

**U.S. Department of Education - EDCAPS  
G5-Technical Review Form (New)**

Status: Submitted

Last Updated: 05/19/2010 09:30 PM

## Technical Review Coversheet

**Applicant:** East St. Louis School District 189 -- , (U363A100100)

**Reader #1:** \*\*\*\*\*

	Points Possible	Points Scored
<b>Questions</b>		
<b>Selection Criteria</b>		
<b>Quality of Project Design</b>		
1. N/A	45	45
<b>Quality of the Project Evaluation</b>		
1. N/A	25	25
<b>Significance</b>		
1. N/A	20	20
<b>Quality of the Management Plan</b>		
1. N/A	10	10
<b>Sub Total</b>	100	100
<b>Total</b>	100	100

# Technical Review Form

Panel #10 - SLP Review Panel - 10: 84.363A

Reader #1: \*\*\*\*\*

Applicant: East St. Louis School District 189 -- , (U363A100100)

## Questions

### Selection Criteria - Quality of Project Design

1. **The Secretary considers the quality of the design of the proposed project. In determining the quality of the design of the proposed project, the Secretary considers the extent to which the proposed project consists of a comprehensive plan that includes a description of-**
  1. **The extent to which there is a conceptual framework underlying the proposed research or demonstration activities and the quality of that framework.**
  2. **The extent to which the proposed activities constitute a coherent, sustained program of training in the field.**
  3. **The extent to which the proposed project is apart of a comprehensive effort to improve teaching and learning and support rigorous academic standards for students.**
  4. **The extent to which the design for implementing and evaluating the proposed project will result in information to guide possible replication of project activities or strategies, including information about the effectiveness of the approach or strategies employed by the project.**
  5. **The extent to which project participants are to be selected on the basis of academic excellence.**

### Strengths:

#### STRENGTHS

The application is a well designed, research based initiative that is positioned to foster effective training for principals and assistant principals with leadership skills and resources to effect advanced student learning. They presents a clear program description and framework to institute recruitment, prescreening, Individualized Professional Development Plans and professional development delivered through Leadership Academies, one to one coaching and mentoring. In addition, the program outlines ongoing support; evaluation and financial incentives for participants. (Pages 1-4)

The applicant effectively details three goals and anticipated outcomes including using a scientific based assessment to identify and hire qualified principals and assistance principals to become more effective leaders. This will be demonstrated through advanced student achievement and reduced administrative turnover. (Page 2)

Research from Stanford Educational Leadership Institute is detailed asserting principles for improving educational leadership. These encompass effective assessment to identify the areas of improvement needed by principals and to selectively hire the most qualified applicants. (Pages 3, 4)

They effectively detail a coherent and sustained program of training in the field which includes an innovative assessment instrument for recruiting and customizing training; professional development tailored to each school site and principal with small group academies, one on one coaching and real world problem solving. The chart presents a clear overview of the 5 years of professional development activities and assessment tools for school leaders, as researched by the Wallace Foundation and the University of Wisconsin Milwaukee. (Page, 5-7)

The application presents an effective overview of a well planned effort to improve teaching and learning. Increase student achievement and demonstrate strength in delivering programs. The applicant clearly details additional programs aligned

to their comprehensive endeavor including a 21st Century Community Learning Center grant and a Safe Schools Healthy Schools Student program and high school Too Good for Drugs and Violence program. They clearly identify parents participation in monthly meetings. (Pages 16, 17)

Recruitment of program candidates is clearly detailed and grounded in selecting candidates from the local university certifications programs and teachers within the district. The Haberman Principal Selection Interview process is described as a promising strategy to identify candidates with the strongest abilities and mastery of leadership. (Pages 18, 19)

**Weaknesses:**

WEAKNESSES

None noted

**Reader's Score: 45**

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

**1. The Secretary considers the quality of the evaluation to be conducted of the proposed project. In determining the quality of the evaluation, the Secretary considers-**

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

**2. The extent to which the methods of evaluation will provide performance feedback and permit periodic assessment of progress toward achieving intended outcomes.**

**Strengths:**

STRENGTHS

The application encompasses a comprehensive evaluation plan clearly delineating methods of to include the use of objective performance measures that are clearly related to intended outcomes of the project. These are detailed to produce quantitative and qualitative data. For example, specific objectives associated with each goal are detailed and aligned to the identified research- based School Leadership Program Performance Measures. These will evaluate: the percentage of school leader who meet certification; the percentage who participate from high needs schools. Data specified for collection will produce quantitative and qualitative information from the participants progress in meeting objectives, the evaluation of the components of program effectiveness and the program impact on student learning and leadership in the LEAs. A cohesive Logic Model is presents solidifying information on the narrative. The Logic Model reflects effective evaluation strategies and includes; each goal, program element, program objective, evaluation benchmark, the frequency of collection and the instrument used. (Pages 22-25)

The applicant clearly identifies the implementation of multiple procedures to ensure feedback for data continuous improvement through weekly staff meeting, and continued feedback on professional development programs. In addition JP Associates will ensure that that Individual Staff Development Plans are on targeted and adjusted to the performance of the leadership staff with plans updated based on going assessment data. The Evaluation Plan also references various on-going timeframes for ensuring continuous improvement in the operation of the proposed program. (Page 47)

**Weaknesses:**

## WEAKNESSES

None noted

**Reader's Score: 25**

**Selection Criteria - Significance**

**1. The Secretary considers the significance of the proposed project. In determining the significance of the proposed project, the Secretary considers the following factors-**

- 1. The potential contribution of the proposed project to increased knowledge or understanding of educational problems, issues, or effective strategies.**
- 2. The likelihood that the proposed project will result in system change or improvement.**
- 3. The importance or magnitude of the results or outcomes likely to be attained by the proposed project, especially improvements in teaching and student achievement.**

**Strengths:**

## STRENGTHS

The application presents a very comprehensive description of the programs potential contribution to increase the knowledge and understanding of issues in the four components of a well organized and sequenced initiative. This include: the use of research based assessment to identify candidates; use of assessment data to identify training for candidate principals and assistant principals; professional development customized to each candidate and responsive to their school environment and the provision of incentives to encourage pre-service principals to support to the work of mentor principals.(Page 33)

The proposed program is highly likely to succeed grounded in research and its success of program components in other districts, which the applicant identifies. Components are presented to appear to result in the improvement of principals in high needs schools.

The clearly cite that the external evaluation will provide the measurable impact of their proposed interventions. (Page 33)

The program is likely to improve a systems change since the applicant clearly identifies training to date is not producing quality leadership which advances student learning. Therefore, the applicant effectively details three areas that support the likelihood of success including: more qualified principals identified and recruited for leadership; better in serve which is responsive and customized to meet administrators needs and new programs to sustain mentoring and professional support network, (Page 34)

The magnitude of the results likely to be attained by the proposed project are clearly sequenced to improvement teaching and student achievement, which the applicant asserts will be demonstrated through selection and training of skilled principals to prevent the downward spiral currently occurring and to put districts in a positive path for overall improvement. Therefore, they aptly describe their proposed positive outcome as the improvement in school performance, student achievement as each school benefits from effective and responsible leadership. They clearly identify the JP Associates professional development method which is embedded into their program and its proven success rate. A comparative study of this strategy is effectively detailed. (Page 35, 36)

**Weaknesses:**

WEAKNESSES

None noted

**Reader's Score: 20**

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

**1. The Secretary considers the quality of the management plan for the proposed project. In determining the quality of the management plan for the proposed project, the Secretary considers the following factors-**

**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.**

**2. How the applicant will ensure that a diversity of perspectives are brought to bear in the operation of the proposed project, including those of parents, teachers, the business community, a variety of disciplinary and professional fields, recipients or beneficiaries of services, or others, as appropriate.**

**3. The adequacy of procedures for ensuring feedback and continuous improvement in the operation of the proposed project.**

**Strengths:**

STRENGTHS

A comprehensive, detailed management plan effectively sequences each goal with a timeline and objectives to attain that goal. In addition, the applicant clearly aligns milestones and the designated person responsible. For example, the applicant clearly specifies a goal to reduce turnover by proposing that 100% of new principals they train in the program will remain in their position for at least two years. (Page 40)

A program staffing plan is effectively detailed, charting each key managerial staff, their roles and responsible and time commitment. The clearly identify the Project Director as a person with experience and will serve the project .40 of her time. A Projector Coordinator will be hired and will be responsible for recruiting candidate principals from exiting district teachers. The applicant aptly includes job descriptions in the appendix. (Pages 41.42)

The applicant aptly details the qualifications of the professional development provider stating that the JP Associates was selected based on their experience in continuous school improvement and their application of effective schools strategies to improving student achievement, which aligns with the project framework. Information detailing the association reflects a history of experience and competency. (Page 42)

The applicant effectively presents a program that includes strategies to ensure that a diversity of perspectives are brought to bear in the operation of the proposed project, including those of parents, teachers, the business community, a variety of disciplinary and professional fields, and recipients of services. Effectively strategies detailed include establishing a LIFT Advisory Committee for meaningful perceptive from 40 stakeholders. In addition the applicant effectively details that open lines of communication between the community and the school will be facilitated by locally based Metro-East Parent Connection, a 10 year active community partner. In addition, the applicant clearly identifies that each principal will communicate with a cross section of stakeholders to discuss integral topics including ideas on what students should know and be able to do and student expectations. The strategies and working with parents and stakeholder creates a sense of ownership among stakeholders and a high profile of information dissemination in a collaborated data report. (Page 46)

**Weaknesses:**  
WEAKNESSES

None noted.

**Reader's Score:**     **10**

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**Status:**           Submitted  
**Last Updated:**   05/19/2010 09:30 PM

Status: Submitted

Last Updated: 05/24/2010 12:22 AM

## Technical Review Coversheet

Applicant: East St. Louis School District 189 -- , (U363A100100)

Reader #2: \*\*\*\*\*

	Points Possible	Points Scored
<b>Questions</b>		
<b>Selection Criteria</b>		
<b>Quality of Project Design</b>		
1. N/A	45	45
<b>Quality of the Project Evaluation</b>		
1. N/A	25	25
<b>Significance</b>		
1. N/A	20	20
<b>Quality of the Management Plan</b>		
1. N/A	10	8
<b>Sub Total</b>	100	98
<b>Total</b>	100	98

# Technical Review Form

Panel #10 - SLP Review Panel - 10: 84.363A

Reader #2: \*\*\*\*\*

Applicant: East St. Louis School District 189 -- , (U363A100100)

## Questions

### Selection Criteria - Quality of Project Design

1. The Secretary considers the quality of the design of the proposed project. In determining the quality of the design of the proposed project, the Secretary considers the extent to which the proposed project consists of a comprehensive plan that includes a description of-

1. The extent to which there is a conceptual framework underlying the proposed research or demonstration activities and the quality of that framework.

2. The extent to which the proposed activities constitute a coherent, sustained program of training in the field.

3. The extent to which the proposed project is apart of a comprehensive effort to improve teaching and learning and support rigorous academic standards for students.

4. The extent to which the design for implementing and evaluating the proposed project will result in information to guide possible replication of project activities or strategies, including information about the effectiveness of the approach or strategies employed by the project.

5. The extent to which project participants are to be selected on the basis of academic excellence.

### Strengths:

STRENGTHS: The design of the proposed project shows an outstanding, clear, and concise conceptual framework. The applicant lists skills that effective principals need to possess (page 2). The activities that will be conducted (pages 3 and 4) reflect a coherent and sustained program of professional development. The applicant describes how it is part of a wide-ranging endeavor to improve teaching and learning by listing strategies to stabilize staffing issues (page 16) and engage in initiatives to improve student achievement (page 17), provide professional development activities for teachers (pages 16 and 17) that support the goal of hiring effective principals, increasing the quality of instruction, and reducing the high turnover rate of principals. The proposed project does a good job of designing strategies that are may accommodate the needs that are common to many school districts (page 17 and 18). The proposed project includes an excellent plan to ensure that the project participants will be selected through from reliable and objective academic related sources (page 18 and 19).

### Weaknesses:

WEAKNESSES: None cited.

Reader's Score: 45

### Selection Criteria - Quality of the Project Evaluation

1. The Secretary considers the quality of the evaluation to be conducted of the proposed project. In determining the quality of the evaluation, the Secretary considers-

1. The extent to which the methods of evaluation include the use of objective performance measures

that are clearly related to intended outcomes of the project and will produce quantitative and qualitative data to the extent possible.

**2. The extent to which the methods of evaluation will provide performance feedback and permit periodic assessment of progress toward achieving intended outcomes.**

**Strengths:**

STRENGTHS: The proposal describes the objective methods it will employ to evaluate the process used to achieve the objectives associated with the stated goals (page 20 and 21). The proposed project discusses the methods that it will use gather feedback and facilitate how it will assess progress (page 23 to 26). The information in Table 2, (Logic model, including goals, activities, objectives, benchmarks, and data) is very comprehensive (page e3 to e6). The applicant displays the 3 goals, the associated objectives and a section named Evaluation Benchmark. In this section the applicant identifies the data, the frequency of collection, and the collection instrument. The applicant provides detailed information about the types of data collected (page e7) for each of the three goals. Detailed information is provided about when data will be collected, the data collection methods, instruments for evaluation, how data will be used, when the results and outcomes will be available, and how evaluation information will be used. The person responsible for managing each activity is listed.

**Weaknesses:**

WEAKNESSES: None cited.

**Reader's Score: 25**

**Selection Criteria - Significance**

**1. The Secretary considers the significance of the proposed project. In determining the significance of the proposed project, the Secretary considers the following factors-**

- 1. The potential contribution of the proposed project to increased knowledge or understanding of educational problems, issues, or effective strategies.**
- 2. The likelihood that the proposed project will result in system change or improvement.**
- 3. The importance or magnitude of the results or outcomes likely to be attained by the proposed project, especially improvements in teaching and student achievement.**

**Strengths:**

STRENGTHS: The applicant lists 4 indicators (page 33) that makes a compelling argument that the project will make a significant contribution to the body of knowledge of solutions to problems affecting the retention, recruitment, and training of effective principals. The applicant displays four strategies that are significant. The proposed project utilizes the following strategies: 1) use research-based assessments to identify candidates; 2) use the assessment data to determine training needs of the candidates; 3) use customized professional development programs to encourage effective leadership; and 4) provide incentives to encourage pre-service principals to receive certification (page 33). There is a likelihood that the proposed project might result in system change or improvement because the proposed projects proposes an approach to training principals for high-need schools (page 34) that may be implemented easily. The approach that the proposed project will adopt supports this position. The applicant intends to institutionalize processes so that the following improvements become a natural occurrence. Those projected improvements are as follows: 1) more qualified principals will be identified, recruited, and certified; 2) in-service principals will be better trained; and 3) the program will be sustained through mentoring, and a professional support network. The speculation that the proposed project might have results of importance is possible because it will encourage improvement in teaching and learning by improving the performance of the principal as the instructional leader (page 35). This speculation is encouraged by data provided by the applicant in Table 3. The impact of student achievement gains in Duval county Public Schools,

Jacksonville, FL using the JP Associates School Improvement Model in Grades K 3 is significant. Together the candidate selection plan, professional development, and the JP Associates School Improvement Model, compose a set of strong components that is likely to produce above average results in teaching and student achievement.

**Weaknesses:**

WEAKNESSES: None cited.

**Reader's Score: 20**

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

**1. The Secretary considers the quality of the management plan for the proposed project. In determining the quality of the management plan for the proposed project, the Secretary considers the following factors-**

**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.**

**2. How the applicant will ensure that a diversity of perspectives are brought to bear in the operation of the proposed project, including those of parents, teachers, the business community, a variety of disciplinary and professional fields, recipients or beneficiaries of services, or others, as appropriate.**

**3. The adequacy of procedures for ensuring feedback and continuous improvement in the operation of the proposed project.**

**Strengths:**

STRENGTHS: The management plan of the proposed project lists the Activity Milestones, Time line, and Responsible Personnel that it will employ to achieve the objectives of the proposed project (page 37 to 40). Table 4 Time line for meeting goals and objectives is very detailed. The applicant lists the three goals and displays the accompanying objectives. Based on the content of the objective, the Activity Milestones are listed. The milestones are similar to steps to achieve the objective. They breakout the activity and assign a date that the specific step should be completed by. The person responsible for managing that aspect of the plan is named in the chart. The proposed project use of face to face communications and of survey instruments provide meaningful feedback that can be used to promote continuous improvement of the proposed project.

**Weaknesses:**

WEAKNESSES: The use of the Advisory Committee and technology based information (page 45) is narrow in scope because it is not likely that very many of the hard to reach stakeholders will have access to the technology or the desire to communicate with an advisory committee.

**Reader's Score: 8**

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**Status:** Submitted

**Last Updated:** 05/24/2010 12:22 AM



Status: Submitted

Last Updated: 05/18/2010 11:00 PM

## Technical Review Coversheet

**Applicant:** East St. Louis School District 189 -- , (U363A100100)

**Reader #3:** \*\*\*\*\*

	Points Possible	Points Scored
<b>Questions</b>		
<b>Selection Criteria</b>		
<b>Quality of Project Design</b>		
1. N/A	45	43
<b>Quality of the Project Evaluation</b>		
1. N/A	25	25
<b>Significance</b>		
1. N/A	20	20
<b>Quality of the Management Plan</b>		
1. N/A	10	7
<b>Sub Total</b>	100	95
<b>Total</b>	100	95

# Technical Review Form

Panel #10 - SLP Review Panel - 10: 84.363A

Reader #3: \*\*\*\*\*

Applicant: East St. Louis School District 189 -- , (U363A100100)

## Questions

### Selection Criteria - Quality of Project Design

- 1. The Secretary considers the quality of the design of the proposed project. In determining the quality of the design of the proposed project, the Secretary considers the extent to which the proposed project consists of a comprehensive plan that includes a description of-**
  - 1. The extent to which there is a conceptual framework underlying the proposed research or demonstration activities and the quality of that framework.**
  - 2. The extent to which the proposed activities constitute a coherent, sustained program of training in the field.**
  - 3. The extent to which the proposed project is apart of a comprehensive effort to improve teaching and learning and support rigorous academic standards for students.**
  - 4. The extent to which the design for implementing and evaluating the proposed project will result in information to guide possible replication of project activities or strategies, including information about the effectiveness of the approach or strategies employed by the project.**
  - 5. The extent to which project participants are to be selected on the basis of academic excellence.**

### Strengths:

STRENGTHS: Goals of the project include assessing and hiring qualified principals and assistant principals, increasing school effectiveness, and reducing the turnover rate (p. 2). The applicant explains that the high turnover rate is due to poor performance and retirement. The conceptual framework is built upon a research base that addresses effective school leadership skills beyond certification, quality recruitment, preparation and retention programs, and ongoing, targeted professional development to improve the effectiveness of in-service principals. The project builds upon this conceptual framework and includes the application of an effective assessment tool to identify improvement needed by current principals, selectively hire qualified applicants, a comprehensive professional development program, and incentives. The project includes both training and mentoring to build coherence. Selection will be based on the Star Principal Selection Interview, consisting of a prescreening survey and live interview. The top 7 candidates will enter the program and have an opportunity to interview. There is evidence of possible replication since principals that complete the program will be trained in how to identify and encourage self-reflection among potential leaders. Within the program, professional development strategies will be based on need as determined by the screening tool, and three stages for professional development will be implemented, thus contributing a coherent, sustained program. A schedule of planned coaching activities is proposed to compliment the professional development (p. 14). During the project principals with exceptional mastery and performance will be identified and recruited to work as mentors for the other principals and assistant principals (p. 14). The applicant notes that the mentoring and a professional support network are self-sustaining and will continued long-term. The applicant references the fact that the project builds on previous work based on the seven Correlates of Effective Schools and connects with the efforts in place as a result of the Transition to Teaching Grant (p. 16).

### Weaknesses:

WEAKNESSES: The applicant states that they will recruit principal candidates from local certification programs and teachers within the district who display leadership qualities. A clear process for identifying possible candidates in through

contact with local certification programs is not explicitly articulated. Leadership qualities are not specified, and it is not evident how the district will work with the local certification programs to identify potential applicants and recruit them as participants in the project. The applicant explains the process for implementing the Leadership Academies, but it is not clear if this is the same as the professional development mentioned or a separate activity. Specifying measurable objectives and expected outcomes to accompany the goals in this section would enhance the project.

**Reader's Score: 43**

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

**1. The Secretary considers the quality of the evaluation to be conducted of the proposed project. In determining the quality of the evaluation, the Secretary considers-**

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

**2. The extent to which the methods of evaluation will provide performance feedback and permit periodic assessment of progress toward achieving intended outcomes.**

#### **Strengths:**

STRENGTHS: An independent evaluator will conduct the project evaluation. Data will be gathered monthly to identify areas of needed adjustment. The cohort groups will be compared with control groups. A formative component is included as well as a summative component. Goals are listed with corresponding benchmarks, evaluation benchmarks, types of data to be gathered, frequency of collection and instruments to be used (p. 23-26). Monthly reports on progress will be available for review by district staff, and the annual reports will be published for all stakeholders to review.

#### **Weaknesses:**

WEAKNESSES:

No weaknesses were noted in this section.

**Reader's Score: 25**

### **Selection Criteria - Significance**

**1. The Secretary considers the significance of the proposed project. In determining the significance of the proposed project, the Secretary considers the following factors-**

**1. The potential contribution of the proposed project to increased knowledge or understanding of educational problems, issues, or effective strategies.**

**2. The likelihood that the proposed project will result in system change or improvement.**

**3. The importance or magnitude of the results or outcomes likely to be attained by the proposed project, especially improvements in teaching and student achievement.**

#### **Strengths:**

STRENGTHS: The project is based on research and is built on the idea that high performance is based on educational leadership that focuses on student instruction, attracts highly qualified candidates, uses professional development encouraging instructional leadership, provides mentoring and coaching, and includes continuous evaluation. The combination of these efforts as explained in the project goals and activities is likely to lead to increased knowledge of

educational issues and strategies that effectively address these issues. The project provides opportunities to assess need through evaluation instruments, and professional development is tailored to the needs. Data is provided to demonstrate gains made using the proposed professional development methods which targets improvements in teaching and learning. The comprehensive approach presented by the applicant provides evidence that system change is attainable. Evidence of capacity building is presented as excellent candidates would be recruited to serve as mentors for other candidates throughout the program. This concept provides further evidence that system change would be possible.

**Weaknesses:**

**WEAKNESSES:**

No weaknesses were noted in this section.

**Reader's Score: 20**

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

**1. The Secretary considers the quality of the management plan for the proposed project. In determining the quality of the management plan for the proposed project, the Secretary considers the following factors-**

**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.**

**2. How the applicant will ensure that a diversity of perspectives are brought to bear in the operation of the proposed project, including those of parents, teachers, the business community, a variety of disciplinary and professional fields, recipients or beneficiaries of services, or others, as appropriate.**

**3. The adequacy of procedures for ensuring feedback and continuous improvement in the operation of the proposed project.**

**Strengths:**

**STRENGTHS:** The management plan includes activity milestones to assess progress toward objectives. A timeline is also included along with responsible personnel. The plan includes the creation of an advisory committee comprised of parents, teachers, business community members, and a variety of people from professional fields. Weekly staff meetings will be conducted to address concerns related to the project and address procedures for ensuring feedback among staff members. The applicant details experience and success of the consultant, JP Associates, relevant to this project and the specific activities therein.

**Weaknesses:**

**WEAKNESSES:** The applicant explains the makeup of the advisory board and notes, a variety of disciplinary and professional fields, recipients or beneficiaries of services, or others, as appropriate. More specific details about these categories of individuals would support efforts to include a diversity of perspectives. Providing clear connections between the advisory board members roles and the project activities would enhance this section. A clearly delineated process for including the voices of advisory members in the continuous improvement process would enhance the project.

**Reader's Score: 7**

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**Status:** Submitted  
**Last Updated:** 05/18/2010 11:00 PM

