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Virginia M. Barry, Ph.D.
Commissioner of Education
Tel. 603-271-3144

Paul Leather
Deputy Commissioner of Education
Tel. 603-271-3801

STATE OF NEW HAMPSHIRE
DEPARTMENT OF EDUCATION
101 Pleasant Street
Concord, N.H. 03301
FAX 603-271-1953
Citizens Services Line 1-800-339-9900

June 17, 2015

Her Excellency, Governor Margaret Wood Hassan
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the Department of Education to pay the 2015-2016 general membership dues and College- and Career-Ready Standards Collaborative enrollment fee to the Council of Chief State School Officers (CCSSO), Washington, DC, (vendor code 170715), in an amount not to exceed \$48,000.00, effective upon Governor and Council approval through June 30, 2016. **100 % General Funds**

Funds to support this request are anticipated to be available in the following accounts in FY 2016 upon the availability and continued appropriation of funds in the future operating budget, Commissioner and Curriculum and Assessment:

		<u>FY16</u>
06-56-56-560010-60010000-026-500251	Membership Fees	\$40,000.00
06-56-56-562010-32600000-026-500251	Membership Fees	\$ 8,000.00

EXPLANATION

The Council of Chief State School Officers (CCSSO) is a nonpartisan, nationwide, nonprofit organization of public officials who head departments of elementary and secondary education in the nation's states. CCSSO provides leadership, advocacy, and technical assistance on major educational issues. The Council seeks member consensus and expresses its views to civic and professional organizations, federal agencies, Congress and the public.

The Commissioner of Education and the Deputy Commissioner are active members of CCSSO. Participation provides the State of New Hampshire with direct support services and professional development activities in such areas as student assessment programs, academic standards development and implementation, advancing technology in college and career findings, public policy issues, accessing fiscal and other resources, higher education and federal legislation.

Listed below are answers to standard questions required for Governor and Council organization dues and membership approval submissions:

1. How long has this organization been in existence and how long has this agency been a member of this organization?

The Council of Chief State School Officers (CCSSO) was formed in 1927 and incorporated in 1948. New Hampshire has paid into general membership since 1948.

The department has been a participant in the collaborative for four years.

2. Is there any other organization which provides the same or similar benefits which your agency belongs to?

No.

3. How many other states belong to this organization and is your agency the sole New Hampshire agency that is a member?

All 50 states belong to the organization. The New Hampshire Department of Education is the sole state agency eligible for membership.

4. How is the dues structure established? (Standard fee for all states, based on population, based on other criteria, etc.)

Dues are based on a sliding scale calculated on the combined total of state and local expenditures for elementary and secondary education.

The Collaborative is a tiered membership this year. CCSSO offers this membership in tiers based on the number of workgroups states join. Tier I has a membership cost of \$11,000.00 for participation in one (1) workgroup.

5. What benefit does the state receive from participating in this membership?

New Hampshire receives travel costs for national meetings, support for transformation efforts, and access to national and international speakers for state and local conferences.

The program offers state teams access to coaching and mentorship from former state leaders, access to an online network and attendance at various meetings to share information on promising practices, and input into CCSSO's ongoing webinar series and tool development to support implementation.

6. Are training or educational/research materials included in the membership? If so, is the cost included? Explain in detail.

Yes, materials and research are provided for dissemination to educators in the state at no charge. Professional development is delivered via calls, in-person trainings and webinars. Research materials are disseminated at meetings, via an E-newsletter, and an on-line community containing a resource library of tools.

7. Is the membership required to receive any federal grants or required in order to receive or participate in licensing or certification exams? Explain.

No.

8. Is there any travel included with this membership fee? Explain in detail any travel to include the number of employees involved, the number of trips, destination if known, and purposes of membership supported trips.

Yes. The Commissioner and Deputy Commissioner travel to at least three events per year. Exact locations are not currently known, typically in Washington, DC.

The Collaborative is offering three meetings this year with locations to be determined (description attached).

9. Which state agency employees are directly involved with this organization? (Indicate if they are members, voting members, committee members, and/or officers of the organization)

The Commissioner of Education and the Deputy Commissioner are voting members of the organization.

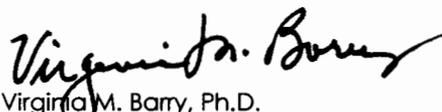
The Deputy Commissioner, Director for the Division of Educational Improvement and the Assessment and Accountability Administrator will be directly involved with the collaborative and part of the state team.

10. Explain in detail any negative impact to the State if the Agency did not belong to this organization.

The Department would not have access to many research efforts or analysis of federal legislation. We would also not have the direct ability to quickly collaborate with other states on critical education issues.

Without membership in the collaborative, the Department would lose some of its capacity to provide current research, technical assistance and support to schools and districts via materials gained from meetings, the e-newsletter, webinars, and the on-line community which contains a resource library of tools from national organizations and from more than half of the states in the country.

Respectfully submitted,



Virginia M. Barry, Ph.D.
Commissioner of Education

VMB:hg:emr



Council of Chief State School
Officers
One Massachusetts Ave, NW
Suite 700
Washington, DC 20001

Invoice

Customer #: 0000879510

Heather Gage
New Hampshire Department of Education
101 Pleasant Street
Concord, NH 03301-3860

Invoice #'s : 104464
105919

Invoice Date: 05/21/2015

Description	Quantity	Price	Discount	Amount
ICCS Membership 2015- 2016, Communications wkgp	1	\$11,000.00	\$0.00	\$11,000.00
CCSSO Membership 2015-2016	1	\$37,000.00		\$37,000.00

Invoice Total	\$48,000.00
Taxes	\$0.00
Amount Paid	\$0.00
PLEASE PAY	\$48,000.00

PLEASE DETACH AND REMIT WITH YOUR PAYMENT

Invoice#: 104464 & 105919

Customer #: 0000879510

New Hampshire Department of Education
101 Pleasant Street
Concord, NH 03301-3860

Remit Payment To:

Council of Chief State School Officers

One Massachusetts Ave, NW, Suite 700, Washington, DC 20001(P) 202.336.7000

Total Due: **\$48,000.00**

Amt Remitted : _____

Providing Trusted Guidance and Support

Membership Services

The Council of Chief State School Officers (CCSSO) unites, elevates, and amplifies the voices of state education leaders as they work to prepare all students—regardless of background—for college, careers, and life. Together with our members, we form a community of peers and experts that provide states with guidance as they navigate their biggest challenges. We do this by connecting our member states with the tools they need to break paths to innovation and to build capacity for what's next.

Uniting, Elevating, and Amplifying the Voices of Chiefs

- ✓ **Empower State Education Agency (SEA) Leadership:** Chiefs often face enormous challenges when first assuming leadership of state education agencies. CCSSO works with states to strengthen the knowledge, skills, and capacity of chief state school officers and their staff through mentorship and a personalized plan that includes an offer of a capacity review to provide key information and consultation on the strengths, weaknesses, and opportunities for improvement within an agency. These supports are available to all chiefs and can be tailored for each state's specific needs. CCSSO membership provides SEAs with a forum to identify needs and discuss solutions to their most pressing priorities, while also enabling chiefs to take advantage of mentorship, connections, and the collective wisdom provided through our Leadership Academy.
- ✓ **Foster Collaboration:** Providing an environment of collaboration allows our members to learn from each other while identifying best practices to shared challenges within the education system. Through in-person member meetings (Summer Institute, Annual Policy Forum, Legislative Conference) and other peer-to-peer networking opportunities, we discuss policy and implementation of critical education reforms, determine priorities for our collective action, and solve shared problems.

We're all working towards achieving progress for all students, regardless of their background. But together through collective action, shared expertise, and experience, we can get there faster and smarter.

Chris Minnich
Executive Director,
CCSSO





Advocate for Measurable Progress: At the federal level, CCSSO is relentless in our efforts to ensure that the wisdom of the states leads the effort to improve student outcomes. We advocate for the development and implementation of effective policies and practices that represent the shared interests of every state and every child. We have worked with policymakers to make the case for the education needs of states so they fully understand the nuances our members face daily. CCSSO also provides timely, concise information on policy action and pressing issues to our members. Our thoughtful analysis provides the implications and opportunities that federal education policies have for states, so our members get the information they need to make the best decisions for students. We share information regularly with chiefs and state leadership through our state-level work and during our member meetings and updates.



Collective Action: The power of state collective action has led to considerable progress in helping students succeed. We are currently working with our members on key priority areas that are critical to ensuring all students have truly high-quality learning experiences. State collective work has led to state:

- Adoption and implementation of the Common Core State Standards or similar college- and career-ready standards
- Creation of student-focused accountability systems
- Development of high-quality and sustainable assessments that measure college- and career-readiness
- Development of personalized student learning systems
- Implementation of high-quality information systems
- Development of a highly effective education workforce

Bringing states together helps to foster clear and consistent communications which can inform stakeholders, solidify support, and ultimately drive the work in each state to help all students succeed across the country. We work to share the goals, ideas, and strategic planning of state leadership and educators so that all states gain the benefit of experiences and lessons learned. In the pursuit of high-quality education for every student, we have seen time and again that efficient, supportive communication can lead to real solutions. Our membership forms a coalition of voices that together work to empower SEAs and their leadership as they make key decisions geared toward helping all students succeed in college, careers, and life.

Below are three specific examples of collective action that CCSSO has facilitated.

- CCSSO is supporting states as they work to ensure every child has a highly effective teacher and school leader each year they are in school. Our goal is for each state to work with educational stakeholders in K-12 and higher education to create an aligned and coherent system that supports educators and benefits students. In the ***Our Responsibility, Our Promise*** report, CCSSO members came together to outline actions that states can take to help fully prepare teachers and principals to teach and lead, and many of our members across the country are currently implementing those steps.
- With the No Child Left Behind (NCLB) law long overdue for reauthorization, CCSSO members came together to develop a vision for what better accountability systems should look like, setting forth that vision in ***Principles and Processes for State Leadership on Next-Generation Accountability Systems***. Using these Principles as a framework, states moved beyond NCLB to develop and implement new accountability systems that better drive school and district performance towards college- and career-readiness. These Principles also helped to inform the U.S. Department of Education's ESEA flexibility waivers which gave states the opportunity to put forth their state-developed systems for use for federal accountability as well. Because of this collective action, over 40 states are using accountability systems aligned to the Principles that better support student's preparation for college and careers.
- In education systems, academic standards, assessment, and accountability structures are three of the most powerful drivers chiefs can use to ensure student success. States took significant steps to adopt college- and career-ready standards and implement high-quality assessments that raise the bar for all students. Demonstrating this commitment to ensure all students are taking high-quality assessments, CCSSO, on behalf of its members, produced a set of principles setting forth what states expect from these new assessments in ***States' Commitment to High-Quality Assessments Aligned to College- and Career-Readiness***. States are now using these Principles to ensure that all students have an opportunity to know if they are on track for success in college and careers.





**Implementing College and Career Standards (ICCS) Collaborative
July 1, 2015 - June 30, 2016**

The Council of Chief State School Officers (CCSSO or the Council) invites all interested state education agencies to enroll in or continue their enrollment in the newly titled "Implementing College and Career Standards" (ICCS) collaborative for the 2015-2016 program year. The name has been changed in order to reflect the current status of standards in states and the continued leadership of state education agencies in ensuring all kids graduate college and career ready. In addition to the name change, there are several programmatic changes to ICCS that are described in detail below. If you have any questions about changes or the program in general, please don't hesitate to contact Shannon Glynn (shannon.glynn@ccsso.org, 202.326.8694).

The programmatic changes were implemented to provide better direct services to states and to focus those services toward specific goals with implementation of College and Career standards. Workgroups will replace the previous unconnected topical meetings that were held throughout the year and will seek to connect states more frequently and provide support to meet goals and solve specific problems. Our new vision for ICCS is to create a community of practice among states through the creation of these workgroups.

Workgroups

In order to provide specific and targeted support and further facilitate connections across states, ICCS will now consist of five workgroups. States can join up to three workgroups. The workgroups will replace the typical program structure of topical meetings and will allow members to choose an area(s) on which to focus deeply. Workgroups will meet virtually on a monthly or bi-monthly basis and in-person twice.

All states that join ICCS should strive to:

- Have the same people participate in each workgroup meeting and webinar throughout the program year to ensure consistency and build a community of practice between states;
- Participate in monthly or bi-monthly calls with other workgroup members;
- Participate in a fall and spring in-person meeting; and

- Commit work toward outcomes that have been jointly defined by CCSSO and state participants.

The following workgroups will be offered through ICCS. These were identified from survey results and conversations with states:

- **Teacher Professional Learning**
 - This workgroup will focus on the supports the SEA is currently or would like to provide and make available to teachers to successfully implement College and Career standards.
- **Principal Professional Learning**
 - This workgroup will focus on the supports the SEA is currently or would like to provide and make available to principals to successfully implement College and Career standards.
- **Closing the Achievement Gap**
 - This workgroup will strategize ways the SEA can collaborate across departments to support all students succeeding under College and Career standards.
- **Communications**
 - SEA communications director must be one of the state participants in this workgroup.
 - This workgroup will assist states in planning communications strategies around standards implementation and aligned assessments.
- **Assessment**
 - Continuing work discussed at the 2015 ICCS Summit, workgroup participants will focus on use of data from summative and other assessments to inform standards implementation and student supports.
- **SEA Senior Leaders Community of Practice**
 - This network was created during the previous ICCS program year and consists of state Chief Academic Officers (CAO) or the equivalent—an individual with seniority within the SEA that oversees standards implementation and other academic content areas. Because of the special role these leaders play in setting priorities and moving initiatives forward within the agency, this network will continue in 2015-2016 and serve as a separate workgroup which states can opt to join.
 - This workgroup will be slightly different from other workgroups because topics will be dictated and determined by the needs of the members on an ongoing basis.
 - In addition to the two meetings per year, there will be opportunities for sharing and collaborative problem-solving, via phone or webinar, as dictated by the issues the group is dealing with.
 - Small-group or cross-state conversations, as requested, will be held to assist SEA leaders in moving their work forward.
 - In states where the Chief Talent Officer (CTO) and the CAO collaborate closely on standards implementation, the CTO can join the CAO in this workgroup.

CCSSO will plan, schedule, facilitate, and design content for all workgroup meetings and webinars with feedback and input from state members. A proposed, flexible schedule of workgroup activities will be sent to states in the upcoming months. CCSSO will also work with states to design and determine workgroup outcomes. An ICCS coach will provide thought leadership and strategic guidance to states, individually and in groups, for the duration of the workgroup. External experts will also assist the workgroup and serve as thought leaders.

Meetings

ICCS membership includes participation at three meetings outlined below:

Fall Workgroup Meeting (Tentative: October 6-7, 2015 Location TBD)

This meeting will serve as the first in-person meeting for all workgroups and will assist states in planning and strategizing ways to move toward designated outcomes through cross-state discussions and conversations with experts. There will be cross-workgroup conversations at this meeting including opportunities for states to share their work and discussion of pressing and timely implementation issues.

Communications Topical Meeting (Tentative: December 10-11, 2015 Location TBD)

ICCS will continue to hold the annual communications meeting that focuses on strategies to communicate College and Career Ready standards and aligned assessments. **This meeting is open to all ICCS states, not only states in the Communications workgroup.** States can send a team of two: the state communication director and standards lead. For states who are members of the State Collaborative on Educator Effectiveness, the state's educator workforce lead will also participate in this meeting.

Annual Summit (Tentative: April 20-22, 2016 Location TBD)

The annual Summit will serve as the second in-person meeting for the workgroups. There will be cross-programming between workgroups at this meeting. There will be cross-workgroup conversations at this meeting including opportunities for states to share their work and discussion of pressing and timely implementation issues.

Coaching

In response to the changing needs of states, ICCS coaching support will evolve from monthly check-in calls with a set number of states to support and guidance around specific implementation issues that states are working on within the workgroups. Each ICCS coach will be assigned a workgroup and will work exclusively with states within that workgroup. The coach will provide assistance, strategic guidance, and support as needed to states as they work to address challenges and meet objectives. Depending on the number of states that join each workgroup, coaches will provide support individually and/or in small groups. The goal is to create a true community of practice where coaches facilitate collective learning between states as well as assist states in moving their own initiatives forward.

CCSSO recognizes that this is a departure from the previous support coaches provided. This will be an on-going process, and ICCS will adapt and continue improving the coaching support provided to states throughout the program year as we have in past years.

Specifically, coaches will support states in their workgroup by:

- In consultation with CCSSO, helping states to develop and refine objectives and outcomes for their one-year of participation in the ICCS workgroup(s) of their choice;
- Depending on the number of states in a workgroup and the specific needs of states, coaches will work with states on a monthly or bi-monthly basis to provide strategic guidance to help the state reach their intended outcomes; and

- Gather feedback from states on potential topics, content, cross-state conversations or other mechanisms that will enhance and move forward the state's work.

Coaches will also support ICCS by:

- Collaborating with CCSSO to define content of the workgroup webinars and in-person meetings and assist states in defining outcomes and objectives; and
- Identifying and cultivating opportunities for cross-state discussions within workgroups.

*If you wish to maintain one-on-one monthly coaching, please contact Shannon Glynn (shannon.glynn@ccsso.org).

Other ICCS Supports:

- **E-newsletter:** CCSSO distributes a biweekly newsletter focused on college and career standards implementation. The newsletter contains information on upcoming events and webinars, new research and relevant news, and promising practices from states and partner organizations. The newsletter is available to join [online](#).
- **Webinars:** CCSSO hosts an ongoing series of webinars to provide states with in-depth information on new tools and promising practices.
- **Spaces.ccsso.org:** All states are welcome to join spaces.ccsso.org, a password-protected online community for state education agencies to share ideas, documents, and information.
- **Synthesis of Promising Resources:** CCSSO maintains and regularly updates [CCSS Forward](#), a website that includes information about high-quality implementation resources and state agency best practices.

Tiered Membership

States can select which workgroup(s) they prefer to join and will identify two staff members for each. The goal is to have the same state agency staff meet over the course of the year to dive deeply into one topic and truly make progress.

In 2015-2016, membership will be available in tiers based on the number of workgroups states join:

Tier 1: State Participates in 1 workgroup

- Membership Cost: \$11,000
 - 3 meetings
 - Two state participants attend **fall workgroup meetings**
 - Two state participants (communications director and standards lead) attend a **communications-focused topical meeting**
 - Two state participants attend the **Summit**
 - Participation in monthly or bi-monthly webinars with workgroup members which feature presentations from experts, other states and problem of practice consultancies
 - Support and guidance to meet certain outcomes designed through the workgroup

- The state receives ICCS coach support through the workgroup they choose to join. Depending on state need, coaches will be available for individual technical assistance to ensure the SEA is working toward the designed outcomes. The number of states in the workgroup will dictate the amount of individual attention coaches provide states.
 - Funding doesn't include in-person coaching visits. Visits to states by coaches must be covered by the state.

Tier 2: Participation in 2 workgroups

- Membership Cost: \$13,500
 - 3 meetings
 - Four state participants attend **fall workgroup meetings** (two participants for each workgroup state is a member of)
 - Two state participants (communications director and standards lead) attend a **communications-focused topical meeting**
 - Four state participants attend the **Summit**
 - Monthly or bi-monthly webinars which feature presentations from experts, other states and problem of practice consultancies
 - Support and guidance to meet certain outcomes designed through the workgroup
 - The state receives ICCS coach support through the workgroups they choose to join. Depending on state need, coaches will be available for individual technical assistance to ensure the SEA is working toward the designed outcomes. The number of states in the workgroup will dictate the amount of individual attention coaches provide states.
 - Funding doesn't include in-person coaching visits. Visits to states by coaches must be covered by the state.

Tier 3: Participation in 3 workgroups

- Membership Cost: \$16,000
 - 3 meetings
 - Six state participants attend **fall workgroup meetings** (two participants for each workgroup state is a member of)
 - Two state participants (communications director and standards lead) attend a **communications-focused topical meeting**
 - Six state participants attend the **Summit**
 - Monthly or bi-monthly webinars which feature presentations from experts, other states and problem of practice consultancies
 - Support and guidance to meet certain outcomes designed through the workgroup
 - The state receives ICCS coach support through the workgroups they choose to join. Depending on state need, coaches will be available for individual technical assistance to ensure the SEA is working toward the designed outcomes. The number of states in the workgroup will dictate the amount of individual attention coaches provide states.
 - Funding doesn't include in-person coaching visits. Visits to states by coaches must be covered by the state.

If you wish to maintain one-on-one monthly coaching, please contact Shannon Glynn (shannon.glynn@ccsso.org).

ICCS is fortunate to be supported through external funding. With support from the Helmsley Charitable Trust and Bill and Melinda Gates Foundation, we are able to offer a discounted membership rate. Without funding from these foundations and business partners, the cost for states would be \$19,600 for participation in two workgroups and \$17,000 for participation in one workgroup.

To officially join ICCS for the 2015-2016 program year, please complete the electronic form (<http://programs.ccsso.org/membership/>). This form will ask you to identify the membership tier, the workgroup(s) you want to join, the staff that will participate in each workgroup, and the lead and secondary standards contact in your state. Please contact Alicia Prescod (alicia.prescod@ccsso.org) if you need any assistance in filling out this form.

This table illustrates the membership options available to states:

	ICCS State Membership Tier		
	1 Workgroup	2 Workgroups	3 Workgroups
# of participants invited to fall workgroup meeting	2 participants	4 participants	6 participants
# participants invited to December communications meeting	2 participants	2 participants	2 participants
# participants invited to annual Summit	2 participants	4 participants	6 participants