

Technical Review Cover Sheet

Panel Details

**Fiscal Year** 2010    **CFDA/Subprogram** 84.351D **Schedule No** 1 **Tier No.** 1

**Panel Name** Panel - 3

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**Applicant Name** Global Writes Inc. -- , **PR/Award No** U351D100068

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Questions

	<b>Points Possible</b>	<b>Points Scored</b>
<b>1. Selection Criteria</b>		
Need for Project	15	15
Significance	10	10
Project Design	25	23
Project Personnel	10	6
Management Plan	20	15
Project Evaluation	20	20
<b>TOTAL</b>	<b>100</b>	<b>89</b>

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Technical Review Form

**Applicant Name** Global Writes Inc. -- , **PR/Award No** U351D100068

**Reviewer Name**

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**Selection Criteria - Need for Project**

- Your comments and scores should address the following criteria:**
- (a) The extent to which the proposed project will provide services or otherwise address the needs of students at risk of educational failure.**
  - 1. (b) The extent to which specific gaps or weaknesses in services, infrastructure, or opportunities have been identified and will be addressed by the proposed project, including the nature and magnitude of those gaps or weaknesses.**

Strengths:

(a) The project is intended to serve two significant educational needs in schools in the San Francisco Unified School District in California, serving a student population that is at high risk of academic failure. The needs are identified as: Higher student achievement in English Language arts and mathematics and increased access to quality instruction in theatre and performance. P. 2 The chart on page 4 documents the status and needs of students in this target population p. 4

It appears that the proposed project will adequately address these needs.

(b) The project suggests that there are further needs due to increased capability of arts teachers and arts in elementary school but a lack of continuity for students from elementary to middle school. Content-based middle school teachers lack the knowledge of how to teach using an art form. An identified gap for student opportunity in the middle school curriculum is the need to provide a safe environment for self-expression for adolescents. P. 3 The proposal addresses this need by the directing the intervention to students in the 6th grade each year. A third need is identified as the lack of a state mandate in California for performing arts programming, and considerable recent budget cuts.

Weaknesses:

No real weaknesses discovered.

**Question Status:Not Completed**

**Reviewer Score: 15**

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**Selection Criteria - Significance**

2. **Your comments and scores should address the following criteria:**  
**(1) The likely utility of the products (such as information, materials, processes, or techniques) that will result from the proposed project,**

**including the potential for their being used effectively in a variety of other settings.**

Strengths:

Due to the past experiences of presenting a similar project, results produced many tangible products. Students in the previous treatment schools published an annual anthology to share their work. p. 8 There are existing products from the Global Writes program and possibilities to develop products in the model settings. The Global Writes Handbook, is a product developed from a prestigious AEMDD grant and will be used as a guide for beginning project implementation that will then evolve into an interactive web-based guide of teacher and teaching artist resources, lesson plans and best practices. P. 11

This project may be seen as a replicable model. Wikis and podcasts will serve as free public tools for the collection of standard-based student work and highlights of the program. There appears to be a significant amount of dissemination activities and information, materials, processes and techniques. P. 12

Weaknesses:

None

**Question Status:Not Completed**

**Reviewer Score: 10**

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**Selection Criteria - Quality of Project Design**

- 3. Your comments and scores should address the following criteria:**
- (1) The extent to which the design of the proposed project reflects up-to-date knowledge from research and effective practice.**

**(2) The extent to which the proposed project is part of a comprehensive effort to improve teaching and learning and support rigorous academic standards for students.**

**(3) The extent to which the proposed project is designed to build capacity and yield results that will extend beyond the period of Federal financial assistance.**

Strengths:

(1) There is evidence that current research has been explored and has affected the design for creating the learning models in this project. P. 19-23 The random sampling of the target population includes 4 treatment groups and 4 control groups. Best practices derived from the research have been infused into the project design.

(2) The learning activities of the proposed project are founded on the national literacy, mathematics and arts standards, aiding replication in other circumstances. The supporting over-arching goals have four aligned areas of activity: classroom-based interventions with students; ongoing professional development for teachers, administrative and support staff; ongoing professional development for teaching artists, arts partners and district staff; and the use of collaborative technologies to extend individual and school contact. These are areas that the project design includes as comprehensive strategies to improve teaching and learning for students. If the details can be carried out as suggested in the plan, it would appear to support rigorous academic standards. P. 23-27

(3) With the student intervention workshops, the performances with a matrix for competitions, poetry, facilitated with technology for which the students and teachers have had training appears to build capacity and has the promise of extending beyond the period of Federal financial assistance. Add to this, a significant of teacher training and professional development by teachers. P. 23-26 Teachers and administrators from the previous project continued to use the techniques and strategies for teaching curriculum after the project had continued. The data gathered did not show this to be true with the control teachers and classes. Global Writes and 3 partners jointly developed a handbook with strategies for replication, implementation guidelines, workshop resources and student/teacher assessments. The handbook was successfully

piloted. There will be an on-line collaborative realm, based on the handbook using technological tools and social networks. The plan includes explicit goals of replicating this successful model. P. 27

Weaknesses:

It is not clear how the collaboration and buy-in takes place with school personnel. P. 23-27

**Question Status:Not Completed**

**Reviewer Score: 23**

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#### **Selection Criteria - Quality of Project Personnel**

- Your comments and scores should address the following criterion:**
- 4. (1) The Secretary considers the quality of the personnel who will carry out the proposed project. In determining the quality of project personnel, the Secretary considers the extent to which the applicant encourages applications for employment from persons who are members of groups that have traditionally been underrepresented based on race, color, national origin, gender, age, or disability.**
  - (2) In addition, the Secretary considers the following factor: The qualifications, including relevant training and experience, of key project personnel.**

Strengths:

1. The developers, key personnel from the different partner organizations, have impressive, appropriate credentials for putting together this learning model. Due to the 12 years of experience it appears that refinements and upgrades have taken place. P. 27-30 Project directors, project coordinators; principal investigator; project evaluation manager; and others appear to be qualified for their roles that are detailed in the project proposal.

Weaknesses:

1. There is no discussion of employment criteria or personnel selected from the underrepresented groups. P. 27-30

(2) While designated personnel will communicate with and inform schools of schedules, the proposal does not address how the model program is integrated with schools and how key personnel in the schools are selected.

(2) The question might be asked how the artists are selected and trained and by what criteria. P. 27-30

**Question Status:Not Completed**

**Reviewer Score: 6**

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**Selection Criteria - Quality of the Management Plan**

**Your comments and scores should address the following criteria:**

- (1) The adequacy of the management plan to achieve the objectives of the proposed project on time and within budget, including clearly defined responsibilities, timelines, and milestones for accomplishing project tasks.**
- 5. (2) The extent to which the time commitments of the project director and Principal investigator and other key project personnel are appropriate and adequate to meet the objectives of the proposed project.**
- (3) The adequacy of procedures for ensuring feedback and continuous improvement in the operation of the proposed project.**

Strengths:

(1) There is clearly a management plan in place with the duties outlined in such a way as to achieve the objectives of organization and management. There are well-defined responsibilities for all of the key personnel associated with the 4 partner organizations of Global writs Inc. including budget oversight. P. 30-32

(2) It is difficult to estimate whether the time commitments reflected in the

proposal are appropriate to meet the proposed budget. For example, Ellen Hagen as project coordinator, is responsible for working with teaching artist staff in a variety of ways. She will do all of the professional development etc. Her time allocation is 40 % for this project. P. 31 One wonders if this is adequate for the scope of this model.

(3) There appears to be adequate continuous improvement feedback provided for the operation of the proposed project. Both formative and summative evaluations will be communicated to project staff on a regular and as-needed basis through monthly update meetings, telephone and e-mail communications, and through the periodic participation of the evaluator in project meetings and evaluation-related fieldwork. P. 41

Weaknesses:

The above comment #2 may be a weakness as well as a strength. The duties outlined on pages 33-34 appear to be extensive for the percentage of work time designated to key personnel.

It is not clear how the teachers and teaching artists in the schools and the students in particular will receive formative feedback that can improve student achievement. P. 35

**Question Status:Completed**

**Reviewer Score: 15**

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#### **Selection Criteria - Quality of the Project Evaluation**

**Your comments and scores should address the following criteria:**

- (1) The extent to which the methods of evaluation are thorough, feasible, and appropriate to the goals, objectives, and outcomes of the proposed project.**
- 6. (2) The extent to which the methods of evaluation will provide performance feedback and permit periodic assessment of progress toward achieving intended outcomes.**

Strengths:

Using an experimental design for the assessment of program impacts on students, Metis Associates will develop and conduct an evaluation of the project. P. 35 Dr. Alan J. Simon will serve as the Principal Investigator. It appears that the design of the research component is sound and will provide performance feedback toward achieving the goals. The charts on pages 37 and 38 appear to be thorough appropriate to the goals, objectives, and outcomes of the proposed project. Various modes of inquiry, instruments for gathering data, and locally developed and published surveys are included in the project evaluation. P. 38

Weaknesses:

None

**Question Status:Not Completed**

**Reviewer Score: 20**

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Technical Review Cover Sheet

Panel Details

**Fiscal Year** 2010 **CFDA/Subprogram** 84.351D **Schedule No** 1 **Tier No.** 1  
**Panel Name** Panel - 3 **Panel Monitor Name** Lane, Iris A. **Panel Monitor Phone No.** 8044939955  
**Competition Manager Name(s)** Austin, Diane C.(2022601280); Kress, Richard I.(2022601408)

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**Applicant Name** Global Writes Inc. -- , **PR/Award No** U351D100068  
**Reviewer Name**

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Questions

	Points Possible	Points Scored
<b>1. Selection Criteria</b>		
Need for Project	15	15
Significance	10	10
Project Design	25	25
Project Personnel	10	5
Management Plan	20	18
Project Evaluation	20	20
<b>TOTAL</b>	<b>100</b>	<b>93</b>

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Technical Review Form

**Applicant Name** Global Writes Inc. -- , **PR/Award No** U351D100068  
**Reviewer Name**

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**Selection Criteria - Need for Project**

- Your comments and scores should address the following criteria:**
  - The extent to which the proposed project will provide services or otherwise address the needs of students at risk of educational failure.**

**(b) The extent to which specific gaps or weaknesses in services, infrastructure, or opportunities have been identified and will be addressed by the proposed project, including the nature and magnitude of those gaps or weaknesses.**

#### Strengths

pg. 4 There is evidence displayed regarding the profile of students to be served including English Language Arts and Math performance data.

p. 6 There is direct evidence between best practices of implementation and key components of the proposal.

p. 2 and 20 There is a stated need to increase achievement in English Language Arts, Math and increase the access to quality instruction in theater and performance.

p. 15 Some of the stated objectives chosen to close the gaps are: create/pilot a curriculum map, use of a variety of technologies, professional development model for teachers, and online interactive guide.

pgs. 6 and 7 Research is cited that directly supports proposal activities.

p. 7 There is a noted parallel of previous program configuration and success provided with the Poetry Express and Honoring Student Voices projects.

p. 23 The proposal goals include: classroom based interventions with students, ongoing professional development for teachers and teaching artists, administrative and support staff, and the use of collaborative technologies to extend contact beyond the school and sustain benefits.

#### Weaknesses

No weaknesses cited.

**Question Status: Completed**

**Reviewer Score: 15**

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#### **Selection Criteria - Significance**

**Your comments and scores should address the following criteria:**

2. **(1) The likely utility of the products (such as information, materials, processes, or techniques) that will result from the proposed project, including the potential for their being used effectively in a variety of other**

## settings.

### Strengths

A variety of resources are displayed including: a Global Writes handbook, (that will become an interactive web based guide of resources for teachers), blogs, wikis and podcasts.

p. 12 The output materials stated will be made readily available via the Internet as well as at local and national conferences and through related publications.

p. 13 The output materials will demonstrate trends toward students success in academic achievement in a new urban community.

p. 13 The web guide will be used by administrators, teaching artists and teacher participants for the purposes of classroom integrating literacy, math and performing arts.

### Weaknesses

No weaknesses cited.

**Question Status:Completed**

**Reviewer Score: 10**

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### Selection Criteria - Quality of Project Design

**Your comments and scores should address the following criteria:**

- (1) The extent to which the design of the proposed project reflects up-to-date knowledge from research and effective practice.**
- (2) The extent to which the proposed project is part of a comprehensive effort to improve teaching and learning and support rigorous academic standards for students.**
- (3) The extent to which the proposed project is designed to build capacity and yield results that will extend beyond the period of Federal financial assistance.**

### Strengths

p. 19 and 21 The proposal sufficiently supports the effectiveness of activities with research citations.

p. 1 and 12 of the absolute priority provides a chart that provides significant detail alignment of the project activities with the standards and demonstrates the effort to improve teaching and learning.

p. 27 The strategies proposed to ensure sustainability include: a handbook with strategies for replication, implementation guidelines and workshop resources; online collaborative opportunities including blogs, wikis, and social networks, and the creation of new partnerships.

#### Weaknesses

There are no weaknesses noted in this section.

**Question Status:Completed**

**Reviewer Score: 25**

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#### **Selection Criteria - Quality of Project Personnel**

- Your comments and scores should address the following criterion:**
- 4. (1) The Secretary considers the quality of the personnel who will carry out the proposed project. In determining the quality of project personnel, the Secretary considers the extent to which the applicant encourages applications for employment from persons who are members of groups that have traditionally been underrepresented based on race, color, national origin, gender, age, or disability.**
  - (2) In addition, the Secretary considers the following factor: The qualifications, including relevant training and experience, of key project personnel.**

#### Strengths

All key personnel are listed with qualifications and backgrounds clearly demonstrated.

#### Weaknesses

The section lacks evidence of a statement of how the program will encourage applications from underrepresented populations of persons.

The proposal lacks evidence of education and training to support the two Co-President roles.

**Question Status:Completed**

**Reviewer Score: 5**

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**Selection Criteria - Quality of the Management Plan**

**Your comments and scores should address the following criteria:**

- (1) The adequacy of the management plan to achieve the objectives of the proposed project on time and within budget, including clearly defined responsibilities, timelines, and milestones for accomplishing project tasks.**
- 5. (2) The extent to which the time commitments of the project director and Principal investigator and other key project personnel are appropriate and adequate to meet the objectives of the proposed project.**
- (3) The adequacy of procedures for ensuring feedback and continuous improvement in the operation of the proposed project.**

**Strengths**

p. 32 The project director will provide 40 percent of the time and the Project Coordinator will provide 40 percent of the time towards the state proposal activities.

p. 33 and 34 There is a concise charts of activities with persons responsible displayed.

p. 37 The project outcome charts clearly states the project outcomes, data sources and time line of activity implementation.

p. 41 Findings from the formative and summative evaluation measures will be shared through monthly update meetings, telephone and email correspondence and project meetings.

**Weaknesses**

The proposal lacks specifics regarding the feasibility of the two key project personnel providing 80% of their time total towards the project implementation.

**Question Status:Completed**

**Reviewer Score: 18**

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**Selection Criteria - Quality of the Project Evaluation**

**Your comments and scores should address the following criteria:**

- (1) The extent to which the methods of evaluation are thorough, feasible, and appropriate to the goals, objectives, and outcomes of the proposed project.**
- 6. (2) The extent to which the methods of evaluation will provide performance feedback and permit periodic assessment of progress toward achieving intended outcomes.**

#### Strengths

Metis Associates have been designated as the program evaluators.

p. 44 The evaluative methods for all of the outcomes are stated.

p. 35 The advisory committee will meet 4 times monthly to analyze feedback and make recommendations regarding program modifications.

p. 36 The evaluation measures will be both formative as well as summative.

Data will be collected from project documentation, surveys and rubrics, standardized assessments of student achievement and interviews.

p. 37 and 38 All aspects of evaluation are utilized determining the success of the program goals.

#### Weaknesses

No weaknesses are cited for this section.

**Question Status:Completed**

**Reviewer Score: 20**

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**Panel Name** Panel - 3 **Panel Monitor Name** Lane, Iris A. **Panel Monitor Phone No.** 8044939955  
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**Applicant Name** Global Writes Inc. -- , **PR/Award No** U351D100068  
**Reviewer Name**

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Questions

	Points Possible	Points Scored
<b>1. Selection Criteria</b>		
Need for Project	15	15
Significance	10	10
Project Design	25	25
Project Personnel	10	6
Management Plan	20	16
Project Evaluation	20	20
<b>TOTAL</b>	<b>100</b>	<b>92</b>

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Technical Review Form

**Applicant Name** Global Writes Inc. -- , **PR/Award No** U351D100068  
**Reviewer Name**

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**Selection Criteria - Need for Project**

- Your comments and scores should address the following criteria:**
  - The extent to which the proposed project will provide services or otherwise address the needs of students at risk of educational failure.**

**(b) The extent to which specific gaps or weaknesses in services, infrastructure, or opportunities have been identified and will be addressed by the proposed project, including the nature and magnitude of those gaps or weaknesses.**

Strengths:

a) The applicant has identified a school district that has been designated by the state as a District In Need of Improvement (DINI) based on a low percentage of students in elementary and middle school who are performing at or above proficiency in English Language Arts and mathematics. As a result of this designation, the applicant will employ innovative strategies using an arts education curriculum to address raising current academic achievement levels (p.2-4).

b) The applicant provides data on the current proficiency level of students at the targeted schools that shows a significant disparity in the area of reading and math for students in the targeted schools. Additionally, the applicant identifies a specific gap in providing and sustaining performing arts programs at the targeted schools which reduces the number of arts teachers who can assist non-arts teachers with integrating arts into the core curriculum.

The applicant is proposing to address these gaps and weaknesses through the implementation of the Tale of Two Cities project that will focus on integrating performing arts as evidenced by the detailed description of project activities and components (p.5-7).

Weaknesses:

a) None noted.

**Question Status: Completed**

**Reviewer Score: 15**

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### Selection Criteria - Significance

**Your comments and scores should address the following criteria:**

2. **(1) The likely utility of the products (such as information, materials, processes, or techniques) that will result from the proposed project, including the potential for their being used effectively in a variety of other settings.**

Strengths:

The applicant will utilize lessons learned from two previously funded Arts Demo projects that demonstrated an increase in the oral and written skills as a result of the success of arts integration into the curriculum. As a result, the applicant will model some of the techniques for sharing information and materials that include the use of digital media and videoconferencing technologies to connect students, teachers, and other interested organizations on the East and West coast. The use of technology will allow for demonstrations to take place during class time which will reduce the loss of instructional time because there will be no need to travel outside of the classroom to demonstrate techniques (p. 9-11).

Additionally, the applicant will create a handbook that includes project implementation that will be available in hardcopy and via web-based technologies (p.11).

Weaknesses:

None noted.

**Question Status: Completed**

**Reviewer Score: 10**

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### Selection Criteria - Quality of Project Design

**Your comments and scores should address the following criteria:**

3. **(1) The extent to which the design of the proposed project reflects up-to-date knowledge from research and effective practice.**

**(2) The extent to which the proposed project is part of a comprehensive effort to improve teaching and learning and support rigorous academic standards for students.**

**(3) The extent to which the proposed project is designed to build capacity and yield results that will extend beyond the period of Federal financial assistance.**

Strengths:

1. The applicant does a great job of demonstrating how the project design is based on research and effective practice as evidenced by the numerous body of research (i.e., Reading Research & Instruction, Research on Dram and Theater in Education) cited throughout the proposal that supports the integration of a theater arts program into the academic curriculum (p.19-21).

2. The applicant will improve teaching as evidenced by the training activities that are focused on aligning standards-based art education with the core curriculum. There are a number of workshops that will be held throughout the year that will pair English Language Arts teachers with professional artists to develop strategies for implementing arts into rigorous academic standards set for students (p. 23-24).

3. The applicant has designed a project that is focused on replicating their model across the country which inherently supports capacity building. The creation and dissemination of program materials using various technological mediums provides another opportunity for capacity building that will extend beyond the period of federal assistance (p. 3-5 & 27).

Weakness:

1) None noted.

2) None noted.

3) None noted.

**Question Status:Completed**

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Selection Criteria - Quality of Project Personnel

- Your comments and scores should address the following criterion:**
- 4. (1) The Secretary considers the quality of the personnel who will carry out the proposed project. In determining the quality of project personnel, the Secretary considers the extent to which the applicant encourages applications for employment from persons who are members of groups that have traditionally been underrepresented based on race, color, national origin, gender, age, or disability.**
- (2) In addition, the Secretary considers the following factor: The qualifications, including relevant training and experience, of key project personnel.**

Strengths:

- 1) No strengths noted.
- 2) The educational background and training of the majority of project personnel have been identified and are appropriate to achieve project objectives (p. 28-30).

Weakness:

- 1) The applicant fails to provide details on how they will encourage applicants from persons of traditionally underrepresented groups. There are no details on outreach to organizations that provide services to the targeted population or who have a history of recruiting individuals from underrepresented groups. A detail discussion on the recruitment plan would strengthen this sub-criterion. (P.28-30).
- 2) The applicant fails to provide educational background for the co-presidents who are listed as the Principal Investigators. There is some information on their experience, but no details to determine their qualifications (p. 28).

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## Selection Criteria - Quality of the Management Plan

**Your comments and scores should address the following criteria:**

- (1) The adequacy of the management plan to achieve the objectives of the proposed project on time and within budget, including clearly defined responsibilities, timelines, and milestones for accomplishing project tasks.**
- 5. (2) The extent to which the time commitments of the project director and Principal investigator and other key project personnel are appropriate and adequate to meet the objectives of the proposed project.**
- (3) The adequacy of procedures for ensuring feedback and continuous improvement in the operation of the proposed project.**

### Strengths:

- 1) The applicant provides a management plan that highlights objectives to be accomplished, responsible parties, and activities that will be carried out throughout the grant period (32-34).
- 2) The time commitment for the contracted artists who will provide services to teachers is adequate to meet project objectives (see appendices).
- 3) The applicant will convene an advisory committee that will incorporate stakeholders from the project and the school who will meet three times per year to provide feedback and guidance to project activities (p. 35).

### Weaknesses:

- 1) The applicant provides a management chart that identifies objectives and a timeline over the life of the grant with no milestones for completion (p. 33-34).
- 2) The time commitment for project personnel is part-time with no position that is providing significant services assigned to the project on a full-time basis. The principal investigators will only spend two days per week on project activities which is not sufficient for a project of this magnitude (p. 32).

3) No weaknesses noted.

**Question Status:Completed**

**Reviewer Score: 16**

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**Selection Criteria - Quality of the Project Evaluation**

**Your comments and scores should address the following criteria:**

6. **(1) The extent to which the methods of evaluation are thorough, feasible, and appropriate to the goals, objectives, and outcomes of the proposed project.**
- (2) The extent to which the methods of evaluation will provide performance feedback and permit periodic assessment of progress toward achieving intended outcomes.**

Strengths:

1) The applicant will collect qualitative and quantitative data that is aligned with project objectives and goals as evidenced by the detailed evaluation plan that provide data sources, timelines, and increases towards achieving outcomes (p.36-38).

2) The applicant has a detailed plan for collection and analysis of data that includes twice a year feedback, which will allow the project to make changes as challenges arise. The evaluation results will be shared in a formal setting at the end of each school year exploring challenges, recommendations, improvement, and expansion opportunities (p.39-41).

Weaknesses:

None noted.

**Question Status:Completed**

**Reviewer Score: 20**

