

STATE OF NEW MEXICO
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November 17, 2014

MEMORANDUM

TO: Legislative Education Study Committee

FR: Ian Kleats

RE: STAFF BRIEF: SCHOOL LEADERSHIP PROGRAM INITIATIVE: NMLEAD

INTRODUCTION

During the June 2014 interim meeting of the Legislative Education Study Committee (LESC), Dr. Arlie Woodrum, Associate Chair, Department of Teacher Education, University of New Mexico (UNM), made a presentation about UNM's initiative to develop a turnaround leadership program for low-performing schools through the NMLead initiative funded by a legislative appropriation for FY 15 and administered by the Public Education Department (PED).

Dr. Woodrum indicated that, in partnership with New Mexico State University (NMSU), Las Cruces Public Schools (LCPS), the New Mexico School Leadership Institute, and the Woodrow Wilson National Fellowship Foundation, UNM would create a statewide program to train principals with the skills and competencies to turn around the state's low-performing schools.

The Turnaround Leadership for School Success program, as presented by Dr. Woodrum, would focus on four main program goals, including:

1. improving the recruitment and selection of aspiring principals for turnaround leadership;
2. focusing the preparation for aspiring principals on turnaround leadership;
3. providing systematic support for turnaround leaders; and
4. evaluating, researching, and disseminating data on outcomes of the program.

To provide the committee with additional testimony on this initiative, the following presenters will present an update on their school leadership program proposals to PED under the NMLEad initiative, including program structure, requested funding, and the status of their partnerships:

- Stan Rounds, Superintendent, LCPS; and
- Dr. Arlie Woodrum, Associate Chair, Department of Teacher Education, UNM.

BACKGROUND

At the August 2014 joint interim meeting of the LESC and the Legislative Finance Committee, PED staff provided the committees with an update of certain FY 15 appropriations, including for the NMLEad initiative. For NMLEad, the PED presentation indicated:

- \$2.9 million would be distributed to institutes of higher education, school districts, charter schools, and their partners to establish new, innovative school leader preparation programs in the state;
- the application window for proposals would run from May 20 through July 28, 2014; and
- awards would be announced the first week of September 2014.

With respect to the partners that institutes of higher education, school districts, and charter schools may work with in establishing a new program, the NMLEad request for applications (see **Attachment 1, Request for Application (RFI), NMLEad 2014-2015**), issued on May 20, 2014, does not explicitly require cooperation with an outside organization. However, up to 15 points, or 18.75 percent, of the total possible 80 points on which applications are evaluated, come from “[b]onus [p]oints for working with a PED-approved partner.”

A list of the PED-approved partners can be found in **Attachment 2, NMLEad PED-Approved Partners**. These partners were approved by PED through a request for information (RFI) process that ran for a period of two weeks from April 25 through May 9, 2014. **Attachment 3, Request for Information (RFI), Partnerships for NMLEad 2014-2015**, details the RFI used for consideration to be a PED-approved partner.

LESC staff have requested the awards for FY 15 NMLEad initiative funding from PED, which had previously indicated they would be announced in early September 2014. This information had not yet been received prior to the writing of this staff brief.



REQUEST FOR APPLICATION (RFA) NMLEAD 2014-2015

RFA Released: May 20 2014

Final Date to Submit RFA: **July 28, 2014, by 5:00 p.m.**

No consideration will be available for RFA's received after final date.

This is a Request for Application (RFA) and does not constitute an award. This RFA may qualify an applicant for NMLEad funds. \$2.9 million dollars in competitive funding is available to institutes of higher education (IHEs), school districts, charter schools and their partners to establish new, innovative school leader preparation programs in the state.

Application Checklist

Please complete the checklist below to ensure that all required information and actions have been completed before emailing the RFA to Matt Pahl Director, Policy Division, New Mexico Public Education Department.

- _____ All pages of the 2014–2015 Application for NMLEad funds completed
- _____ Cover page
- _____ Electronic submission of narrative explaining the school leader preparation program to be established, no longer than 15 pages, double-spaced, 12pt. font, separated into the following sections:
 1. Abstract – A summary of the program’s training model;
 2. Organizational structure – A depiction of the organizational structure of the program, with a detailed description of the role of each of the partner organizations;
 3. Training delivery – A description of the training delivery model;
 4. Eligibility requirements – A section noting how the program meets the requirements of the NMLEad program, as articulated in the Eligibility section of this RFA;
 5. Budget overview – An overview of the amount of funding requested and how it will be spent; and
 6. Sustainability plan – A plan for sustaining the program for at least three program cohorts.

Applications must be submitted to matt.pahl@state.nm.us

Purpose

The purpose of NMLead is to establish principal preparation programs that train new school leaders in significantly different ways than current traditional programs, and produce effective school leaders and train existing principals to turnaround low-performing schools. This is to be done through new, collaborative partnerships. New Mexico Public Education Department's Policy Division is issuing this RFA to all NM IHEs, school districts and charter schools interested in collaborating to create effective principal preparation programs and training.

Goals of NMLead

Through a collaborative partnership between NM IHEs, school districts and other organizations, the goal of NMLead is to establish new, innovative principal preparation programs that range from hybrid MBA programs that mix business leadership and management acumen with educational leadership and pedagogy, to unique programming and frameworks from existing leadership programs. New programs will:

- Have higher admission standards than current programs;
- Focus training on leadership competencies;
- Offer a practice-based curriculum;
- Provide financial aid for students to participate in a full-time practicum; and
- Support new principals in their initial years of leading a school through coaching and mentorship.

Eligibility

All applications must show that a program:

- Offers unique programming that emphasizes the principal as an instructional leader using the NMTEACH system and other measures
- Includes coursework elements that are based in leadership competencies¹ and delivered by a college or school outside of the traditional education curriculum (i.e. school of business).
- Provides job-imbedded coaching to recent principal preparation graduates that support and mentor leadership skills. Recent graduates of the principal preparation program should receive site visits and coaching from a leadership coach that continues to use the curriculum to develop the leadership capabilities of that principal
- Sets rigorous admission standards that include academic background and disposition assessments
- Offers financial aid to students to participate in a full-time practicum experience
- Agrees to work with national researchers and participate in studies to measure the program's effectiveness
- Clearly articulated roles between the IHE, district or charter partner and outside organizational partner. Additional points will be awarded to applications including an approved partner. This articulation should include defined roles and responsibilities for each partner in the collaboration either in the form of an executed MOU or other agreement
- Includes a sustainability plan for at least 3 cohorts of students
- Shares the cost between state award and grantee

¹ Competencies should be closely aligned Public Impact's *School Turnaround Leaders: Competencies for Success*: http://publicimpact.com/web/wp-content/uploads/2009/09/Turnaround_Leader_Competencies.pdf

Application Requirements

1. The application must include:
 - a. Completed cover page form (located below on page 4)
 - b. Completed Partnerships for NMLead Rubric form (located below on page 5)
2. Electronic submission of narrative explaining the principal preparation program to be established, no longer than 15 pages, double-spaced, 12pt. font, separated into the following sections:
 - a. Abstract – A summary of the program’s training model;
 - b. Organizational structure – A depiction of the organizational structure of the program, with a detailed description of the role of each of the partner organizations;
 - c. Training delivery – A description of the training delivery model;
 - d. Eligibility Requirements – A section noting how the program meets the requirements of the NMLead program, as articulated in the Eligibility section of this RFA;
 - e. Budget overview – An overview of the amount of funding requested and how it will be spent; and
 - f. Sustainability plan – A plan for sustaining the program for at least three program cohorts.

The completed RFA must be electronically generated. An electronic copy of the completed **RFA must be received no later than 5:00 p.m. on July 28, 2014. Facsimile copies will not be accepted.** All electronic copies should be sent to Matt Pahl at matt.pahl@state.nm.us. Requests for an extension of this date will not be granted.

IHE’s may submit one application for training pre-service principals and current principals in schools needing turnaround, or can submit two separate applications for each program.

COVER PAGE

Lead Organization Contact Information

Name			
Phone		e-mail	
Mailing Address			

Partner Organization #1 Contact Information

Name			
Phone		e-mail	
Mailing Address			

Partner Organization #2 Contact Information (if needed)

Name			
Phone		e-mail	
Mailing Address			

Partner Organization #3 Contact Information (if needed)

Name			
Phone		e-mail	
Mailing Address			

Additional Pages May be Added for Additional Partners

NMLead Rubric

Lead Organization Name			
Criteria	Included	Comments	
Application Format			
Electronic application received by 5:00 p.m. on July 28, 2014	Yes <input type="checkbox"/> No <input type="checkbox"/>		
Cover page	Yes <input type="checkbox"/> No <input type="checkbox"/>		
Narrative showing the proposed program meets each of the eligibility requirements described in this RFA	Yes <input type="checkbox"/> No <input type="checkbox"/>		
<u><i>If the above items are not complete the application will not be accepted.</i></u>			

NMLead Scoresheet

Offers unique programming that emphasizes the principal as an instructional leader using the NMTEACH system and other measures	1		5		10
Includes coursework elements that are based in leadership competencies aligned with Public Impact's <i>School Turnaround Leaders: Competencies for Success</i>	1		5		10
Includes coursework elements that are delivered from faculty/instructors outside of the College of Education, preferably the business school	1		5		10
Provides Job-embedded Coaching to recent principal preparation graduates that support and mentor leadership skills	1		5		10
Offers financial aid to students to participate in a full-time practicum experience	1		5		10
Clearly articulates roles between the IHE, district and/or charter partner and outside organization(s)	1		3		5
Bonus Points for working with a PED-approved partner	1		10		15
3-year sustainability plan for program	1		3		5
Program shares cost between state and grantee(s)	1		3		5
<i>Total Points</i>					

NMLead

PED-Approved Partners

National Institute for School Leadership / Criterion Education

Contact:

Felicia Smith
2121 K Street NW,
Suite 700,
Washington, DC 20037
fsmith@nisl.net
202-449-5060

New Mexico School Leadership Institute

Contact:

Linda M. Paul, Ed. D, Executive Director
MSC05 3040
1 University of New Mexico
Albuquerque, NM 87131
Linda.paul@nmsli.org
505-330-4910

Northwest Regional Education Cooperative #2 and Three Rivers Education Foundation

Contact:

Dr. Kimberly Mizell, Ph.D.
Kimberly@nwrec2.org
505-215-0854
PO Box 113,
Chama, NM 87520

Public Consulting Group

Contact:

Jan Leight, PCG Manager and Executive Administrator
148 State Street
Boston, Massachusetts 02109
jleight@pcgus.com
217-341-8719

The Woodrow Wilson National Fellowship Foundation

Contact:

LeAnn Buntrock, Director, The Woodrow Wilson MBA Fellowship in Education Leadership

5 Vaughn Drive

Suite 300

Princeton, NJ 08540

buntrock@woodrow.org

609-529-5572



REQUEST FOR INFORMATION (RFI) PARTNERSHIPS FOR NMLEAD 2014-2015

RFI Released: April 25, 2014

Final Date to Submit RFI: **May 9, 2014, by 5:00 p.m.**

No consideration will be available for RFI's received after final date.

This is a Request for Information (RFI) and does not constitute an award. This RFI may qualify an organization to become an approved partner in a later RFA for NMLead funds. Entities that have been approved will be notified by an official letter. Only upon receipt of an official letter may those entities collaborate with institutes of higher education and/or school districts and charter schools to compete for NMLead funds.

Application Checklist

Please complete the checklist below to ensure that all required information and actions have been completed before emailing the RFI to Matt Pahl at matt.pahl@state.nm.us Director, Policy Division, New Mexico Public Education Department.

- _____ All pages of the 2014–2015 RFI Application for Partnerships for NMLead are completed
- _____ Cover page
- _____ Electronic submission of supporting documentation showing past experience preparing effective principals OR, in the case of a new program, a program design for preparing principals rooted in research associated with increasing student achievement, and proven success in other education-related training programs
- _____ Documentation must be submitted to matt.pahl@state.nm.us

Purpose

The purpose of NMLead is to establish innovative principal preparation program(s) that train both current and pre-service school leaders in significantly different ways than current traditional programs and produce effective school leaders ready to lead schools to higher student achievement. This is to be done through new, collaborative partnerships. Respondents to this RFI are applying to become approved partners with New Mexico Institutions of Higher Education (NM IHEs) and/or New Mexico school districts to prepare principals with a practice-based curriculum rooted in leadership competency training. Only PED-approved partners will be eligible to apply for NMLead funds with NM IHEs and/or New Mexico school districts. The New Mexico Public Education Department's Policy Division is issuing this RFI to all organizations interested in partnering with NM IHEs, school districts and charter schools in preparing effective principals.

Goals of NMLead

Through a collaborative partnership between NM IHEs, school districts and other organizations, the goal of NMLead is to establish new, innovative principal preparation programs that range from hybrid MBA programs that mix business leadership and management acumen with educational leadership and pedagogy, to unique programming and frameworks from existing leadership programs. New programs will:

- Have higher admission standards than current programs;
- Focus training on leadership competencies;
- Offer a practice-based curriculum;
- Provide financial aid for students to participate in a full-time practicum; and
- Support new principals in their initial years of leading a school through coaching and mentorship.

Eligibility for an Organization to Respond to this RFI to become an Approved Partner

All interested organizations that can demonstrate one of the following:

- 1) Past success in training effective principals based on increased student achievement outcomes in the schools in which principals served;

OR, if an organization cannot show past effectiveness in training principals,

- 2) A program design for preparing principals rooted in evidence-based research associated with increasing student achievement such as hybrid MBA programs that mix business and education leadership, and proven success in other education-related training programs.

Application Requirements

1. The application must include:
 - a. Completed cover page form (located below on page 3)
 - b. Completed Partnerships for NMLead Rubric form (located below on page 4)

- c. Supporting documentation demonstrating past experience preparing effective principals OR, if an organization cannot show past effectiveness in training principals, a program design for preparing principals rooted in research associated with increasing student achievement, and proven success in other education-related training programs
2. The completed RFI must be electronically generated. An electronic copy of the completed **RFI must be received no later than 5:00 p.m. on May 9, 2014.** Facsimile copies will not be accepted. All electronic copies should be sent to Matt Pahl at matt.pahl@state.nm.us. Requests for an extension of this date will not be granted.

COVER PAGE

Organization

Name(s)

Name

Phone

e-mail

Mailing Address

Additional Contact Information (if needed)

Name

Phone

e-mail

Mailing Address

Additional Contact Information (if needed)

Name

Phone

e-mail

Mailing Address

Partnerships for NMLead Rubric

Organization Name		
Criteria	Included	Comments
Application Format		
Electronic application received by 5:00 p.m. on May 9, 2014	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Cover page	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Supporting documentation showing past experience preparing effective principals OR, if an organization cannot show past effectiveness in training principals, a program design for preparing principals rooted in research associated with increasing student achievement, and proven success in other education-related training programs	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Are willing to collaborate with New Mexico Institutes of Higher Education	Yes <input type="checkbox"/> No <input type="checkbox"/>	
<u><i>If the above items are not complete the application will not be accepted.</i></u>		