

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

Status: Submitted

Last Updated: 05/13/2010 04:37 PM

Technical Review Coversheet

Applicant: Memphis City Schools -- Principal Leadership/Effectiveness,Principal Leadership/Effectiveness
(U363A100101)

Reader #1: *****

	Points Possible	Points Scored
Questions		
Selection Criteria		
Quality of Project Design		
1. N/A	45	45
Quality of the Project Evaluation		
1. N/A	25	25
Significance		
1. N/A	20	19
Quality of the Management Plan		
1. N/A	10	9
Sub Total	100	98
Total	100	98

Technical Review Form

Panel #8 - SLP Review Panel - 8: 84.363A

Reader #1: *****

Applicant: Memphis City Schools -- Principal Leadership/Effectiveness, Principal Leadership/Effectiveness (U363A100101)

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 applicant provides a comprehensive plan that is research-based on improving student achievement. The plan allows participants to gain knowledge in policies, programs and contexts that support the development of leadership for high-performing schools (pages 1 - 9). A well-defined contractual commitment of six years of services towards training for all participants enrolled in the Foundational Year was proposed. The Foundational Year consists of several components of training encumbering Summer Foundation Institute (academic studies and leadership skill development), Residency (placement in schools working with skilled principals), Foundations Seminars (summer coursework), and Leadership Trajectory (maps key qualities and skills of principal success and provide performance standards). This process should give the participants the skills and knowledge needed by outstanding principals for student achievement (pages 15 - 17). An outlined plan was given on an online platform necessary to improve teaching and learning through New Schools Effective Practice Incentive Community Knowledge System. Several methods are designed to support principals' professional development encumbers case studies, courses, and development of curriculum and lesson plans to enhance academic standards for students (pages 19 - 23). Four documents were generated consisting of standards/competencies and evaluation system, teacher observation and evaluation curriculum, compensation and funding plan, and new knowledge about the effectiveness of principal pathways. This process should increase the quality of school leadership in host school (pages 23 and 24). The selection of proposed project participants requires participant must hold or have applied for a Tennessee Administrator's License, master's degree in supervision and administration or curriculum and instruction. This plan should ensure all participants would have achieved in academic excellence to enhance student achievement (pages 13 - 15).

Weaknesses:

Weaknesses:

No Weaknesses found.

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 applicant provides a comprehensive and well-defined plan to evaluate the program's success. Both formative and summative evaluations are used to obtain information for ongoing improvements assessing the progress toward achieving program's goals and objectives (pages 25 - 27). Feedback is given using formative and summative assessments to achieve intended outcomes. The plan should allow leaders to have immediate corrections of objectives to enhance student achievement (page 48).

Weaknesses:

Weaknesses:

No Weaknesses found.

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 proposes several well-defined initiatives to increased knowledge and understanding of educational barriers within the proposed project. These initiatives should synthesize disparate bodies of knowledge for effective practice, modify systemic policies around the evaluation and compensation of school leaders, leverage existing resources to use school leadership as a strength to improve teaching and learning, and maximize the impact within the district by incorporating high-quality principals into the district. This should provide ideas and strategies to assist principals and high-needs schools to succeed (pages 37 - 43). The plan is to enhance policy and practices within the district encumbering respect to identifying, recruiting, preparing, supporting, and retaining school leaders in low-performing school (pages 37 - 42). The applicant must continue partnering with Memphis City Schools providing strategies and ideas to assist the stakeholders in decision making to improve the teaching and student achievement (pages 42 and 43).

Weaknesses:

Weaknesses:

The applicant briefly references, but does not detail a plan to generate and support communities and parents in the proposed project.

Reader's Score: 19

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 applicant provides a well-defined comprehensive management plan to implement the program operations. This plan encumbers position, amount of time, and the partners (pages 44 - 47). Timeframe for the project consist of detailed timeline of activities and objectives (pages 50, 99-103). The applicant's budget is reasonable, cost effective and adequate

for the School Leadership Program (pages e5, e6, e105-e108, e0-e4). This plan must comply with both the federal guidelines and applicant policies. The Work Group entails members that are highly diversified with expertise in student achievement-linked principal compensation to enhance the success of high-needs school (pages 47 - 50). Continuous improvement of the program project should provide ongoing progress assessments and evaluations which allow self-correction if necessary for student achievement (page 48).

Weaknesses:

Weaknesses:

Weaknesses:

The applicant briefly references, but does not detail a plan to generate and support communities and parents in the proposed project.

Reader's Score: **9**

Status: Submitted
Last Updated: 05/13/2010 04:37 PM

Status: Submitted

Last Updated: 05/14/2010 01:44 PM

Technical Review Coversheet

Applicant: Memphis City Schools -- Principal Leadership/Effectiveness,Principal Leadership/Effectiveness
(U363A100101)

Reader #2: *****

	Points Possible	Points Scored
Questions		
Selection Criteria		
Quality of Project Design		
1. N/A	45	45
Quality of the Project Evaluation		
1. N/A	25	22
Significance		
1. N/A	20	17
Quality of the Management Plan		
1. N/A	10	9
Sub Total	100	93
Total	100	93

Technical Review Form

Panel #8 - SLP Review Panel - 8: 84.363A

Reader #2: *****

Applicant: Memphis City Schools -- Principal Leadership/Effectiveness, Principal Leadership/Effectiveness (U363A100101)

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 proposal establishes a partnership between Memphis City Schools, New Leaders for New Schools Memphis and Urban Education Center Executive in an opportunity to prepare and support principals with the knowledge, skills and framework that university coursework does not give them the opportunity for. The proposal establishes goals and objectives that are specific and measurable with appropriate outcomes. In the establishment of the framework, the proposed project is drawing from various research studies and established programs. The design of the project involves evidence-based activities and strategies that have long been linked to success of numerous programs. The proposal identifies evidence-based standards and competencies, evaluation system, professional development, and district-wide implementation which will also allow for the replication of the program. The proposal establishes appropriate partnerships and specifications of participant involvement.

Weaknesses:

WEAKNESSES: No weaknesses seen within this component section.

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 identifies goals and objectives early on in the narrative section. The proposal lists many entities that will assist in the gathering and analyzing of data and will seek the assistance of an outside evaluator. The qualitative and the quantitative data are included in the evaluation system. The proposal establishes the use of a logic model which flows from left to right.

The evaluation results and program outcomes will be shared on a quarterly basis to the participants and staff. During meetings to discuss the program, the project director will share with the group the extent that things are working or not working and the implementation of the program. In return, the group will decide at the quarterly meetings how to proceed with the project.

Weaknesses:

WEAKNESSES: Proposal includes the use of several outside agencies that will have specific evaluation responsibilities, but there is no method established that will keep track of who will be responsible for what and who has what. The gathering of data and keeping track of who does what and who has what, may prove to be difficult. Too many parties involved in gathering of data, may become difficult to manage. The proposal establishes a School Leadership Working Group (Page 31) but does not specify who that group will comprised of such as teachers, parents, community members, and administrators.

Reader's Score: 22

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 proposal relies on the resources of many organizations which provides a wealth of knowledge for the program to use. The proposal identifies the gaps that currently exist within the district and identifies how the proposed project will close the gaps.

Weaknesses:

WEAKNESSES: The proposal narrative does not discuss the outcomes of the proposal. The proposal does not address the impact that the project will have on teachers, schools and classrooms. which the proposal hopes to accomplish. The improvements that will be found within the schools, classrooms and student achievement should be discussed in greater detail. The proposal does not give specific detail to the involvement of community and parents within the proposal; proposal establishes a need for their involvement but does not give information to the types of community members they

will recruit and the number of parents they will involve in the project (Page 38). The proposal does not establish the criteria for the compensation plan addressed on page 40.

Reader's Score: 17

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 management plan has been established that is very extensive in description and involves a lot of different people in various roles. The plan includes key personnel that will only be partially funded by the grant (see chart on pg. 44 for more specifics). The proposal includes additional support staff is also included in plan and description given as well.

The proposal specifies that ongoing progress assessments and evaluations will occur throughout the project and ensure continuous improvement. The project will establish a School Leadership Working Group is a mechanism that will include identified partners and other stakeholders in meeting goals and objectives. The table in the appendices addresses the timeline and provides the benchmarks and outcomes

Weaknesses:

WEAKNESSES: Although diversity is addressed and established in the School Leadership Working Group, it is not specific as to how members will be chosen for this group of people. It is not clear if the Advisory Board from UEC are representatives of the business community and education community. The proposal does not establish how the School Leadership Working Group and the Advisory Board will provide input into the determination of change within the program. The proposal does not have a plan to establish representation of the groups involved with the program.

Reader's Score: 9

Status: Submitted

Last Updated: 05/14/2010 01:44 PM

Status: Submitted

Last Updated: 05/25/2010 10:48 AM

Technical Review Coversheet

Applicant: Memphis City Schools -- Principal Leadership/Effectiveness,Principal Leadership/Effectiveness
(U363A100101)

Reader #3: *****

	Points Possible	Points Scored
Questions		
Selection Criteria		
Quality of Project Design		
1. N/A	45	45
Quality of the Project Evaluation		
1. N/A	25	22
Significance		
1. N/A	20	19
Quality of the Management Plan		
1. N/A	10	9
Sub Total	100	95
Total	100	95

Technical Review Form

Panel #8 - SLP Review Panel - 8: 84.363A

Reader #3: *****

Applicant: Memphis City Schools -- Principal Leadership/Effectiveness, Principal Leadership/Effectiveness (U363A100101)

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 project need was clearly defined using data from AYP Indicators.

The partners included Memphis County Schools and New Leaders for New Schools. The roles of the partners are established.

The conceptual framework included core beliefs of the school district and a clear vision for the mission of their schools. The school leadership working group will establish and oversee the tasks associated with progress goals and will meet regularly to review the progress of each goal.

A new evaluation system would be developed by the working group for school leaders. District-level personnel would be active participants in developing this new instrument.

A thorough plan has been determined for implementation of new evaluation system which includes professional development phase, pilot phase, district-wide phase, and differentiated support for schools phase.

A plan for dissemination is included.

Weaknesses:

Weaknesses

No weaknesses were identified in this section.

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

Goals are clear and measurable throughout the entire application.

All performance measures show direct correlation to student achievement over the course of the project.

The plan indicates that an independent evaluator will be identified by the district to ensure the effectiveness of the program. Additionally, other agencies will conduct ongoing reviews and surveys to provide regular feedback about the program.

Weaknesses:

Weaknesses

Periodic mini-assessments should be included to ensure that project is on track for increasing student achievement goals.

This project is very complex will require partners to coordinate evaluations. The plan identifies that an independent evaluator will be used to require required data; however no plan is described to indicate how the data will be disseminated among all partners. A plan for predicting long-term impacts is not specific.

Reader's Score: 22

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-

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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 plan identifies various opportunities for the plan to be replicated and disseminated. The multi-track approach program will provide greater opportunities for sustainability of the program. The theory of merit or incentive-based pay for school leaders will provide an avenue to impact system change and state policy. The strategies used are research-based and addresses the educational need for the school district.

Weaknesses:

Weaknesses

No information was included to determine how the members of the Advisory Group were selected.

Reader's Score: 19

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 project team is committed to the success of the program. Letters of commitment and support from various partners were submitted and included in the application. This district is actively engaged in the project at various phases. This will ensure that monitoring will occur on a regular basis at various levels. A diversity of perspectives is evident throughout the application and each contributor has substantial qualifications for their specified roles.

Weaknesses:

Weaknesses

Due to the large impact to affect policy and system change, a clear plan is needed in order to describe how the project managers will ensure that parents/community members have input. There was no information included to indicate how members of the advisory group were selected. The application did not include information indicating support for both certification tracks from State Level Officials. The application did not specify how the data from the participant surveys would be used.

Reader's Score: 9

Status: Submitted

Last Updated: 05/25/2010 10:48 AM