



***THE WALLACE FOUNDATION GRANT
LOUISIANA SCHOOL TURNAROUND PROGRAM
EFFECTIVENESS EVALUATION SYSTEM***

REQUEST FOR PROPOSAL

***Funding provided by a
Grant from The Wallace Foundation***

***A collaborative partnership involving the Office of the Governor, Board of Regents,
Board of Elementary & Secondary Education, Louisiana Department of Education, and
University of Louisiana System***

***Deadline to Submit Proposal to the Louisiana Board of Regents
April 12, 2010 (4:30 PM)***

TABLE OF CONTENTS

I.	INTRODUCTION	2
II.	TIMETABLE	3
III.	SPECIFIC REQUIREMENTS AND FORMAT	3
	A. Cover Page	3
	B. Narrative Section	3
IV.	EVALUATION PROCESS	5
V.	QUESTIONS AND SUBMISSION OF PROPOSAL	6
VI.	APPENDICES	
	A. COVER AND SIGNATURE PAGE	7
	B. PURPOSE OF STUDY, GOAL, OBJECTIVES AND OUTCOMES	8
	C. RESEARCH TEAM	10
	D. RESEARCH PLAN AND DATA ANALYSIS	11
	E. LINE ITEM BUDGET	12
	F. BUDGET NARRATIVE	13
	G. RESUME OF PRINCIPA INVESTIGATOR	14
	H. REFERENCES	15

***THE WALLACE FOUNDATION GRANT
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REQUEST FOR PROPOSAL

I. INTRODUCTION

The Office of the Governor has received a \$3.4 million grant from The Wallace Foundation to strategically develop and implement a cohesive leadership system that provides the necessary conditions for state agencies, university systems, universities, districts and private providers to be in synch and work collaboratively to increase the number of effective new leaders who can improve student achievement. This is a collaborative initiative involving the Board of Regents, Board of Elementary and Secondary Education, State Department of Education, University of Louisiana System, and Office of the Governor.

As part of the new grant, \$80,000 in funding has been provided for a research team to develop and pilot an evaluation system to examine the effectiveness of school turnaround programs in Louisiana. The pilot will be required to include a UVA group of 18 principals who received training from the University of Virginia Turnaround Specialist Program and a control group of 18 principals in matching schools who did not receive the training. The research team will be required to do the following:

- Identify existing indicators used, and data presently being collected, in Louisiana to evaluate school turnaround specialist programs;
- Identify indicators used in other states across the nation to determine school turnaround effectiveness;
- Identify missing indicators regarding effectiveness which may answer questions being asked by key state and national education leaders;
- Design an evaluation system that will provide relevant data about the effectiveness of school turnaround programs being implemented in Louisiana;
- Pilot the evaluation system using a group of 18 Cohort 1 Principals and Cohort 2 Principals who participated in the UVA School Turnaround Specialist Program and a control group of principals from 18 matching schools;
- Revise the evaluation system based upon pilot results; and
- Recommend an evaluation system that can be implemented by state personnel on a yearly basis.

The Purpose, Goal, Objectives, and Outcomes for the study have already been identified (See Appendix B). When submitting a proposal, the research team is required to provide the Research Plan (i.e., Design, Instruments, Procedure and Timelines, and Participants), Data Analysis, Budget, Budget Narrative, Resume of the Principal Investigator, and References.

A public university in Louisiana must be the fiscal agent for the funding; however, the university may partner with other public and private universities in Louisiana to conduct the study.

II. TIMETABLE

February 17, 2010	Dissemination of Request for Proposal to public.
April 12, 2010	Submission of proposal to Board of Regents.
April 26, 2010	Notification of grant award.
April 27, 2010 – July 30, 2010	Implementation of the study
July 30, 2010	Submission of final research study report and anticipated expenditure report.
August 31, 2010	Submission of final expenditure report.

III. SPECIFIC REQUIREMENTS AND FORMAT FOR PROPOSAL

Each proposal must include the following information and should be arranged in the following sequence:

A. Cover Page (*Appendix A*)

Please complete Appendix A and attain the required signatures. All proposals must be submitted electronically; thus, electronic signatures are anticipated and accepted.

B. Narrative Section

1. *Purpose of Study, Goal, Objectives, and Outcomes (Appendix B)*

Please insert Appendix B. Do not change the content on this page.

2. *Research Team (Appendix C)*

Please list the names of the members of the research team who will be responsible for implementing the study. For each team member, identify within one sentence the role of the person on the team and their level of expertise.

3. *Research Plan and Data Analysis (Appendix D)*

Please complete Appendix C and provide concise but thorough narrative descriptions for each of the following items in the order listed. The narrative section should **not exceed a total of 15 single-spaced pages** (12 pitch font). Pages must have 1-inch margins and be numbered.

a. **Research Plan** Design, Instruments, Procedures and Timelines, and Participants

▪ **Design**

Describe the design for the total study. Please include how *each* of the objectives will be addressed. Also, clearly describe the design to pilot the evaluation process.

- **Instruments**

Describe the instrument(s) that will be developed/used to gather the data.

- **Procedures and Timelines**

Describe the procedures that will be used to gather the data and answer the research question. Provide a chart that identifies the tasks, timelines, and people responsible for completing the tasks. Provide a thorough description of the tasks.

Example:

Tasks	Persons Responsible	Timelines

- **Participants**

Interviews. Please list 4-5 professionals that the team may interview to identify important indicators to be measured for program effectiveness and provide a rationale for why these individuals were selected for the interviews. The participants for the interviews will be state and national professionals with expertise in the turnaround school process. It is understood that this list may lengthen, shorten and/or change as the research study process gains strength.

Principals in UVA Group for Pilot Study. The participants for the UVA group in the pilot study will be the Cohort 1 and Cohort 2 principals who are currently participating in the School Turnaround Specialist Program that has been delivered to principals in Louisiana by the University of Virginia. The Board of Regents will assist in the identification of the 18 participants and their schools.

Principals in Control Group for Pilot Study. Please describe the process that will be used to identify 18 matching schools and their principals for inclusion in a control group.

4. Data Analysis (Appendix D)

Describe the type(s) of analysis that will be used to analyze the data.

C. Budget (Appendix E)

Please complete Appendix D to identify how the \$80,000 will be used to conduct the study. Indirect costs may not be charged.

D. Budget Narrative (Appendix F)

Please thoroughly describe how the funds will be used. Please be very specific when describing use of funds. All funds must be used to implement the research study. If additional data are needed from principals participating in the pilot study, please identify how the funds will be used to compensate the principals for participating in the study.

E. Resume for Principal Investigator (Appendix G)

Please provide a two page resume for the Principal Investigator.

F. References (Appendix H)

Please provide a list of references that may be used to support the development of the evaluation system. It is understood that this list may change as the design is fully developed and implemented.

IV. EVALUATION PROCESS

A minimum of two national consultants will evaluate the proposals using the following criteria.

▪ **Overall Proposal (15 points)**

The overall proposal is clear and well developed.

▪ **Design (15 points)**

A comprehensive description of the design of the study was provided.

▪ **Instruments (5 points)**

A thorough description of the process that will be used to identify and/or develop the instrument(s) was provided.

- **Procedures and Timeline (10 points)**

A clear set of procedures will be used to conduct the study in an appropriate time period.

- **Participants (5 points)**

The list of interviewees being proposed shows potential for garnering in-depth information that will assist the team in the development of the evaluation system. An appropriate process is being used to select principals for the control group.

- **Data Analysis (10 points)**

The analysis is appropriate for the type of study that will be conducted.

- **Budget (10 points)**

The funds are being used in an appropriate manner and the amounts identified for each category are reasonable.

- **Budget Narrative (15 points)**

Thorough descriptions were provided regarding the use of the funds. *The budget narrative must align directly with the budget and the narrative description of the research study.*

- **Resume of Principal Investigator & Research Team List (10 points)**

The Principal Investigator possesses knowledge about educational leadership, school change, and school turnaround and has had previous experiences in conducting research studies. A comprehensive team has been formed with the necessary expertise to implement the study.

- **References (5 points)**

A thorough list of references was provided that demonstrated a current and comprehensive knowledge of the research topic.

V. QUESTIONS AND SUBMISSION OF PROPOSAL

Please contact Dr. Jeanne Burns at jeanne.burns@la.gov or 225-342-4253 if you have questions. You may also contact Dr. Carmen Riedlinger at carmen.riedlinger@la.gov or call at 504-417-4041 if you have questions during March 1, 2010 – April 12, 2010.

To submit the proposal, please submit an electronic copy of the proposal via e-mail to Dr. Carmen Riedlinger (carmen.riedlinger@la.gov) by 4:30 PM on **April 12, 2010**.

APPENDIX A

**THE WALLACE FOUNDATION GRANT
LOUISIANA SCHOOL TURNAROUND PROGRAM
EFFECTIVENESS EVALUATION SYSTEM**

COVER and SIGNATURE PAGE

PUBLIC AND PRIVATE UNIVERSITY INFORMATION:

<i>NAME OF UNIVERSITY:</i>	
<i>NAME OF PRINCIPAL INVESTIGATOR:</i>	
<i>COLLEGE OF PRINCIPAL INVESTIGATOR:</i>	
<i>MAILING ADDRESS:</i>	
<i>TELEPHONE NUMBER:</i>	
<i>E-MAIL ADDRESS:</i>	
<i>SIZE OF SUBGRANT:</i>	\$80,000.
<i>PERIOD OF CONTRACT:</i>	April 27, 2010 – July 30, 2010

SIGNATURES:

Please provide the following electronic signatures when submitting the Cover & Signature Page, Description of Plan, Line Item Budget, and Budget Narrative.

Principal Investigator

Date

College of Education Dean

Date

University Head or Designee

Date

Please complete all information in this document and send via e-mail to the following individual by 4:30 PM on April 12, 2010: Dr. Carmen B. Riedlinger, Wallace Grant Coordinator for Educational Leadership Initiatives (carmen.riedlinger@la.gov)

APPENDIX B

LOUISIANA SCHOOL TURNAROUND PROGRAM EFFECTIVENESS EVALUATION SYSTEM

PURPOSE OF STUDY, GOAL, OBJECTIVES, & OUTCOMES

I. PURPOSE OF STUDY, GOAL, OBJECTIVES, & OUTCOMES

A. PURPOSE OF STUDY

The purpose of this study is to develop an evaluation system to determine the effectiveness of school turnaround programs to prepare principals who turnaround schools to improve the achievement of students.

B. GOAL

The goal of the subgrant is to develop, pilot, and recommend a school turnaround program evaluation system that can be implemented by state personnel on a yearly basis to determine the effectiveness of programs and their completers.

C. OBJECTIVES

The grant will focus upon seven (7) objectives:

1. To identify existing indicators used and data presently being collected in Louisiana to evaluate school turnaround specialist programs;
2. To identify indicators used in other states across the nation to determine school turnaround effectiveness;
3. To identify missing indicators (by way of interviews of state and national experts) regarding effectiveness which may answer questions being asked by key state and national education leaders;
4. To design a pilot evaluation system that will provide relevant data about the effectiveness of school turnaround programs being implemented in Louisiana;
5. To pilot the evaluation system using Cohort 1 Principals and Cohort 2 Principals who participated in the UVA School Turnaround Specialist Program and principals from matching schools who did not participate in the training;

6. To analyze the pilot data to determine if differences existed between the treatment and control groups and revise the evaluation system based upon pilot results; and
7. To recommend an evaluation system for school turnaround programs that can be implemented by state personnel on a yearly basis in the future.

D. OUTCOMES

A written research report will be submitted that addresses the objectives by answering the research questions. *The research questions to be answered through this study are the following:*

1. What indicators are currently being used in Louisiana to determine effectiveness of the Louisiana Turnaround Specialist Program (e.g., schools in turnaround which made their AYP)?
2. What additional indicators are other states, organizations, and researchers using to gather effectiveness data on turnaround programs (e.g., EduLead)?
3. During interviews, what have key state and national turnaround experts and leaders suggested are additional indicators for data gathering in determining program effectiveness? Who was interviewed and what was their relationship to turnaround learning, teaching and/or experience?
4. What relevant data should be included in an evaluation system to answer important questions about the effectiveness of turnaround programs?
5. What procedures and analyses were used to pilot the use of the evaluation system using a treatment group composed of Cohort 1 Principals and Cohort 2 Principals who participated in the UVA School Turnaround Specialist Program and a control group composed of principals from matching schools who did not participate in the training?
6. Based upon the pilot results, did the indicators in the evaluation system show that there was a greater probability that the principals in the UVA group prepared principals who could turnaround schools to improve student achievement when compared to the principals in the control group? How were the results used to revise the evaluation system, and are there other indicators that are not being measured that may impact the evaluation results?
7. What should be the elements within an evaluation system for Louisiana school turnaround programs in the future and what are the procedures for the system to be implemented by state personnel on a yearly basis?

APPENDIX C

LOUISIANA SCHOOL TURNAROUND PROGRAM EFFECTIVENESS EVALUATION

RESEARCH TEAM

II. RESEARCH TEAM

Please list the names of the members of the research team who will be responsible for implementing the study. For each team member, identify within one sentence the role of the person on the team and their level of expertise.

APPENDIX D

LOUISIANA SCHOOL TURNAROUND PROGRAM EFFECTIVENESS EVALUATION

RESEARCH PLAN AND DATA ANALYSIS

III. RESEARCH PLAN AND DATA ANALYSIS

A. RESEARCH PLAN

1. Design

Describe the design for the study.

2. Instruments

Describe the instrument(s) that will be used to gather the data.

3. Procedures and Timelines

Describe the procedures that will be used to complete the study. Identify the timelines and the people who will be responsible for completing the tasks. Provide a thorough description of the tasks.

Example:

Tasks	Person(s) Responsible	Timelines

4. Participants

***Interview Participants.** Please list 4-5 professionals that the team may interview to identify important indicators to be measured for program effectiveness and provide a rationale for why these individuals were selected for the interviews.*

***Pilot Study Participants.** Please describe the process that will be used to identify 18 matching schools and their principals for inclusion in a control group.*

B. DATA ANALYSIS

Describe the type(s) of analysis that will be used to analyze the data.

APPENDIX E

**LOUISIANA SCHOOL TURNAROUND PROGRAM
EFFECTIVENESS EVALUATION SYSTEM**

LINE ITEM BUDGET

IV. LINE ITEM BUDGET

Directions: Please list amounts to be allocated for the budget.

Budget Categories	Amounts
A. Personnel	
B. Fringe Benefits	
C. Travel	
D. Equipment	
E. Supplies	
F. Contractual a. b. c.	
G. Other a. b. c.	
H. Indirect Costs	INDIRECT COSTS NOT ALLOWED
TOTAL	\$80,000

APPENDIX F

LOUISIANA SCHOOL TURNAROUND PROGRAM EFFECTIVENESS EVALUATION SYSTEM

BUDGET NARRATIVE

V. BUDGET NARRATIVE

Directions: Please provide a narrative description of how the funds will be spent for each item in the Line Item Budget. If funds will not be spent in a category, please list "None" under the headings below. (If appropriate) please clearly describe how principals in the pilot study will be compensated.

- A. Personnel**

- B. Fringe Benefits**

- C. Travel**

- D. Equipment**

- E. Supplies**

- F. Contractual**

- G. Other**

APPENDIX G

***LOUISIANA SCHOOL TURNAROUND PROGRAM
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RESUME OF PRINCIPAL INVESTIGATOR

Directions: Please provide a two page RESUME for the Principal Investigator.

APPENDIX H

LOUISIANA SCHOOL TURNAROUND PROGRAM EFFECTIVENESS EVALUATION SYSTEM

REFERENCES

Directions: Please provide a list of references that will be used to support the development and implementation of the research study.