



**REQUEST FOR PROPOSAL (REVISED)**  
**DEVELOPING COURAGEOUS AND CREATIVE HIGH SCHOOL LEADERSHIP**

Date: November 17, 2006

To: Superintendents of county offices of education  
Superintendents of districts with a high school in deciles one through five on the Academic Performance Index (API)  
Principals of comprehensive high schools in deciles one through five on the API

From: California Academic Partnership Program (CAPP)

RE: Request for Proposal (RFP): Developing Courageous and Creative High School Leadership

***Purpose of the grant: To develop and support courageous high school principals willing to examine and implement best practices that address educational equity and result in optimal student learning.***

***Who should apply: Principals of comprehensive high schools in deciles one through five who want to:***

- Change a good school into a great school
- Transform a struggling school into a successful school
- Expand their knowledge and skills
- Develop or hone their leadership practices
- Learn from others grappling with similar issues
- Build a support network and a professional community

***What the grant will provide:***

- Funds to support leadership development and strengthen instruction at the school (\$250,000 over five years)
- A small cohort of activist colleagues from ten high schools
- On-site, sustained support from a CAPP Partner\*
- Professional development workshops\*

\*Funded directly by CAPP, in addition to the grant funds. A CAPP Partner is a colleague and critical friend with leadership experience who serves to support the principal as an instructional leader.

***If you are interested, read on for details.***

## **1. Background of California Academic Partnership Program (CAPP)**

The California Academic Partnership Program is administered by the California State University system and is an inter-segmental effort of secondary schools and postsecondary institutions. The California Legislature created CAPP in 1983 to develop cooperative partnerships to improve instruction and to prepare more students for postsecondary education. For more information on CAPP, visit the CAPP website at <http://www.calstate.edu/CAPP>.

In the last decade, CAPP has funded projects focused on improving the high school curricula and support services for students in lower performing schools (deciles one through five on the API), with the goal of increasing the number of students eligible for college admission and prepared to do college-level work. CAPP has provided resources to schools to implement standards-based instruction and assessments in mathematics and English-language arts, improve student performance on the California High School Exit Examination and other indices of student achievement, and build professional learning communities.

## **2. Rationale for This Grant**

Much has been written about “the role of principal as instructional leader.” This grant will enable school leaders to examine what it means to lead instructional change at their school and to implement policies and practices that result in improved student learning.

Thus, the goals of this grant are three-fold: 1) to strengthen the leadership of the principal and leadership team focused on student learning; 2) to document how schools create conditions that produce improved student achievement; and 3) to learn how these practices might be institutionalized. Through research and evaluation of the schools chosen for this project, CAPP hopes to gain knowledge to share with the broader education community about effective ways to improve high school leadership. CAPP will publish studies and recommendations based on its evaluation of the projects.

CAPP recognizes the vital role principals and school-level leadership play in instituting and supporting reform and improving the achievement of all students.

In struggling and even moderately successful schools, thoughtful principals are plagued by difficult questions, such as:

- Despite all our efforts, why aren't our students doing better?
- How do I get all staff to focus on improving student learning?
- How do I move the intransigent, nudge the hesitant, and support the strong staff members?
- How can we maximize our resources for the benefit of students?
- What structural changes should we consider to improve student learning?
- How equitable is our instructional program? What do we mean by “equity”?
- What policy changes should we make to promote equity?
- What steps can we take to become a “professional learning community,” focused on student learning and continual improvement?

A courageous leader is willing to acknowledge these questions (and others) and confront them head-on. This grant will fund opportunities for principals to examine the issues, problems, and questions relevant to their schools and help them to shape and implement practices and policies to improve student learning and performance. To achieve these ends, each principal will benefit from sustained, individualized support for five years from a CAPP Partner. The Partner is a person selected by CAPP and the school district, with curriculum and leadership experience who will serve as a colleague to the principal in building leadership capacity and a professional learning community, and in developing and implementing best practices for improving achievement. Principals will become part of a small professional community of leaders (other recipients of this grant) who share the same concerns, are determined to find answers, and are willing to act on them.

Together with the support of a cohort of colleagues and Partners, principals will improve their capacity to:

- Support a culture of high expectations and performance
- Use data as a foundation for decisions
- Confront inequitable policies and practices, and work to implement programs and services that increase opportunity for all students
- Align resources to schoolwide goals and standards
- Advance student achievement and improve student support

**3. Schedule of Events:**

RFP release:	November 17, 2006
Statement of Interest due	December 22, 2006
Required RFP Informational Workshops:	
Sacramento	January 10, 2007, 3 p.m. to 5 p.m.
Long Beach	January 11, 2007, 3 p.m. to 5 p.m.
Proposals due to CAPP:	February 1, 2007
Notification of award:	March 1, 2007
Required initial meeting of participating principals:	April 13, 2007
Required Summer Institute:	June 18-19, 2007
Implementation plan due:	August 1, 2007

**4. Funding and Grant Terms**

Grants to implement a five-year plan beginning in spring 2007 will be awarded to up to ten high schools across the state. High schools will receive \$250,000 over five years, allocated annually in \$50,000 increments.

The grant will require the active involvement of the high school principal, a site leadership team, a feeder middle school principal, and the superintendent or other key district administrator. The grant will stay at the school site if there is principal turnover.

The funds are not intended for capital outlay. CAPP funds are intended to support human resource expenses needed to improve student achievement. Examples of allowable expenditures include:

- Release time for instructional coaching or curriculum leadership
- Staff training developed and delivered by site personnel
- Site-level summer or intersession institutes or workshops
- Substitute costs for curriculum work during the school day
- Extra duty pay for teachers working on common courses or in professional learning communities collaborating on site or with partner sites
- Activities that directly support student learning

CAPP will provide and separately fund the following:

- At least ten days per year of on-site support for the principal by a CAPP Partner
- A network for the principals, including teleconferences and ongoing Internet dialogue
- Mid-year professional development meetings
- Summer Institute for principals and school leadership teams
- Creating or strengthening a partnership with one or more colleges or universities.
- Honorarium for participating high school principals

At the end of each year, projects will complete and submit a workbook to CAPP and the district superintendent as an annual report. Additionally, principals will submit a professional portfolio to CAPP. (See section 5 below).

## **5. School and Leadership Assessment**

To help CAPP assess the program, schools will complete an annual workbook that will include:

- A description of activities at the school for the year
- Data and assessments of the impact of leadership efforts at the school
- An expenditure report for the year
- A proposed work plan and budget for the next year

Improvement in leadership and school performance will be assessed by collecting and analyzing a range of data. CAPP will work with each school to assess the following:

- A-G completion rates (with a grade of “C” or better), including on-track-to-complete rates by grade level
- California High School Exit Examination (CAHSEE) tenth and twelfth grade passage rates
- Eleventh grade Early Assessment Program participation and passage rates
- California Standards Test percent proficient in core subjects
- Attendance by grade level, dropout rates, and graduation rates
- Data from staff surveys concerning school culture (attitudes, perceptions, and work conditions)
- Response from families regarding communication with and accessibility to staff, access to information, open and hospitable treatment, satisfactory

- response to questions and concerns, and possibilities for involvement
- Response from students regarding the academic program, quality of support classes, counseling services, college readiness, and postsecondary opportunities
- Other locally defined indicators

Each year principals will develop a portfolio to include a self-assessment of their professional development, reflections on how they have changed their leadership style and why, recommendations for ongoing support to sustain growth in leadership, and recommendations regarding best practices to improve academic achievement.

## 6. Grant Phases

### Phase I (Application Process)

November – December, 2006	Principal/superintendent decide to apply
December 22, 2006	Statement of Interest submitted by principal to CAPP
January 10 or 11, 2007	Principal attends <i>required</i> RFP Informational Workshop
February 1, 2007	Application due
March 1, 2007	Notification of award

### Phase II (Planning)

March 2007	CAPP and projects agree on CAPP Partner
March - June 2007	Principal and CAPP Partner work to: <ul style="list-style-type: none"> <li>• Articulate how leadership is currently defined</li> <li>• Identify areas of needed leadership development</li> <li>• Map current resources and initiatives at the school and district</li> <li>• Assess student, family, and staff needs</li> <li>• Collect and analyze current measures of student performance</li> <li>• Develop a possible focus for funded activities</li> </ul>

It is CAPP's intention to build on existing activities and requirements. For instance, many schools have existing needs assessments and plans (e.g., a state-approved School Assistance Intervention Team plan) that can provide the basis for work for this RFP.

April 13, 2007	Principals meet and dialogue on common issues, the meaning of courageous leadership, and best practices options
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### Phase III (Design)

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| June 18-19, 2007 | Required Summer Institute for principals and other instructional leaders <ul style="list-style-type: none"><li>• Develop a plan, including specific strategies, activities, timelines, and measures focused on student outcomes</li><li>• Identify leadership strategies to implement the plan</li><li>• Reflect on work to date</li></ul> |
| August 1, 2007   | Written plan for 2007-08 implementation submitted to district superintendent for approval and then to CAPP   |

### Phase IV (Implementation)

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|-----------|--|
| 2007-2011 | Ongoing support for principal to implement plan<br>Mid-year professional development workshops and summer institutes (content to address the professional development and planning needs that the participating schools identify)<br>Annual workbooks and portfolios |
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### Phase V: (Conclusion)

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| 2010-11 | Share project outcomes and reflections on leadership, and report on the institutionalization of conditions that improved student learning |
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## **7. Who Can Apply**

Districts and county offices of education may apply for up to three comprehensive high schools. Eligible schools are those comprehensive high schools in the lower five statewide ranks (deciles one through five) as determined by the 2005 API Base Report, found on the California Department of Education website:

<http://www.cde.ca.gov/ta/ac/ap/apireports.asp>. **Schools from the lowest two deciles are especially urged to participate.** Projects that originate from school sites are encouraged, but the application must be submitted from the district or county office of education.

## **8. Review and Selection Process**

The CAPP Advisory Board, in making recommendations for funding to the Chancellor of the California State University, will ensure that as a cohort, the high schools recommended are representative of California high schools with an API ranking in deciles one through five. From among the strongest applications based on the statements from the principal and the superintendent, CAPP will endeavor to ensure representation across the following variables:

- Geography
- Student diversity
- School size
- Urban/rural
- API deciles one through five

CAPP will notify all applicants of the schools selected on March 1, 2007.

## **9. Guidelines for Writing Applications**

### **Statement of Interest and RFP Informational Workshops**

Principals interested in participating in this project should submit a Statement of Interest (Appendix I) by December 22, 2006, and must attend one of two RFP Informational Workshops on January 10 or 11, 2007. At the workshop, principals will learn in greater detail about the grant's intent, goals and requirements; expectations for participants; services and support provided by CAPP Partners and other experts; and specifics about completing the application.

### **Application**

The application (Appendix II) consists of three parts:

- Signature page
- Statement(s) from the principal(s)
- Statement from the superintendent

In no more than two pages, each principal will address the following six questions:

1. What leadership challenges do you face at your site?
2. How will this grant help you address these challenges?
3. What problems does your school face in raising academic achievement?
4. What has already occurred at this school to improve student success?
5. What work remains to be done?
6. What feeder middle school(s) have you chosen to work with, and why?

If more than one school is included in the application, statements from the principal of each participating comprehensive high school are required.

In no more than one page the superintendent will address the following two questions:

1. What are the district's reform efforts for strengthening leadership of high schools?
2. How will the CAPP grant complement district efforts?

Successful applicants will work with CAPP through the summer of 2007 to develop a more detailed analysis of current conditions and a plan of action.

### **Completed applications must be postmarked by February 1, 2007.**

Mail applications to: CAPP Office – RFP  
 CSU, Office of the Chancellor  
 401 Golden Shore, 6<sup>th</sup> Floor  
 Long Beach, CA 90802

**10. Questions regarding the RFP**

All questions related to the RFP should be directed to:

Dave Jolly  
Statewide CAPP Director  
CSU, Office of the Chancellor  
401 Golden Shore, 6<sup>th</sup> Floor  
Long Beach, CA 90802-4210  
Tel. (562) 951-4780  
Fax (562) 951-4866  
E-mail CAPP@calstate.edu

STATEMENT OF INTEREST

Principals who intend to submit a proposal for this grant should complete and mail, fax, or e-mail this form to the CAPP office by **December 22, 2006**. This form does not obligate you in any way, but it provides useful information as we prepare for the required principal RFP Informational Workshops (January 10 or 11, 2007).

District: \_\_\_\_\_ School: \_\_\_\_\_  
 Principal: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 City: \_\_\_\_\_ Zip: \_\_\_\_\_ Telephone: \_\_\_\_\_  
 Fax: \_\_\_\_\_ E-mail: \_\_\_\_\_

<b>Students by Ethnicity (%)</b>	
African American	
American Indian	
Asian	
Filipino	
Hispanic	
White	
Other	

<b>Students by Grade (Number)</b>	
Nine	
Ten	
Eleven	
Twelve	
<b>Other Student Data (%)</b>	
English Learners	
Free/Reduced-Price Meals	
CASHEE 10 <sup>th</sup> Grade passing rate (2006)	

The above data may be available at [www.cde.ca.gov/ds](http://www.cde.ca.gov/ds) .

Principals are required to attend one of the RFP workshops. Please indicate which RFP workshop you plan to attend.

Check One:  
 \_\_\_\_\_ January 10, 2007  
 or  
 \_\_\_\_\_ January 11, 2007

Wednesday, January 10, 2007, 3 – 5 p.m. Sacramento County Office of Education 10474 Mather Boulevard Sacramento, CA 95826	Thursday, January 11, 2007, 3 - 5 p.m. CSU, Office of the Chancellor 401 Golden Shore, First Floor Long Beach, CA 90802
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Additional people who may be attending: \_\_\_\_\_

Please submit to:  
 California Academic Partnership Program (CAPP)  
 401 Golden Shore, 6<sup>th</sup> Floor  
 Long Beach, CA 90802

FAX: (562) 951-4866  
 CAPP@calstate.edu

DEVELOPING COURAGEOUS AND CREATIVE HIGH SCHOOL LEADERSHIP  
APPLICATION

**Signature Page**

District/County Office of Education: \_\_\_\_\_  
Street: \_\_\_\_\_  
City: \_\_\_\_\_ Zip Code: \_\_\_\_\_  
Telephone: \_\_\_\_\_ E-mail: \_\_\_\_\_

Superintendent: \_\_\_\_\_ Date: \_\_\_\_\_  
(Signature)

Typed name:

(One to three high schools may be included in this application)

High School \_\_\_\_\_ API \_\_\_\_\_  
Street: \_\_\_\_\_  
City: \_\_\_\_\_ Zip Code: \_\_\_\_\_  
Telephone: \_\_\_\_\_ E-mail: \_\_\_\_\_

Principal: \_\_\_\_\_ Date: \_\_\_\_\_  
(signature)

Typed name:

High School \_\_\_\_\_ API \_\_\_\_\_  
Street: \_\_\_\_\_  
City: \_\_\_\_\_ Zip Code: \_\_\_\_\_  
Telephone: \_\_\_\_\_ E-mail: \_\_\_\_\_

Principal: \_\_\_\_\_ Date: \_\_\_\_\_  
(signature)

Typed name:

High School \_\_\_\_\_ API \_\_\_\_\_  
Street: \_\_\_\_\_  
City: \_\_\_\_\_ Zip Code: \_\_\_\_\_  
Telephone: \_\_\_\_\_ E-mail: \_\_\_\_\_

Principal: \_\_\_\_\_ Date: \_\_\_\_\_  
(signature)

Typed name:

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APPLICATION

**Statement from Principal**  
(One for each comprehensive high school)

Principal: \_\_\_\_\_ School: \_\_\_\_\_  
Years in administration: \_\_\_\_\_ Years in current job: \_\_\_\_\_

What leadership challenges do you face at your site?

How will this grant help you address these challenges?

What problems does your school face in raising academic achievement?

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APPLICATION

**Statement from Principal** continued  
(page 2)

What has already occurred at this school to improve student success?

What work remains to be done?

What feeder middle school(s) have you chosen to work with, and why?

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APPLICATION

**Statement from Superintendent**

What are the district's efforts to strengthen leadership of high schools?

How will the CAPP grant complement your efforts?