Superintendent Leadership & the Regents Reform Agenda
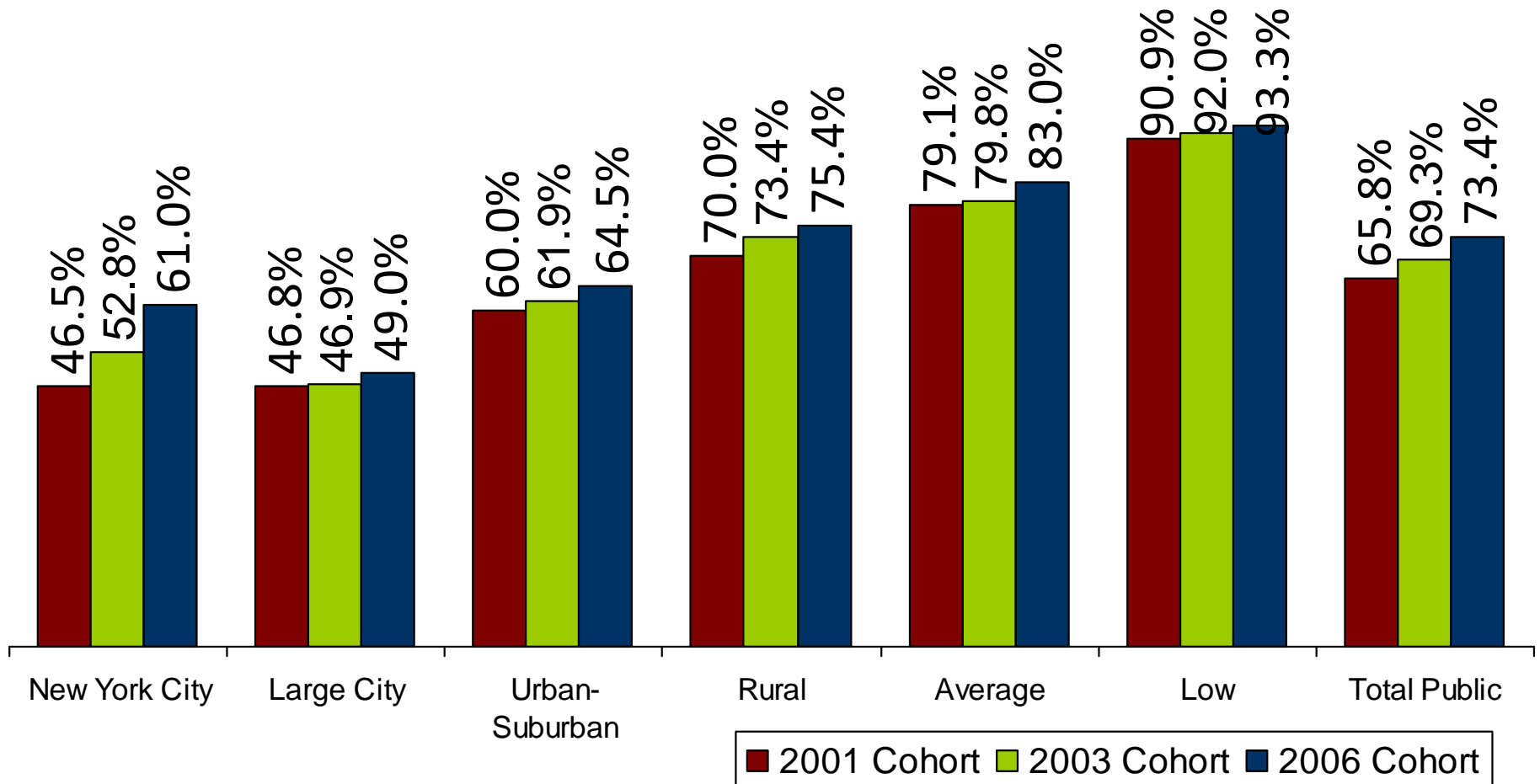
NYSCOSS
September 26, 2011

# Statewide Graduation Rates Are Up

% Students Graduating with Regents or Local Diploma After 4 Years
Results through June, All Students

	2001 Cohort	2003 Cohort	2006 Cohort
New York City	46.5%	52.8%	61.0%
Large City	46.8%	46.9%	49.0%
Urban-Suburban	60.0%	61.9%	64.5%
Rural	70.0%	73.4%	75.4%
Average	79.1%	79.8%	83.0%
Low	90.9%	92.0%	93.3%
Total Public	65.8%	69.3%	73.4%

College Instructors and Employers Say Graduates Are Not Prepared for College and Work

Average estimated proportions of recent high school graduates who are not prepared
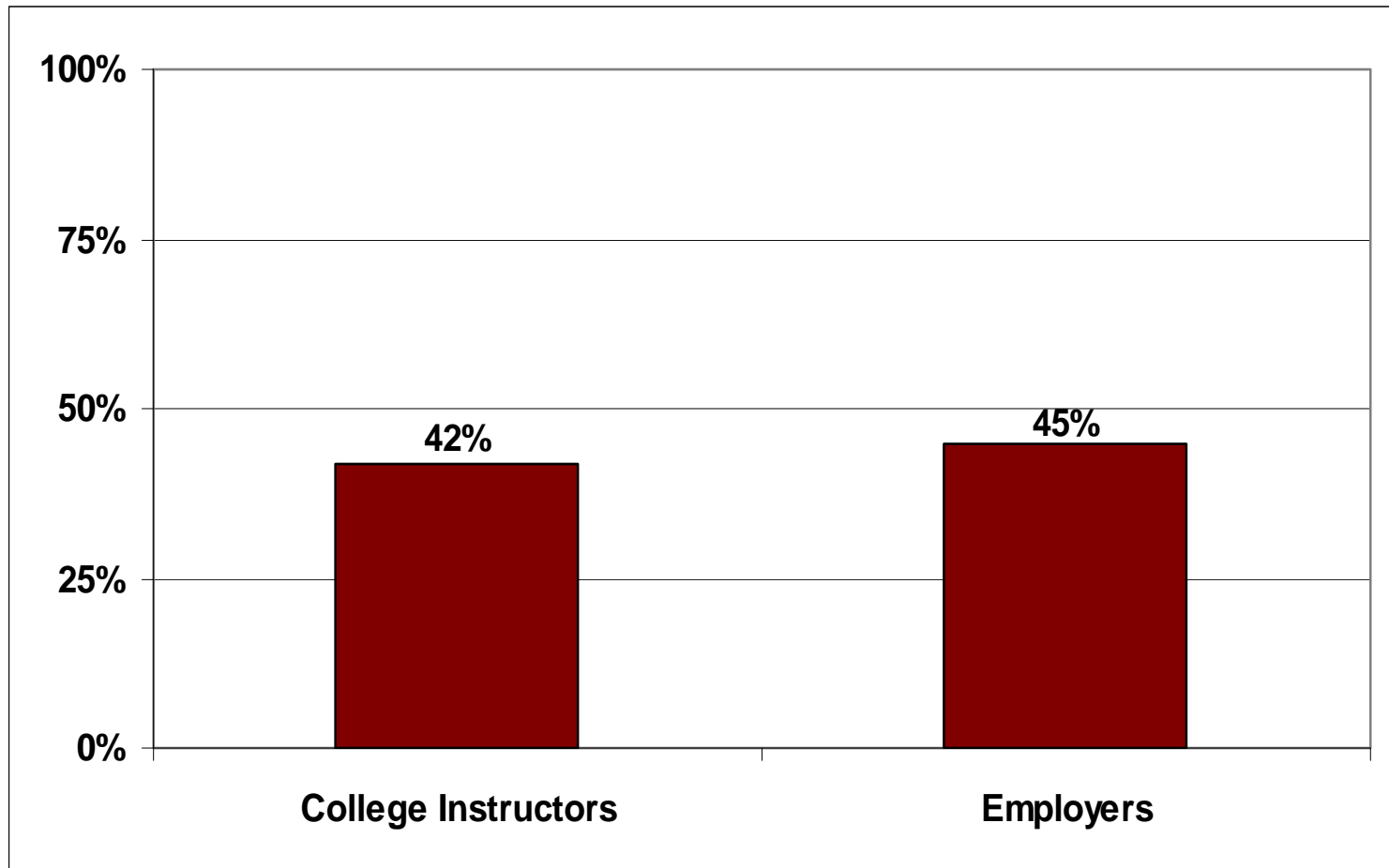
Source: Peter D. Hart Research Associates/Public Opinion Strategies, Rising to the Challenge: Are High School Graduates Prepared for College and Work? prepared for Achieve, Inc., 2005.

Increasing Demands of Economic Competitiveness

- The global economy is changing the nature of work and the kinds of jobs our young people will enter.

- Jobs that once required a high school degree and paid a family-sustaining-wage and included retirement and health benefits are disappearing, and new jobs require more knowledge and skills than ever before.

- Today, roughly two-thirds of all new jobs require some form of postsecondary education.

- Experts say this percentage only will increase in the future.
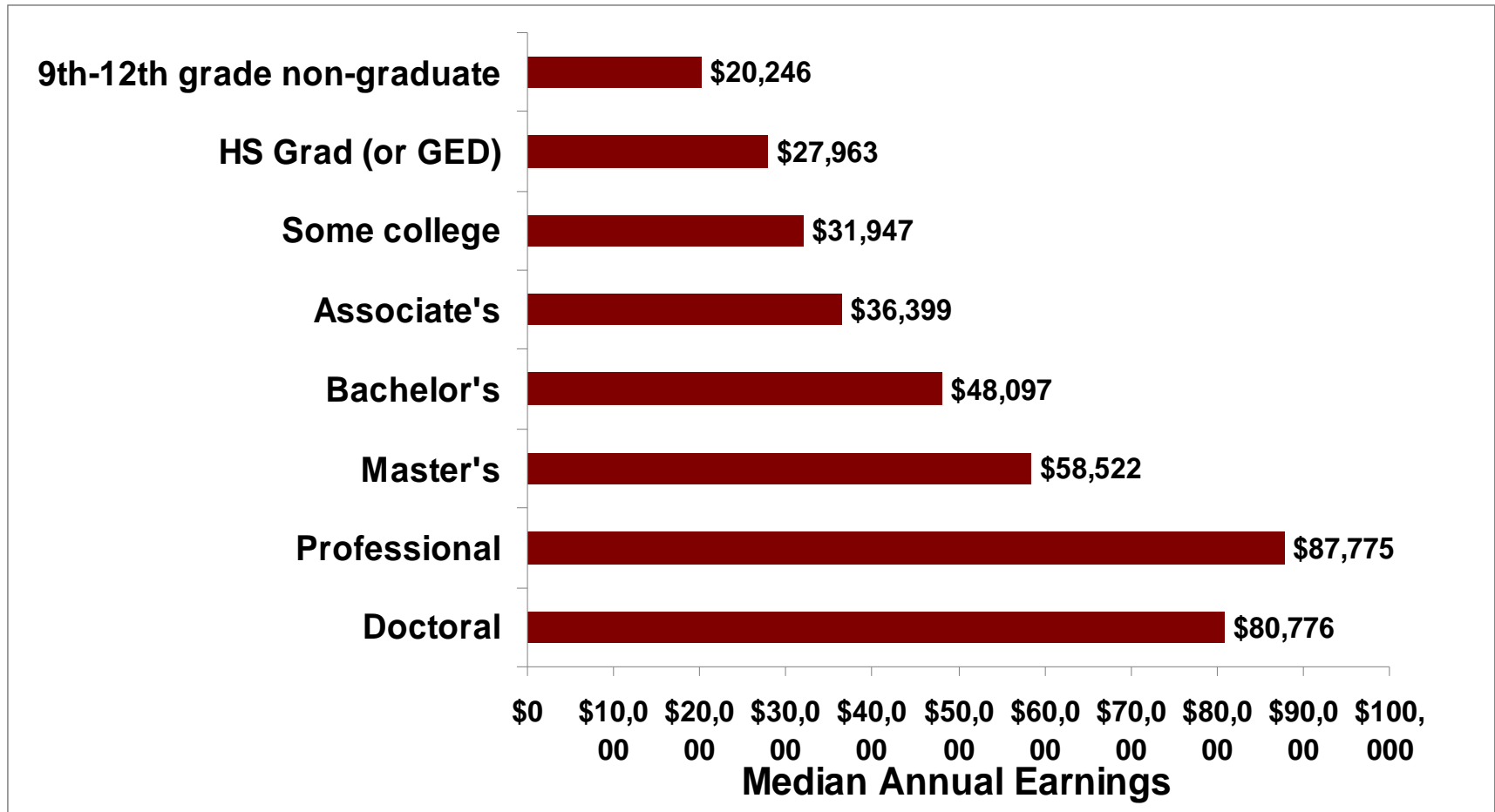
Why Do We Need To Change?

7 of the Top 10 Fastest-Growing Occupations Require a Post-Secondary Degree

Education or training level for fastest growing occupations, 2008 to 2018		
Rank	Title	Education or training level
1	Biomedical engineers	Bachelor's degree
2	Network systems analysts	Bachelor's degree
3	Home health aides	Short-term on-the-job training
4	Personal and home care aides	Short-term on-the-job training
5	Financial examiners	Bachelor's degree
6	Medical scientists	Doctoral degree
7	Physician assistants	Master's degree
8	Skin care specialists	Postsecondary vocational award
9	Biochemists and biophysicists	Doctoral degree
10	Athletic trainers	Bachelor's degree

Source: Employment Projections Program, U.S. Department of Labor, U.S. Bureau of Labor Statistics

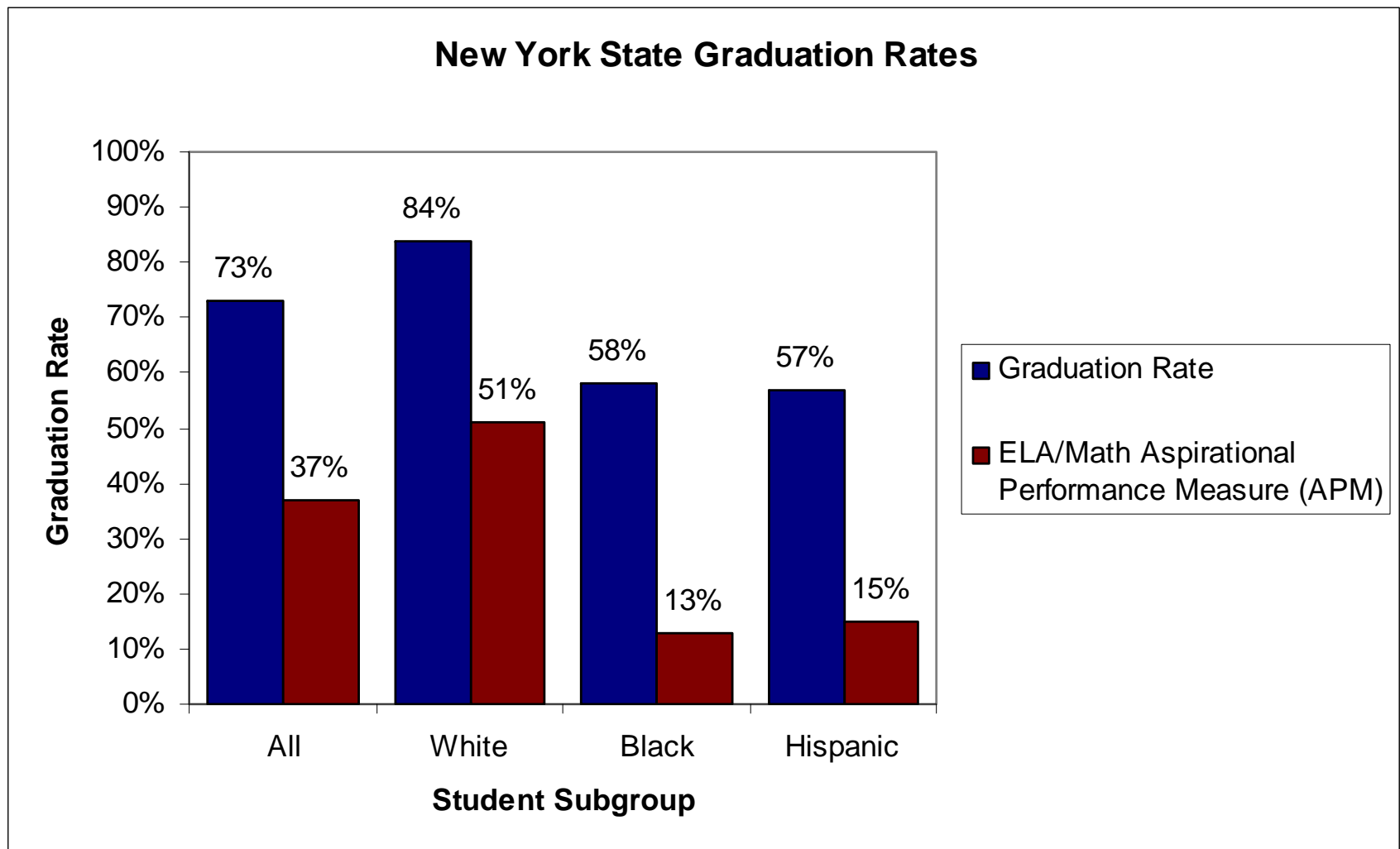# Higher education degree holders earn more and contribute more to economic growth

Education Level	Median Annual Earnings
9th-12th grade non-graduate	$20,246
HS Grad (or GED)	$27,963
Some college	$31,947
Associate's	$36,399
Bachelor's	$48,097
Master's	$58,522
Professional	$87,775
Doctoral	$80,776

Median Annual Earnings

Source: Current Population Survey, 2008

College and Career Readiness

- Aspirational Performance Measures
  - Regents Diploma with Advanced Designation
  - Regents Diploma with Credit-Bearing Course-Ready English Language Arts and Math Scores

- Other College and Career Readiness Indicators
  - International Baccalaureate Diplomas
  - Advanced Placement Courses
  - Earning College Credits in High School

Graduation Rates in New York State*

New York State Graduation Rates

Legend:
- ■ Graduation Rate
- ■ ELA/Math Aspirational Performance Measure (APM)

Student Subgroup	Graduation Rate	ELA/Math Aspirational Performance Measure (APM)
All	73%	37%
White	84%	51%
Black	58%	13%
Hispanic	57%	15%

* 2006 cohort, four-year outcomes through June
Source: NYSED Office of Information and Reporting Services

Increases in Districts' Expenditures 2005-06 to 2009-10

**Expenditures in 2005-06 and 2009-10 (in Millions)**

Impact of Caps on Local and State Revenues for School Districts

(in millions)

Chart data points:

CURRENT COST TRENDS: $58,523 (2010-11), $61,651 (2011-12), $64,946 (2012-13), $68,417 (2013-14), $72,074 (2014-15), $75,926 (2015-16), $79,984 (2016-17)

PROJECTED REVENUE: $56,548 (2010-11), $55,451 (2011-12), $56,533 (2012-13), $58,015 (2013-14), $59,398 (2014-15), $60,865 (2015-16), $62,378 (2016-17)

Legend: CURRENT COST TRENDS — PROJECTED REVENUE
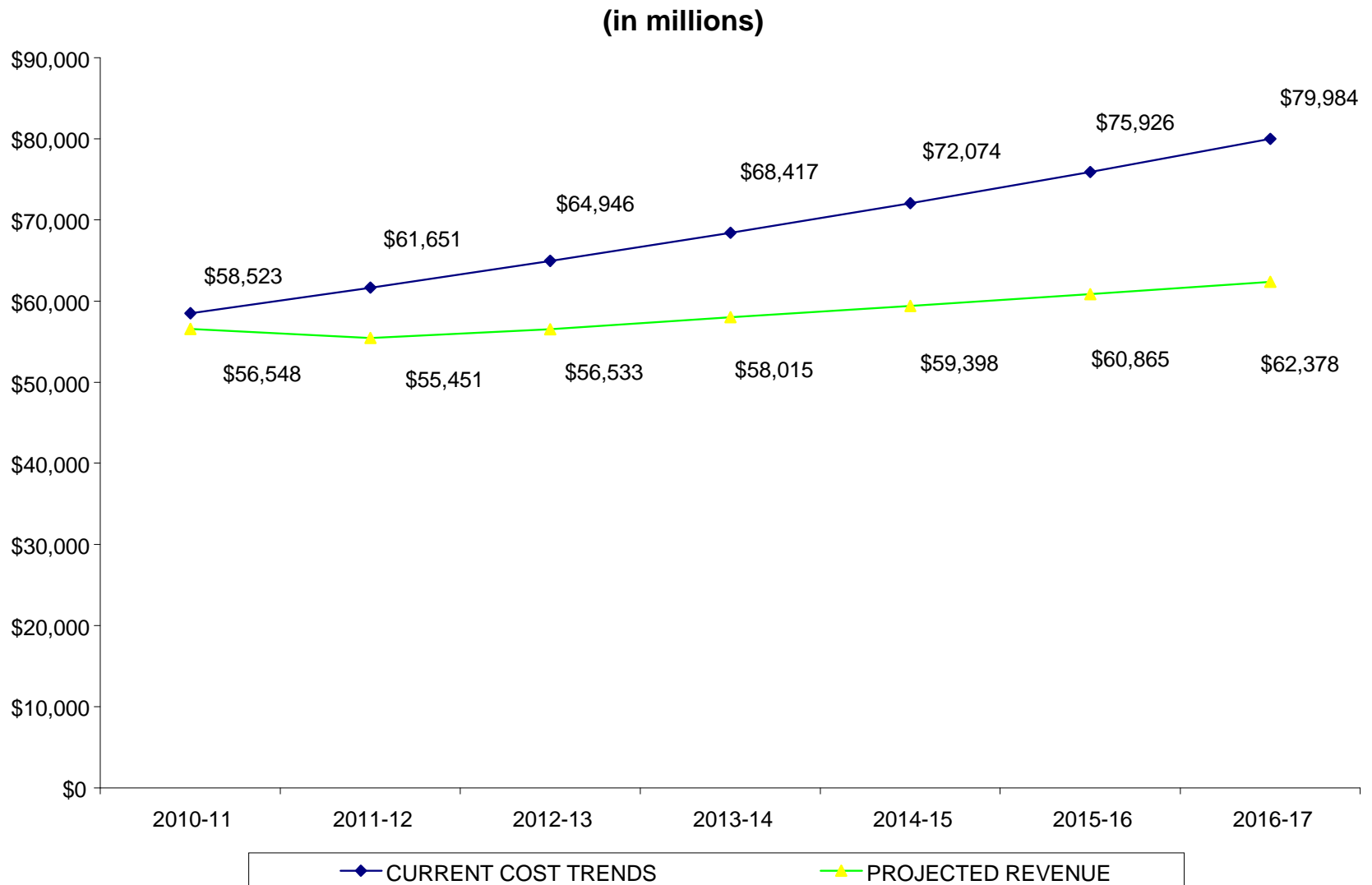
Per Pupil Tax Levy by Property Wealth Under the Tax Cap

2% Levy Increase Per Pupil (Based on 2009-10)
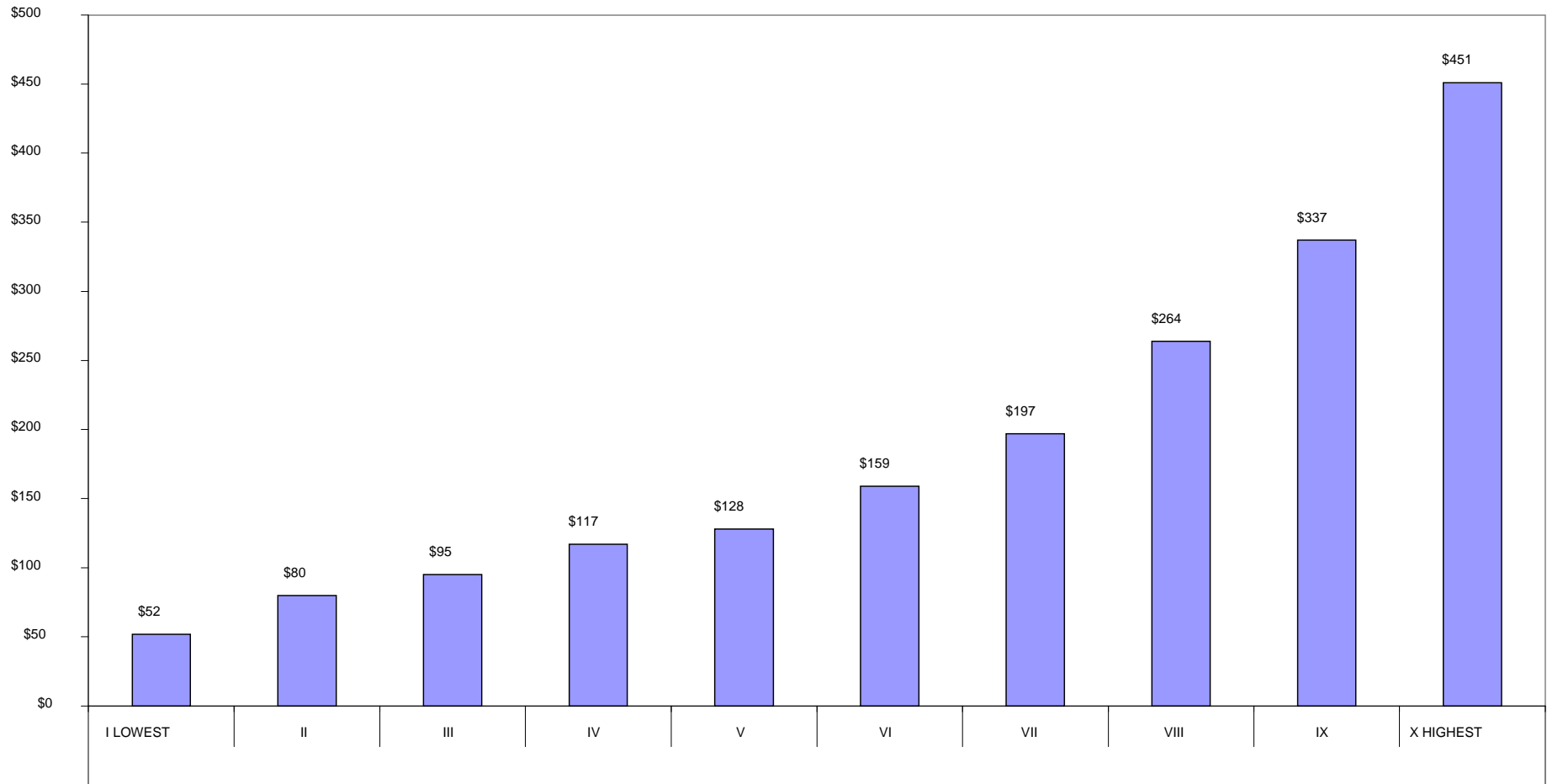
Property Wealth Deciles

Mandate Relief Efforts

Statutory Mandate Relief:

- Preschool Census every other year, rather than annually
- School bus planning based on actual ridership
- Flexibility in auditing claims by allowing a deputy claims auditor and risk based claims auditing
- Comptroller review and report on effectiveness of risk-based claims audit methodology
- Shared superintendent program for small districts
- Regional transportation services
- Mandate Relief Council
- Regional transportation pilots

Regulatory Mandate Relief Enacted by the Board of Regents:

- Emergency repeal of requirement for school facility report cards
- Emergency repeal of requirement for school bus idling reports
- Flexibility with scheduling school bus driver safety training
- Repeal relating to vision screenings for hyperopia
- Provide additional certification flexibility with regard to the assignment of teachers in school districts and BOCES to provide for more cost-efficient operations

Upcoming Efforts:

- Special Education Mandate Relief

Three Paths Forward

Scenario #1

Slow cuts that work to erode public education
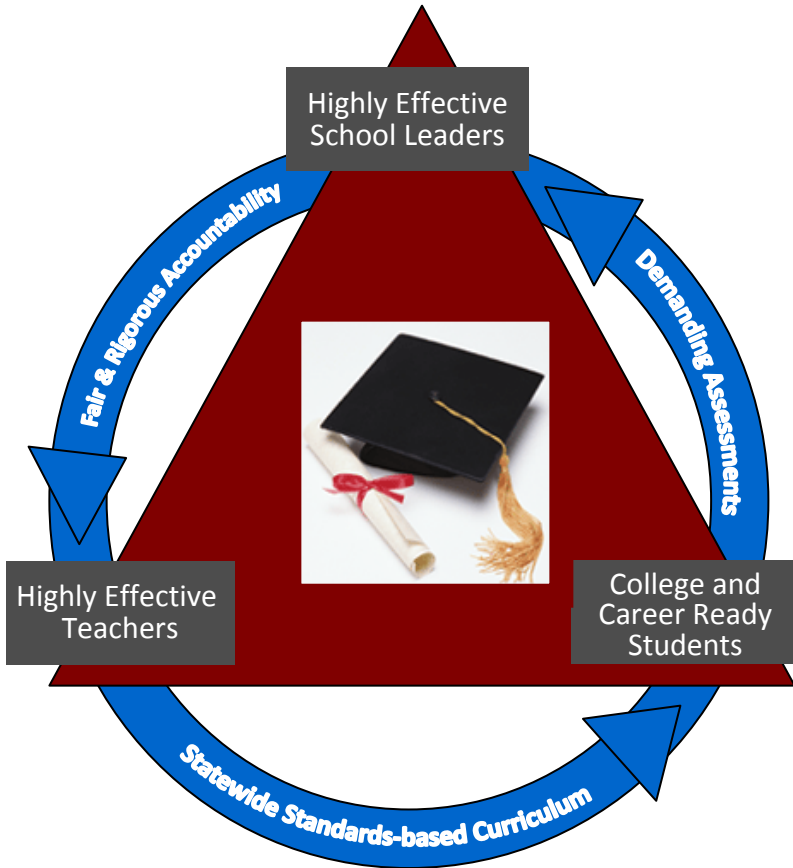
Scenario #2

Tinker around the edges, trying to protect students and learning

Scenario #3

Redesign schooling to improve processes and outcomes, and sustainability

Source: Marguerite Roza, September 13, 2011 Presentation to School Finance Symposium hosted by the Board of Regents.

Regents Reform Agenda

- Adopting Common Core standards and developing curriculum and assessments aligned to these standards to prepare students for success in college and the workplace

- Building instructional data systems that measure student success and inform teachers and principals how they can improve their practice in real time

- Recruiting, developing, retaining, and rewarding effective teachers and principals

- Turning around the lowest-achieving schools

NYS Common Core Implementation

Authors of the Common Core Standards have identified . . .

6 *Shifts* in ELA/Literacy

- Balancing Informational and Literary Text
- Building Knowledge in the Disciplines
- Staircase of Complexity
- Text-based Answers
- Writing from Sources
- Academic Vocabulary

6 *Shifts* in Mathematics

- Focus
- Coherence
- Fluency
- Deep Understanding
- Applications
- Dual Intensity

Tools for Implementation

- Exemplary Modules
- Publishers Criteria
- Alignment Rubric for Curricular Materials
- Turn-key Materials from Network Team Summer Institute
- PBS Videos with School Action Guide:
  - 6 Shifts in Math; 6 Shifts in ELA/Literacy
  - Close reading of MLK
  - Teachers diving into content
  - What matters in CCSS implementation

NYS Common Core Implementation

Timeline	Details
Summer 2011–SY 2011-12	ELA & Math Sample Modules Network Teams Summer Institute EngageNY.org Microsite
Summer 2012–SY 2012-13	50% of ELA & Math Exemplary Modules Additional CCSS training Training on Assessments Transition 3-8 ELA & Math/Algebra exams CCSS aligned
Summer 2013–SY 2013-14	Full menu of ELA & Math Exemplary Modules Full CCSS implementation in schools Geometry exam CCSS aligned
Summer 2014–SY 2014-15	Ongoing training on CCSS implementation Training on PARCC assessments (if adopted) Full implementation of CCSS & PARCC (if adopted)

EngageNY.org

Assessment: Work Underway

3-10 ELA & 3-8 Math Redesign

Working on innovative assessment design with Common Core authors and Pearson; field testing Spring 2012; operational test Spring 2013

6-8 Science and Social Studies/History New Exam Development

RFP drafted; to be released Fall 2011

NYS is partner in National Academy of Science *Next Generation Science Standards* development

Regents Exams

Goal: Ensure Regents exam scoring and content aligned with college and career readiness

Research Underway
- Analysis to inform new scale: *Dan Koretz, Harvard* and *Jane Rogers, UConn*
- Analysis to inform exam content changes: *Common Core authors, College Board, Pearson*
- Empirical research plans for Regents Algebra I: *CUNY*
- SUNY course data available 2012-13 for analyses

Advisory Panels for College and Career Ready Assessments to launch Fall 2011:
4 Subject-specific panels and 1 implementation/transition panel

New York State's Transition to PARCC

- **New York State has joined the Partnership for Assessment of Readiness for College and Careers (PARCC)**

- **PARCC is a 25-state consortium working together to develop next-generation 3-11 assessments in English and math**
  - **Assessments will include a mix of constructed response items, performance-based tasks, and computer-enhanced, computer-scored items.**
  - **PARCC will introduce 2-3 assessment components throughout the year instead of one single summative assessment**

- **PARCC assessments will be operational in 2014-15 but New York State tests will begin to integrate Common Core Standards in 2012-13 and 2013-14**

2011-12	2012-13	2013-14	2014-15
• Similar to 2010-11	• Begin to integrate Common Core Standards		• PARCC operational

Leveraging Technology for Assessments

Opportunities

- Innovative items
- More complex skills
- More authentic tasks
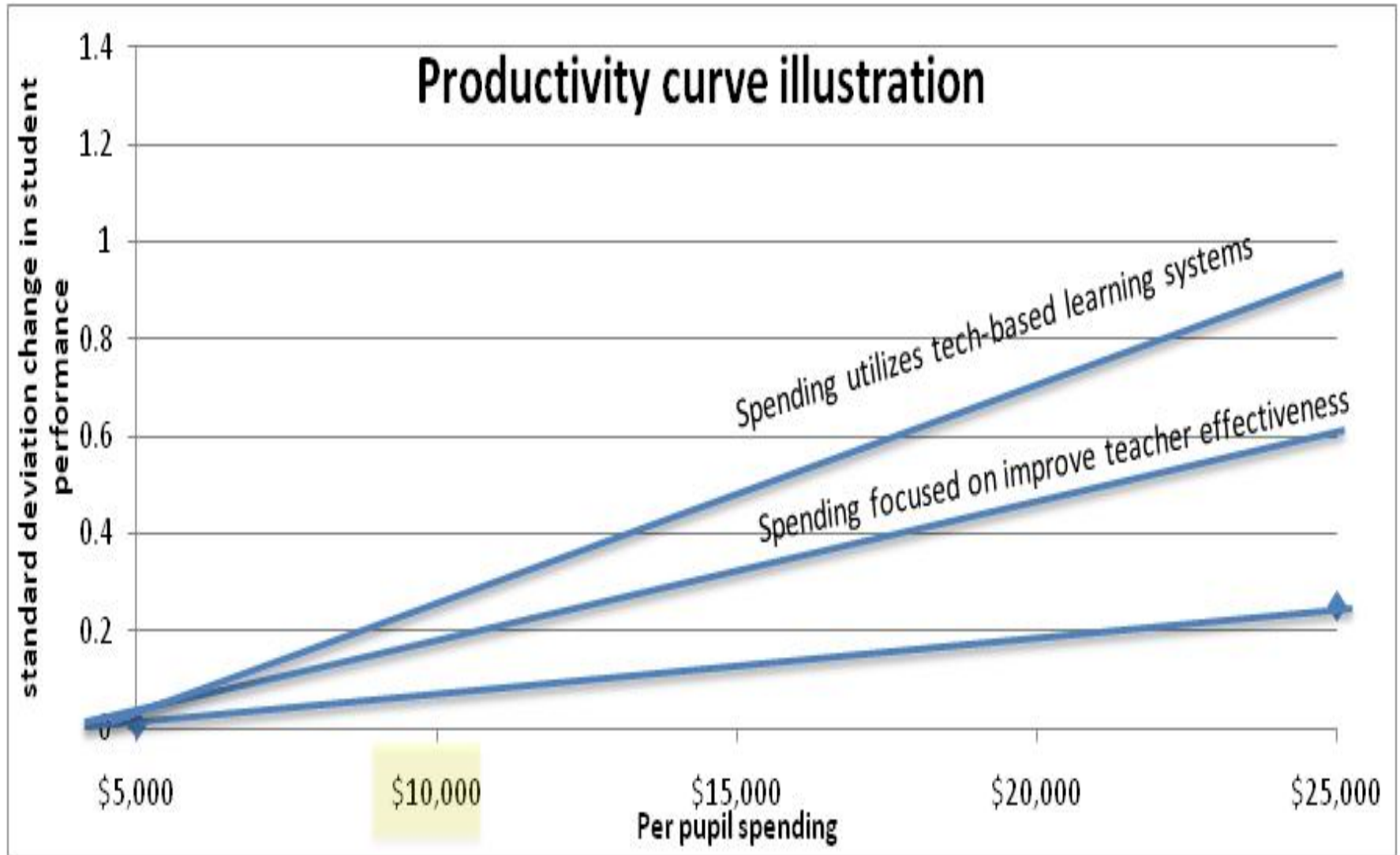- Distributed scoring
- Automated scoring
- Quicker
- Less expensive

Obstacles

- Lack of computers
- Lack of bandwidth
- Lack of technical support
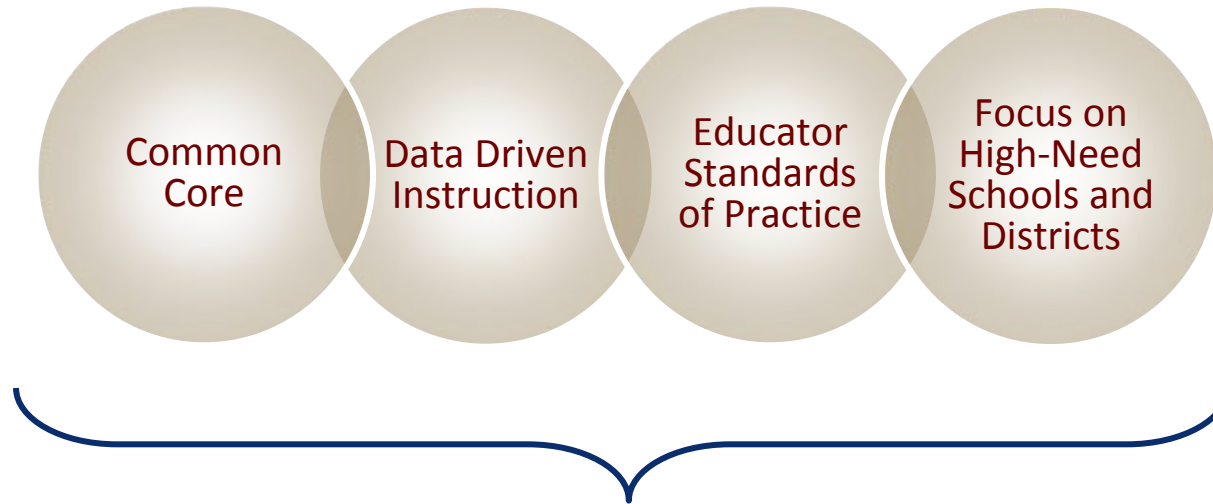- Ahead of classroom instruction
- Cost

Spring 2012: PARCC will sponsor statewide survey and online tool to assess readiness for computerized testing.

Productivity Curve

Source: Marguerite Roza, September 13 2011 Presentation to School Finance Symposium hosted by the Board of Regents.

Great Teachers and Leaders

Common Core

Data Driven Instruction

Educator Standards of Practice

Focus on High-Need Schools and Districts

Prepare → Develop/Assess → Retain → Monitor and Improve

Frameworks for managing human capital in schools: see for example: Rachel E. Curtis, Teaching Talent: A visionary Framework for Human Capital in Education, Harvard Education Press, Chapter 9; Herbert Heneman and Anthony Milanowski, Assessing Human Resource Alignment: The Foundation for Building Total Teacher Quality Improvement.

Evaluation Process:
Vehicle for Performance Management

- Differentiation creates opportunities to leverage best practices and to provide targeted professional development and support

- Multiple measures provide nuanced picture of performance

- Student achievement measures put growth in learning at the heart of the evaluation process

- Evidence-based observation with common rubric creates shared language for effective practice

Changing Role of the Principal
(and Assistant Principals)

- Instructional leadership via implementation of the Common Core, data-driven instruction, and evidence-based observation

- Need to create time for principals – and assistant principals to the extent they are in place given budget constraints – to be in classrooms and to meet with teachers and teacher teams

  - Implications for how administrators are evaluated
  - Implications for role of superintendent/central office
  - Possibility of leveraging BOCES and shared service models to shift administrative duties

The Potential of Technology:
Rethinking Classroom Instruction

- entice student's interest
- engage student in deep learning
- extend student's learning beyond school hours
- expand learning opportunities beyond school walls
- enrich learning with multi-media and multi-mode experiences
- enhance participation in active learning processes
- encourage collaboration with others in the learning process
- empower high-level cognitive thinking and knowledge creation
- enable data-driven, personalized teaching and learning
- empower a shift to student-centered, active learning

"Disruption is a positive force. It is the process by which an innovation transforms a market whose services or products are complicated and expensive into one where simplicity, convenience, accessibility, and affordability characterize the industry." – *Christensen. 2008. Disrupting Class*

ESEA Waiver Initiative
"Regulatory Flexibility"
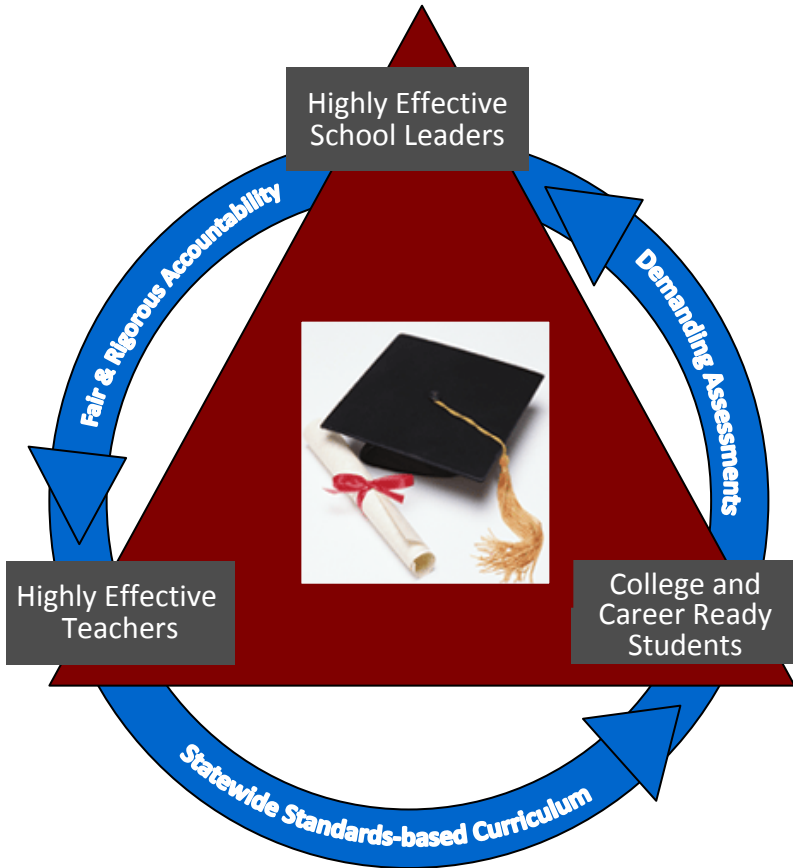
The Opportunity for New York:

- Roll back the "tsunami" of identified schools and districts.
- Develop multiple, more nuanced achievement and growth measures for holding districts accountable for school performance.
- Create a more effective system of supports, rewards and interventions for schools.
- Allow districts and schools more flexibility to address their improvement needs.
- Allow districts more flexibility in use of certain funds.
- Eliminate mandates that have not proven effective in promoting student achievement.

ESEA Waiver Initiative "Regulatory Flexibility"

- In exchange for flexibility, states must:
  - Set College- and Career-Ready Standards for All Students
  - Develop Systems of Differentiated Recognition and Accountability (including identifying schools for support and intervention based on high quality assessments that take into account student growth).
  - Support Effective Teaching and Leadership (including use of multiple, valid measures that incorporate student growth as a significant factor in teacher and principal evaluation).
  - Reduce Duplication and Unnecessary Burden.
- States may apply for waivers in either of three rounds. Applications for waivers for Round 1 are due November 14, 2011. Waivers for Round 2 will be due Mid-February 2012. A third round will be held at the end of the school year.

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Thank You.