

Technical Review Cover Sheet

Panel Details

Fiscal Year 2008 **CFDA/Subprogram** 84.351C **Schedule No** 3 **Tier No.** 1

Panel Name Panel 09

Applicant Name School District Manatee County **PR/Award No** U351C080012

Questions

	Points Possible	Points Scored
	1. Overall Comments	
QUESTION 1	0	0
	2. Evaluation Criteria	
QUESTION 2	20	20
QUESTION 3	20	16
QUESTION 4	20	20
QUESTION 5	10	10
QUESTION 6	15	15
QUESTION 7	15	13
	TOTAL	94

Technical Review Form

Applicant Name School District Manatee County **PR/Award No** U351C080012

Reviewer Name

Overall Comments - Overall Comments

1. **Overall Comments - Summary Statement**

The opening statement is strong and inspirational, showing

imagination and vision for the project.

Question Status:Not Completed

Reviewer Score: 0

Evaluation Criteria - Significance (20 Points)

Significance (20 Points)

2. a) **The extent to which the proposed project is likely to build local capacity to provide, improve, or expand services that address the needs of the target population.**
- b) **The potential replicability of the proposed project or strategies, including, as appropriate, the potential for implementation in a variety of settings.**

Weaknesses

No weaknesses noted.

Strengths

The need is obviously great, and the professional development will certainly help in addressing the needs of the target population. Numbers are significant in the presentation of the school "picture" of who the students are and the boost to academic excellence that they need. ELL students will obviously benefit greatly from this project.

The timing of this project would be significant in the midst of the school system's curriculum revamping. The arts would contribute toward success and could be firmly embedded in this process.

The plans for replicability are strong with mentoring teachers and involvement of the arts alliances and artists in the community. The online resources would be useful to a broad range of educators.

Question Status:Not Completed

Reviewer Score: 20

Evaluation Criteria - Quality of the Project Design (20 points)

Quality of the Project Design (20 points)

- a) **The extent to which the goals, objectives, and outcomes to be achieved by the proposed project are clearly specified and measurable.**
- b) **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.**
3. **c) 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.**

Weaknesses

It is confusing that Goal 1, Objective 3 is nearly the same as Goal 2. Clarification or re-wording would be helpful.

It would be appropriate also to tie in data of student achievement as indicators of success for this project. Mention of that is made on p. 26, but more information and detail as to how this will be used would be appropriate.

Strengths

The goals for the most part are clear and good. Measurement by the RMC Research Corporation will objectively validate the findings.

The model of the professional development cycle (p. 7) is excellent, and shows high expectations for thoroughly involved teachers as they strive to implement the effective strategies.

There are several examples cited for how this project will extend beyond its time: mentoring teachers, connections with arts in the community, ingrained

teacher practices to be shared online and through workshops.

There is strong evidence of a concentrated comprehensive effort to improve student achievement through the use of drama as integrated art. Specific examples are given in the workshop descriptions (pp. 11-13) of how these strategies will serve the needs of the students.

Question Status:Not Completed

Reviewer Score: 16

Evaluation Criteria - Quality of Project Services (20 points)

Quality of Project Services (20 points)

- a) **The quality and sufficiency of strategies for ensuring equal access and treatment for eligible project participants who are members of groups that have traditionally been underrepresented based on race, color, national origin, gender, age, or disability.**
4. b) **The extent to which the training or professional development services to be provided by the proposed project are of sufficient quality, intensity, and duration to lead to improvements in practice among the recipients of those services.**
- c) **The likelihood that the services to be provided by the proposed project will lead to improvements in the achievement of students as measured against rigorous academic standards.**

Weaknesses

No weaknesses noted.

Strengths

The services of the project would certainly target those groups for instructional enhancement, with special attention to ELL students.

Research is presented as an excellent base for what drives this project (pp. 9-

10).

The outline of potential workshops is very extensive and detailed, showing exactly what the teachers may engage their students in while integrating drama for learning other content standards.

The focus on student learning as well as teacher development is great. The model of "I do, we do, you do" is a sound transference of opportunities for the teachers. Workshops include assessment of student achievement.

Question Status:Not Completed

Reviewer Score: 20

Evaluation Criteria - Quality of Project Personnel (10 points)

Quality of Project Personnel (10 points)

a) 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.

5.

b) The qualifications, including relevant training and experience, of key project personnel.

c) The qualifications, including relevant training and experience, of project consultants or subcontractors.

Weaknesses

No weaknesses noted.

Strengths

The proposal indicates a commitment to ensuring participation of those traditionally underrepresented through recruitment and attention to those needs.

Resumes indicate excellent qualifications of personnel and experience

to ensure success of this project.

Partnership with the Van Wezel Performing Arts Hall and artists in residence will enhance this program.

Question Status:Not Completed

Reviewer Score: 10

Evaluation Criteria - Quality of the Management Plan (15 points)

Quality of the Management Plan (15 points)

6. **The Secretary considers the quality of the management plan for the proposed project by considering 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.**

Weaknesses

No weaknesses noted.

Strengths

The charts (pp. 17-22) provide a very clear picture of what will happen to pursue the goals, when, and who is responsible for each step of the project. This chart will give a good guide to implementation of the project.

Question Status:Not Completed

Reviewer Score: 15

Evaluation Criteria - Quality of the Project Evaluation (15 Points)

Quality of the Project Evaluation (15 Points)

7. **a) The extent to which the methods of evaluation include the use of objective performance measures that are clearly related to the intended outcomes of the project and will produce quantitative and qualitative data to the extent possible.**

b) The extent to which the evaluation will provide guidance about effective strategies suitable for replication or testing in other settings.

Weaknesses

More information would be helpful about guidance for replication based on the evaluation. This part of the narrative is a bit vague.

Strengths

The outline of evaluation (pp.25-26) is excellent.

The evaluation is research based, and uses an objective, outside professional corporation to assist. A combination of qualitative and quantitative data is indicated.

The objectives and measurements are clearly connected to student outcomes, as shown in the model on p. 23.

Formative evaluation findings will help guide the project's growth, steering modifications as warranted. Summative evaluation will be conducted as well.

Question Status:Not Completed

Reviewer Score: 13

Technical Review Cover Sheet

Panel Details

Fiscal Year 2008 **CFDA/Subprogram** 84.351C **Schedule No** 3 **Tier No.** 1

Panel Name Panel 09

Applicant Name School District Manatee County **PR/Award No** U351C080012

Questions

	Points Possible	Points Scored
	1. Overall Comments	
QUESTION 1	0	
	2. Evaluation Criteria	
QUESTION 2	20	20
QUESTION 3	20	17
QUESTION 4	20	16
QUESTION 5	10	8
QUESTION 6	15	9
QUESTION 7	15	13
	TOTAL	83

Technical Review Form

Applicant Name School District Manatee County **PR/Award No** U351C080012

Reviewer Name

Overall Comments - Overall Comments

1. Overall Comments - Summary Statement

Question Status:Not Completed

Reviewer Score:

Evaluation Criteria - Significance (20 Points)

Significance (20 Points)

2. a) **The extent to which the proposed project is likely to build local capacity to provide, improve, or expand services that address the needs of the target population.**
- b) **The potential replicability of the proposed project or strategies, including, as appropriate, the potential for implementation in a variety of settings.**

Weaknesses

no weaknesses found

Strengths

Project STAGE will be very likely to build local teacher capacity to provide new access to and expanded service in the way of arts integrated literacy learning that can impact all core subjects. Teachers and subsequently schools and communities will have a stronger arts foundation due to the "sustained and intensive" nature of the professional development activities (see abstract). In addition, the results will benefit students in a Title 1 district that has failed to make AYP providing those at risk of educational failure (NCLB sanctioned) with new more personal ways to connect with challenges of literacy (see page 4).

Replicability potential is high for use of the resulting strategies, lesson plans, curriculum, activities, etc. In addition, the mentorship and proposed online resources will provide significant access to non-participating schools. Opportunity for participating teachers to take on leadership roles as presenters at other schools (page 4) will undoubtedly spark interest district-wide as the program develops encouraging replication once the evaluated model is refined.

Question Status:Not Completed

Reviewer Score: 20

Evaluation Criteria - Quality of the Project Design (20 points)

Quality of the Project Design (20 points)

- a) **The extent to which the goals, objectives, and outcomes to be achieved by the proposed project are clearly specified and measurable.**
- b) **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.**
- c) **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.**

Weaknesses

There is a confusing discrepancy/duplication: a repeating of goal 1 objective 3 within goal 2 (below it) is very confusing (page 5). The goals and objectives lack clarity in some areas and their formatting in the application causes difficulty for reader looking to connect with measurable outcomes.

More detail about the larger curriculum re-structuring taking place would be helpful in understanding the role that this program will play.

Strengths

The goals and objectives are adequately stated on page 5. There are an adequate number of attainable goals highlighting the proposed project's activities with a focus on sustained and intensive professional development.

Many of the "products" of this project will live on well beyond the funding period. Mentorship, online resources, and the deepened community/cultural partnerships will continue to impact results. The comprehensive "library" of resources that this project will leave it its wake will help others within and beyond the district when funding period ends. In addition, the strong partnerships forged as a result of project efforts should continue.

Applicant cites (page 8) that Manatee is undergoing a large district wide effort to "research and design" with an aim for "overhaul[ing] curriculum." It appears

that the STAGE project will be a central effort within this larger overhaul- an opportune time to expand services in this area.

Question Status:Not Completed

Reviewer Score: 17

Evaluation Criteria - Quality of Project Services (20 points)

Quality of Project Services (20 points)

- a) The quality and sufficiency of strategies for ensuring equal access and treatment for eligible project participants who are members of groups that have traditionally been underrepresented based on race, color, national origin, gender, age, or disability.**
- 4. b) The extent to which the training or professional development services to be provided by the proposed project are of sufficient quality, intensity, and duration to lead to improvements in practice among the recipients of those services.**
- c) The likelihood that the services to be provided by the proposed project will lead to improvements in the achievement of students as measured against rigorous academic standards.**

Weaknesses

There is no mention of the accessibility of facilities at the Kennedy Center or Van Wezel Performing Arts Center presenting a potential obstacle to those with any physical disabilities. These important details about partners should be included. This also raises concerns about the physical nature of the drama/literacy activities and whether or not there will be special training for teachers who work with students with special needs.

Inadequate explanation of the extent to which "Rigorous" academic standards will measure improvements. There is a great deal of information presented about the research that supports the potential for such improvements, however there is inadequate connections made between the research and the project as it is presented in STAGE. Applicant focuses on general statements of theory and has not adequately applied the theories and research specifically to this

practice.

Strengths

There are several staff members charged with responsibilities pertaining to ensuring that members of traditionally underrepresented groups are provided equitable opportunity including a district HR coordinator, an equity coordinator. (see page 8 for a complete list of compliance details). In addition, the application states that "special emphasis will be placed on recruitment of participants from traditionally underrepresented groups for the project." Though not noted anywhere on application, reviewer internet research indicates that Van Wezel does have an elevator, and that they will, "strives to ensure that all people, regardless of ability, can enjoy our programming and our facility". (<http://www.vanwezel.org/boxOffice/accessibility.cfm>)

The proposed professional development is of high quality and engages experienced, well-respected partners in intense training with focused plans for reflective time, coaching, refinement, mentoring and more. The models that this project is based upon have been proven successful and combined with research on best practices for integrating performing arts into literacy education make for a high likelihood of significant improvements in teacher practice. The idea to bring the artists into the classroom following the workshops for additional opportunities to demonstrate methods and techniques as well as to model adds further to the intensity and exceptional quality of the proposed services.

There is a reasonable likelihood that students who experience the services of this project will achieve improvements based on the research provided (page 10). There are clear and demonstrated links between experiences in the arts and improvement in literacy skills, standardized tests as well as evidence to support classroom participation improvement.

Question Status:Not Completed

Reviewer Score: 16

Evaluation Criteria - Quality of Project Personnel (10 points)

5.

Quality of Project Personnel (10 points)

a) 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.

b) The qualifications, including relevant training and experience, of key project personnel.

c) The qualifications, including relevant training and experience, of project consultants or subcontractors.

Weaknesses

Application lacks outright, full detail on "encouragement" of applications from underrepresented groups.

There are several individuals and firms closer to Florida which could cut down on the budgeted expense for an evaluator. RMC appears to lack a demonstrated experience with cultural institutions other than private philanthropic foundations based on information provided. This could potentially affect the ability to evaluate the role of collaborators.

Strengths

There is brief mention on page 9 of hiring and recruitment, "as to include underrepresented groups in the applicant pool for selection." Since there appear to be pre-selected hires, it appears that additional hiring for this project may not be necessary. In addition, an attachment (section 427 of GEPA) further details the School Board of Manatee County's policy of non-discrimination providing equity to applicants.

Qualifications including training and experience of key project personnel are adequate (pages 14-17) and convey the experiences and training most relevant to the proposed project. Dr. Sherry Lawrence's degrees: both a BS and MS in Speech/Theater and English, and a recent Ed.D. in Behavioral Science/Human Services Administration will provide thorough support in her position of Project Director. The Education staffer from the Van Wezel Performing Arts Hall has a demonstrated commitment to community school partnership and to

Manatee County as established by her involvement in C-Spa and as a board member of the Arts Council of Manatee County (page 15). In addition she has experience in a leadership role with integrating arts into all areas of curriculum. The teaching artists from the Kennedy Center are all strong professionals and performers in their fields, all with relevant backgrounds and experience in professional development, arts integration, and related research.

RMC Research Corporation is adequately qualified to consult/lead efforts to evaluate this project. RMC has demonstrated success in contracting with an array of institutions including local schools, private foundations, and has significant background in Title 1 (for which they developed evaluation and reporting systems (appendix).

Question Status:Not Completed

Reviewer Score: 8

Evaluation Criteria - Quality of the Management Plan (15 points)

Quality of the Management Plan (15 points)

6. **The Secretary considers the quality of the management plan for the proposed project by considering 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.**

Weaknesses

Visual formatting of the "Responsibilities for Project Tasks and Timeline" makes natural with the goals and objectives (page 17 - 22). Reader has to flip back and forth between this section and project design to review correlations. In addition, the heading "QT" is not explained. Reviewer assumes that this is to indicate some division of time- perhaps a Quarter A breakdown of the timeline by month would have been helpful in discerning the time between steps and the length of time of certain things. Absent from the timeline is any sense of timing/responsibilities for the mentoring component of the program. The reader is concerned with the lack of frequency with the posting of online resources (appears in plan but once each year).

Cost for evaluation seems high. An itemization of evaluation costs would be helpful. Perhaps collaboration with an evaluator closer in proximity could save funds. (Projects of a similar scope have had 1/3-1/2 of the nearly \$66,000 budgeted.

Strengths

Nothing indicates any reason why this project could not be completed within the three years indicated. Despite the grid presentation format, there is a sense of momentum inherent in the plan as well as a strong sense of accountability.

The budget seems adequate for nearly all project activities and expenses. Most reassuring is that the budget projects a percentage of increase in several expense categories over the three year period to indicate an appreciated cost of services and or an increase in "cost of living" expense.

The "Responsibilities for Project Tasks and Timeline" map on page 17-22 assigns responsibilities to individuals and groups that are very well defined and comprehensive. The biographical/background data in an earlier section of the application lends further explanation about individual responsibilities within the structure of collaborative partners.

Question Status:Not Completed

Reviewer Score: 9

Evaluation Criteria - Quality of the Project Evaluation (15 Points)

Quality of the Project Evaluation (15 Points)

7.
 - a) The extent to which the methods of evaluation include the use of objective performance measures that are clearly related to the intended outcomes of the project and will produce quantitative and qualitative data to the extent possible.
 - b) The extent to which the evaluation will provide guidance about effective strategies suitable for replication or testing in other settings.

Weaknesses

There seem to be weaknesses with certain the performance measures as they relate to/support some intended outcomes. For example: if the intended outcome is to achieve program replication, then the measure of "the organization's support and facilitation for implementation" is too limited a measure. In addition a lack of "hard data" makes the extensive "reflections" seem inadequate for measuring quantitatively.

Strengths

The evaluator plans to use the Guskey professional development model which will be employed to assess project effectiveness in relation to intended outcomes. A helpful diagram illustrates the relationship of the various components showing the progression from the input of the content to the resulting outcome. There is a recognized need for both qualitative and quantitative data and for evaluations that are both formative and summative. The evaluation plan further uses Guskey's model as a way to demonstrate "levels of information" that the data will provide. This structure provides an underlying rhythm, or momentum that gives the reader and complete sense of the process.

Since program replication is organic (built in as a goal), it is wonderful to see that followed through in the evaluation so succinctly.

Question Status:Not Completed

Reviewer Score: 13

Technical Review Cover Sheet

Panel Details

Fiscal Year	2008	CFDA/Subprogram	84.351C	Schedule No	3	Tier No.	1
Panel Name	Panel 09	Panel Monitor Name	Scott-Ambrosio, Joan F.	Panel Monitor Phone No.	2022602715		
Competition Manager Name(s)	Kress, Richard I.(2022601408); Binder, Isadora(2022603778); Dukes, Adrienne M.(2022055812)						

Applicant Name School District Manatee County **PR/Award No** U351C080012

Questions

	Points Possible	Points Scored
1. Overall Comments		
QUESTION 1	0	0
<i>Sub-Total</i>	<i>0</i>	<i>0</i>
2. Evaluation Criteria		
QUESTION 2	20	17
QUESTION 3	20	16
QUESTION 4	20	19
QUESTION 5	10	9
QUESTION 6	15	13
QUESTION 7	15	13
<i>Sub-Total</i>	<i>100</i>	<i>87</i>
TOTAL	100	87

Technical Review Form

Applicant Name School District Manatee County **PR/Award No** U351C080012

Overall Comments - Overall Comments

1. Overall Comments - Summary Statement

No comments.

Question Status: Completed

Reviewer Score: 0

Evaluation Criteria - Significance (20 Points)

Significance (20 Points)

2. a) **The extent to which the proposed project is likely to build local capacity to provide, improve, or expand services that address the needs of the target population.**
- b) **The potential replicability of the proposed project or strategies, including, as appropriate, the potential for implementation in a variety of settings.**

Weaknesses

The replicability of this program might be hampered by the small number of teachers, in comparison to the number of schools that will be initially trained.

Strengths

The significance section shows the need that the district has in regards to reaching the traditionally underrepresented group of students in their district. It also shows a scaffolding model, where teachers would be trained, then becoming mentors and passing on the professional development after the grant has ended.

Question Status: Completed

Reviewer Score: 17

Evaluation Criteria - Quality of the Project Design (20 points)

Quality of the Project Design (20 points)

3. a) **The extent to which the goals, objectives, and outcomes to be achieved by the proposed project are clearly specified and measurable.**
- b) **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.**
- c) **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.**

Weaknesses

Measurable outcomes are limited by only observation and reflection. Teachers will have very limited training before becoming mentors in order to continue the project.

Strengths

This section has a clear continuous modeled plan of how the project will extend beyond the Federal financial assistance. With the district's current curriculum work being done this project would supply a strong connection between core curriculum and the arts.

Question Status:Completed

Reviewer Score: 16

Evaluation Criteria - Quality of Project Services (20 points)

Quality of Project Services (20 points)

4. a) **The quality and sufficiency of strategies for ensuring equal access and treatment for eligible project participants who are members of groups that have traditionally been underrepresented based on race, color,**

national origin, gender, age, or disability.

b) The extent to which the training or professional development services to be provided by the proposed project are of sufficient quality, intensity, and duration to lead to improvements in practice among the recipients of those services.

c) The likelihood that the services to be provided by the proposed project will lead to improvements in the achievement of students as measured against rigorous academic standards.

Weaknesses

The list of possible workshops to be conducted by Kennedy Center for the Performing Arts, while very complete and detailed, does not state which ones the participants will actually be attending.

Strengths

The use of the equity coordinator, in conjunction with the Title 1 administrators, elementary school director, and project director to ensure that participants are from traditionally underrepresented groups seems to be more than adequate.

There seems to be ample and varied opportunities for teachers to be trained in integration. The I do, we do, you do model is one that will promote the mentoring that will be needed to carry this project on after Federal funding is over.

The studies listed on page 10 show that with successful implementation students will succeed with greater numbers with arts integration. The creation of rubrics by participants is a very strong way to not only get participants involved, but also students.

Question Status: Completed

Reviewer Score: 19

Evaluation Criteria - Quality of Project Personnel (10 points)

Quality of Project Personnel (10 points)

5. a) **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.**
- b) **The qualifications, including relevant training and experience, of key project personnel.**
- c) **The qualifications, including relevant training and experience, of project consultants or subcontractors.**

Weaknesses

There was no mention of the participants of the advisory committee, which was mentioned earlier in the application.

Strengths

The key project personnel and list consultants have qualifications that are remarkable and are more than qualified to successfully implement the project.

Question Status: Completed

Reviewer Score: 9

Evaluation Criteria - Quality of the Management Plan (15 points)

Quality of the Management Plan (15 points)

6. **The Secretary considers the quality of the management plan for the proposed project by considering 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.**

Weaknesses

The timeline is a little confusing without having the goals and objectives written directly into it.
The posting of online resources only a couple times of year seems inadequate to disseminate these resources out to the most teachers possible.

Strengths

There are clearly defined responsibilities and timelines stated. The timeline indicates that all goals and objectives will be met on time and within budget.

Question Status: Completed

Reviewer Score: 13

Evaluation Criteria - Quality of the Project Evaluation (15 Points)

Quality of the Project Evaluation (15 Points)

7. **a) The extent to which the methods of evaluation include the use of objective performance measures that are clearly related to the intended outcomes of the project and will produce quantitative and qualitative data to the extent possible.**
- b) The extent to which the evaluation will provide guidance about effective strategies suitable for replication or testing in other settings.**

Weaknesses

There is no student achievement data that is being review during the evaluation. Because of this lack of data, the evaluation will not provide much guidance about effective strategies for replication.

Strengths

The methods of evaluation are quite thorough. Every participating entity is involved in evaluating the program.

Question Status: Completed
Reviewer Score: 13

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