

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

Status: Submitted

Last Updated: 05/14/2010 09:39 PM

## Technical Review Coversheet

**Applicant:** School Board of Miami-Dade County, FL -- Intergovernmental Affairs, Grants Administration & Community Services, Grants Administration #9616 (U363A100128)

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

	Points Possible	Points Scored
<b>Questions</b>		
<b>Selection Criteria</b>		
<b>Quality of Project Design</b>		
1. N/A	45	42
<b>Quality of the Project Evaluation</b>		
1. N/A	25	22
<b>Significance</b>		
1. N/A	20	16
<b>Quality of the Management Plan</b>		
1. N/A	10	8
<b>Sub Total</b>	100	88
<b>Total</b>	100	88

# Technical Review Form

Panel #13 - SLP Review Panel - 13: 84.363A

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

Applicant: School Board of Miami-Dade County, FL -- Intergovernmental Affairs, Grants Administration & Community Services, Grants Administration #9616 (U363A100128)

## 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 takes an interesting approach to equipping high need secondary schools with experienced and effectively trained principals (i.e. retraining already effective principals to be leaders in high need senior high schools) (p. 11/e10), while providing a literature based framework for change. In addition, teachers will be included in this training model, however, they will be targeted first for assistant principal positions, ensuring greater success as principals (p. 11/e10). Also, the concept of the residency program is novel and has been proven effective in other highly demanding fields (p. 11/e10). Lastly, the financial incentives being offered sometimes serve as a driving force for successful implementation of effective practice (p. 17/e16).

### Weaknesses:

Weaknesses: Although authentic job experience is critical to leadership training, the theory base does not seem to be equally addressed in this model through the professional development presented (pp. 18/e17-19/e18). In addition, the types of application criteria for potential participants are not addressed.

Reader's Score: 42

### 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: Concrete evaluation points have been identified in this project with reasonable expectations (i.e. direct, intermediate and distal effects) (p. 22/e1). In addition, the assistance of an outside firm has been solicited to conduct an objective, mixed methods evaluation of the program through the guidance of pre-developed questions (p. 22/e1). Lastly, evaluation will depend on already developed, gathered and validated survey instruments and data (p. 27/e6).

**Weaknesses:**

Weaknesses: The statement of roughly 75% of the program participants increasing in their self-efficacy, skill and effective behavior is a low expectation in light of the fact that they have already been deemed as high-performing individuals (pp. 23/e2-26/e5).

**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 proposed approach to professional development is connected to relevant standards (p.40/e0). In addition, the feedback received regarding the effectiveness of the proposed residency model will be used to identify resources and strategies for institutionalizing this component in their future leadership development endeavors (p. 42/e2).

**Weaknesses:**

Weaknesses: Although an effective field-based model for training leaders may be developed as a result of this project, the knowledge piece appears understated. In addition, information is lacking in regard to how the program outcomes will affect student achievement.

**Reader's Score: 16**

**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: There are clearly defined positions presented within this proposal to ensure the success of the project implementation, with plans for regularly scheduled feedback sessions. In addition, a clear timeline is available with responsible parties noted and linked to corresponding performance measures (pp. 44/e3-44/e5).

**Weaknesses:**

Weaknesses: Although various constituents will be represented by the created positions involved in this project, the scope of perspectives solicited appears limited. In addition, there is a lack of information ensuring feedback to the constituents and a corresponding link to the plan provided so as to increase program effectiveness.

**Reader's Score:** 8

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**Status:** Submitted  
**Last Updated:** 05/14/2010 09:39 PM

Status: Submitted

Last Updated: 05/18/2010 03:12 PM

## Technical Review Coversheet

**Applicant:** School Board of Miami-Dade County, FL -- Intergovernmental Affairs, Grants Administration & Community Services, Grants Administration #9616 (U363A100128)

**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	9
<b>Sub Total</b>	100	99
<b>Total</b>	100	99

# Technical Review Form

Panel #13 - SLP Review Panel - 13: 84.363A

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

Applicant: School Board of Miami-Dade County, FL -- Intergovernmental Affairs, Grants Administration & Community Services, Grants Administration #9616 (U363A100128)

## 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 an excellent overview of the Miami Dade County area to be served by providing data on the community at large as well as the ten senior high schools that have been identified as persistently low-achieving (page 3). The applicant proposes to prepare high performing principals to work in and effect positive change in the low-performing schools, build capacity for school leadership; provide school-site administrators with skills, support and mentoring, and to provide potential school-site administrators with incentives to assume a position at a more challenging level (page i). The applicant lists each high school and provides information in a chart of the grade the school received from 2005-2009 (page 4). According to the applicant on page 5, they had multiple principal turnovers at each of the 10 schools. The applicant thoroughly outlines the clinical model to be used for capacity building. According to the applicant, they will place high performing principals in a slow-performing secondary school setting as a Project Lead Strong Principals for an 18-week residency. On page 16, the applicant addresses the selection of individuals who are high-performing in their current fields. The program provides detail on each element of the program which will lead to easy replication of the services to be provided.

### 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: On page 21, the applicant states that by increasing principals' abilities to perform instructional leadership tasks, student achievement in low-performing schools will be increased. The applicant bases the evaluation on five research questions to be answered (pages 22-23). The applicant provides a chart on pages 23-27 which outlines the outcomes, measurable performance measures, the data collection method and which evaluation question it will address. For example, the applicant lists that in year two, 60% of survey respondents will report improvement in teacher working conditions from before the start of the residency program. The applicant proposes to engage in formative and summative evaluation measures. They provide a list of the evaluation tools to be used for data collection. SharePoint, online surveys and video conferences will be used for communication purposes (pages 34-35). On pages 36-39, the applicant provides a chart with a timeline of data collection activities and reporting schedule.

**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 applicant states that significance is based on a comprehensive approach to professional development including a well connected set of learning opportunities grounded in theory and practice and tightly aligned to standards (page 40). The applicant explains how it will enable the LEA to meet its need for principals who have the skills and competencies necessary to significantly improve low-performing schools.

**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: Information on the time commitment of staff and job responsibilities is on pages 44-45. The applicant has diverse membership on the advisory board. For example, the Advisory Council will be made up of district senior staff, the administrative director for the Office of professional development; a staff member from Human Resources, school site staff, parents, students and families. The applicant proposes to have meetings quarterly between the project director and the Administrative and Professional Development staff (page 44). The applicant provides a chart which highlights the activity, responsible party, and the month for completion.

### Weaknesses:

Weaknesses: Information on how communication will continuously flow throughout the project is not addressed.

**Reader's Score:** 9

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**Status:** Submitted  
**Last Updated:** 05/18/2010 03:12 PM

Status: Submitted

Last Updated: 05/14/2010 12:12 PM

### Technical Review Coversheet

**Applicant:** School Board of Miami-Dade County, FL -- Intergovernmental Affairs, Grants Administration & Community Services, Grants Administration #9616 (U363A100128)

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

	Points Possible	Points Scored
<b>Questions</b>		
<b>Selection Criteria</b>		
<b>Quality of Project Design</b>		
1. N/A	45	40
<b>Quality of the Project Evaluation</b>		
1. N/A	25	25
<b>Significance</b>		
1. N/A	20	16
<b>Quality of the Management Plan</b>		
1. N/A	10	8
<b>Sub Total</b>	100	89
<b>Total</b>	100	89

# Technical Review Form

Panel #13 - SLP Review Panel - 13: 84.363A

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

Applicant: School Board of Miami-Dade County, FL -- Intergovernmental Affairs, Grants Administration & Community Services, Grants Administration #9616 (U363A100128)

## 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 paints a clear picture of the need in Miami-Dade and the call for better principal preparation. A clinical rotation model for leadership is offered with novel approaches that provide a literature-based framework for change. The program provides a coherent set of activities that scaffolds leadership opportunities for educators, from teachers acting as assistant principals, to assistant principals acting as principals.

### Weaknesses:

Weaknesses: Regarding selection for academic excellence, the applicant says little about the types of measures that will be used and the level at which an applicant must perform in order to be in the program.

Reader's Score: 40

### 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 centers the discussion on evaluation around the intended outcomes and the importance of tracking progress toward those outcomes. A theory of action drives the linkages between the proposed activities and the intended outcomes. A well-known evaluation consultancy has been identified to carry out the evaluation activities. The evaluation is centered around a set of 5 questions, and appropriate indicators and methods are identified for each outcome. Considerable thought has been given to the formative data needed to provide feedback to the project directors.

**Weaknesses:**

Weaknesses: None

**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 program has the potential to increase knowledge on the efficacy of mentoring programs and with the evaluation plan that is a part of this project, there is promise that others may be able to adapt components of Project Lead Strong should it be successful.

**Weaknesses:**

Weaknesses: Not enough information was provided to address how the outcomes of the project would contribute to improvements in teaching and student achievement.

**Reader's Score: 16**

**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 has provided a comprehensive list of the key personnel and their roles in the project. The timeline provided allows one to understand the link between the activities and the goals as well as when they will take place.

**Weaknesses:**

Weaknesses: No information is provided in this section regarding the procedures for ensuring feedback and continuous improvement in the operation of the proposed project. Discussing some of the formative evaluation plans and how they will link to the management plan would have been appropriate.

**Reader's Score: 8**

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**Status:** Submitted  
**Last Updated:** 05/14/2010 12:12 PM