure to effectively use data and math assessment results to student progress
- Time constraints, particularly at the secondary level, for longer evaluation meetings (e.g., conferences and observations)
- Consistent messaging between all schools
- Legal challenges with collective bargaining unit

RIDE has appreciated North Providence’s collaboration and thought partnership around the development and refinement of educator evaluation processes. We hope that North Providence continues to share the strategies and resources they are using to support their evaluation process during the upcoming CLO meetings.

System of Support 4: Human Capital Development

As of July 2012, North Providence is on-track against the System of Support 4 year 1 and 2 commitments and tasks for Race to the Top.

Recruitment (SchoolSpring)	Year 1: SY10-11	Year 2: SY11-12	
Provide RIDE with feedback on the desired functionality of a state-wide recruitment platform	X		
Attend orientation sessions with selected vendor and train relevant personnel as needed	X	X	
Post open positions using the state-wide Recruitment Platform (SchoolSpring)		X	X

Beginning Teacher Induction	Year 1: SY10-11	Year 2: SY11-12	
Provide RIDE with feedback around the proposed design of the Induction Coach program	X		
If applicable, recommend potential Induction Coaches to RIDE	X		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		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	X	X

In preparation for the 2012-2013 school year, North Providence continued to utilize the SchoolSpring recruitment platform to recruit for open positions.

During the 2011-2012 school year, North Providence had no new beginning teachers and, therefore, did not receive induction coach services from RIDE. In the upcoming school year, RIDE looks forward to working with the administrators to support beginning teachers (if applicable).

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

Summary of Fiscal Spending To-Date (As of September 24th, 2012)

The table below contains an overview of North Providence’s fiscal spending through September 24, 2012 as well as the total funds available for reimbursement from years 1 and 2 and for the remaining grant period.

As we approach year 3 of our Race to the Top implementation, RIDE will be revising all LEA allocations in AcceleGrants as necessary to align with the updated State Scope of Work and the revised budget that was approved by the U.S. Department of Education in April. Our Race to the Top revised budget allowed us to redistribute unspent funds and savings realized after the first year-and-a-half of the program. Savings were primarily due to less spent on personnel, lower costs for contracts than anticipated, and revisions to some program designs. These revisions affected LEA budgets as well as the state budget. Savings in contracts were passed along to LEAs.

Please note that, in the table below, the Total Years 1-4 remaining reflects the amended funding. As a result of the budget amendment, LEAs will likely see the funds increase or shift to SEA set asides. The amended budgets will be available in Accelegrants starting Friday, September 21st. RIDE will be sending out instructions to all LEA business managers on the shifts in LEA direct allocations and set-asides and on how to amend Race to the Top budgets for the remaining funding available. If you have any questions on the revised allocations, please contact David Alves at 222-4271 (david.alves@ride.ri.gov), or Crystal Martin at 222-8482 (crystal.martin@ride.ri.gov).

	Total Years 1-2 Allocation	Reimbursed through 9/24/2012	Years 1-2 Funds Remaining	Total Years 1-4 Remaining
STANDARDS & CURRICULUM	\$25,065.00	\$0.00	\$25,065.00	\$25,065.00
INSTRUCTIONAL IMPROVEMENT SYSTEMS*	\$27,840.00	\$12,433.58	\$15,406.42	\$55,253.42
EDUCATOR EFFECTIVENESS	\$126,450.00	\$0.00	\$126,450.00	\$131,277.00
HUMAN CAPITAL DEVELOPMENT	\$0.00	\$0.00	\$0.00	\$0.00
SCHOOL TRANSFORMATION AND INNOVATION	N/A	N/A	N/A	N/A
NON-COMMITTED				
TOTAL				

* RIDE has allocated an additional \$4,747 in funds to North Providence for the support of the Teacher-Course-Student data collection.