



## CALL FOR APPLICATIONS

### CALIFORNIA ACADEMIC PARTNERSHIP PROGRAM LEADERSHIP NETWORK LEADING FOR EQUITY AND EXCELLENCE

Date: January 16, 2018

To: Superintendents of County Offices of Education  
Superintendents of Districts high schools based on the California School Dashboard  
Principals of comprehensive high schools based on the California School Dashboard

From: California Academic Partnership Program (CAPP)

RE: Call for Applications (CFA): CAPP Leadership Network (CLN) –  
Leading for Equity and Excellence

**Purpose of the Grant:** To provide a structured and professional space that supports continuous leadership development for current and aspiring leaders who are interested in leading for equity and excellence to transform the educational chances for students in their schools.

**Who should Apply:** Assistant/Vice Principals from comprehensive public high schools identified as underperforming based on the California School Dashboard who want to:

- Deepen their professional practice focusing on equity, access, and academic excellence
- Develop a collaborative professional community
- Engage in practical inquiry to support continuous improvement
- Enhance access and equitable teaching and learning
- Address opportunity and resource gaps, and other barriers to student success

**What the grant will provide:**

- Leadership development programs and activities with a cohort of peers
- Mini grant funds to support inquiry projects (\$10K-\$15K annually)
- Honorarium to participant (\$1,000 annually, if approved by the district)
- Reimbursement for travel costs
- Sustained engagement with CAPP partners who serve as collaborative colleagues with leadership experience to support participants' professional growth, address site needs, and implement inquiry projects

***If you are interested in applying, continue reading for application details***

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

The California Academic Partnership Program (CAPP) was established by the State Legislature in 1983 to build and strengthen cooperative efforts between K-12 and postsecondary institutions. CAPP's primary focus is to improve academic achievement, college preparation and access, and career options for all students in California public schools. The statute provides that CAPP focus efforts in secondary schools with low student admissions and participation in postsecondary education or with a concentration of students from groups which are underrepresented in postsecondary education. CAPP is administered by the California State University, in cooperation with the California Community Colleges, University of California, State Superintendent of Public Instruction, Association of Independent California Colleges and Universities, and California Student Aid Commission.

Projects are distributed throughout the state to provide schools located in rural, urban and suburban areas access to CAPP funding and support. CAPP's goal is to share project evaluation findings, lessons, transformative models, and effective practices and strategies with education and policy making stakeholders.

The central tenets of CAPP's grant initiatives are **equity** and **access** to ensure that underrepresented students are prepared for and have the broadest range of opportunities upon graduation from high school. CAPP works collaboratively and systemically with schools to create educational environments that reflect the academic and social context and community of each school with a laser focus on high quality teaching, culturally relevant curriculum and instruction, and engaging learning. This requires intentionally planned and ongoing professional learning for teachers and administrators, strategic leadership development for the entire school community, and personalized, relevant academic supports for underserved students.

## **2. Rationale for this Grant – CAPP Leadership Network**

There is an extensive body of research and evidence from the K-12 and postsecondary fields that educational leadership is one of the most important factors in ensuring that all students have equitable access to high quality teaching and learning opportunities.

Educational leadership matters. Cumulating evidence makes clear how critical the school leader's role is in a school's effectiveness (Hallinger & Heck, 1996, 1998; Leithwood & Riehl, 2003; Levine & Lezotte, 1990). In fact, research has shown that considering all school-related factors, leadership is second only to teaching in affecting student learning (Leithwood, Louis, Anderson, & Wahlstrom, 2004). Yet there is a widespread sense that current means for attracting and preparing leaders are not doing the job (Murphy, 1992; Portin, DeArmond, Gundlach, & Schneider, 2003). This comes at a time of heightened scrutiny and accountability for student outcomes, when high-quality school leadership is keenly needed.

(SRI International, *Evaluation of the High School Leadership Initiative, Report 1*, September 2011, revised December 2011)

The CAPP Leadership Network (CLN) is based on more than 30 years of experience and lessons from previous CAPP grants and is designed to support educational leaders from secondary public schools throughout California. The CLN initiative is intended to:

*Serve as an enduring professional community for selected leaders*

- Who serve underperforming high schools based on the California School Dashboard
- Who serve high schools with significant achievement gaps between groups of students, particularly those who are underrepresented in postsecondary education

*Provide opportunities for leaders to deepen their professional practice grounded in*

- Equity
- Access
- Academic Excellence

*Collectively explore ways to create an educational environment that*

- Reflects the entire school community
- Courageously and systemically transforms organizational structures, policies, and practices
- Supports equitable, rigorous, and relevant teaching and learning

In addition to learning from each other, CLN participants will engage and learn *with* a cadre of CAPP partners and university faculty, with related research and teaching expertise, focused on building the capacity to lead for *equity* and *excellence*. This unique collaborative K-12 and postsecondary education partnership will utilize a range of strategies drawn from participants' practices, educational theory, and research to strengthen leadership skills, dispositions, and knowledge. This collaborative professional learning involves building on the requisite leadership skills, knowledge, and dispositions that support reflective, strategic, innovative leaders for underserved students throughout the state.

### **3. CLN Structure**

The CLN will serve as a professional home for educational leaders serving high need schools. CLN is a cohort model that will support groups of up to 25-30 leaders for three years. Participants will develop and strengthen their leadership skills to enhance equitable teaching and learning, address opportunity and resource gaps, and engage in continuous cycles of inquiry and research.

The first cohort (2018) will be comprised of secondary public school assistant/vice principals.

Future cohorts will include specific strands for current and aspiring administrators and teacher leaders.

#### *CLN Activities*

The CLN will incorporate activities based on a comprehensive, tripartite approach to strengthen leadership skills encompassing individual, positional, and organizational development. The heart of all CLN activities will be grounded in an interconnected, dynamic process of building capacity that allows participants to:

- Create effective learning environments for all students
- Generate strategic plans and policies that support equity and academic excellence

- Establish practices that support continuous improvement and meet the needs of the entire school community.

Activities that support this professional growth include *convenings, practical inquiry for continuous improvement, site visits* and *CAPP partner support*.

*Convenings:*

CAPP will support annually, 2-3 convenings for the CLN leaders. Convenings will include,

- Informational topics identified in collaboration with participants
- Interactive activities designed to support individual leadership growth and build capacity to implement educational change
- Networking opportunities
- Sharing effective practices
- Sharing challenges and solutions
- Strategic planning

*Practical Inquiry for Continuous Improvement:*

Participants will work collaboratively to design and implement improvement strategies and to support inquiry that informs both individual leadership development *and* continuous improvement efforts specific to their sites. Participants will engage in various practical and research methods that support inquiry and effective school change. This practical inquiry approach will be intentionally short term and with a targeted focus to impact school improvement efforts in real time based on empirical evidence and relevant data.

*Site Visits:*

Participants will have opportunities to visit each other's schools to share effective practices and obtain input from peers on addressing challenges and potential solutions. Convenings may be held at CLN leaders' school sites to provide a real-time context and to inform the CLN work by engaging with colleagues, communities, and unique educational environments.

*CAPP Partner Team Support:*

CLN will have a cadre of partners with diverse backgrounds and expertise who will work collaboratively with participants to support their professional learning and practical inquiry activities, as well as other improvement efforts at the school sites.

#### **4. Schedule of Events**

Call for Applications Release: January 16, 2018

Recommend applicants attend one of the CFA Informational Workshops below.

Please email [capp@calstate.edu](mailto:capp@calstate.edu) to register

- Fresno January 30, 2018, 10:00 am-12:00 pm  
UC Merced, Fresno Center (Rm Merced), 550 E Shaw Ave., Fresno, CA 93710
- Oakland February 1, 2018, 10:00 am-12:00 pm  
CSU East Bay Oakland Conference Center (Rm Glenview), 1000 Broadway, Oakland, CA 94607
- Long Beach February 7, 2018, 10:00 am-12:00 pm  
CSU Office of the Chancellor, 401 Golden Shore (Rm 610), Long Beach, CA 90802

Applications Due to CAPP: ~~March 12, 2018~~ **Extended to April 16, 2018**

Invitational Applicant Group Interview (invitees will receive logistics information)

~~Northern California March 20, 2018~~ **April 25, 2018, Place (TBD)**

~~Southern California March 22, 2018~~

Notification of Award: May 4, 2018

First CLN Convening (*required*) August 2-3, 2018 (8/2: 4:30-8:00 pm; 8/3: 8:00 am-4:00 pm)

## 5. Funding and Grant Terms

Funding to support up to thirty CLN participants for three years will begin Summer 2018, including:

- Participants' schools will receive a mini grant (between \$10K-\$15K annually based on acceptance of project plans) to conduct inquiry projects. Mini grant funds can be used to cover stipends for extra duty time for teachers participating in the projects, consultants to support research design, data collection and analysis, research materials, and meeting costs.
- The participant will receive a \$1,000 honorarium (if approved by the district) at the end of each year provided they actively participated in CLN activities and complete required deliverables.
- CAPP will reimburse CLN participants for travel costs to CLN program activities (including convenings, school site visits, conducting inquiry projects).
- CAPP will fund partner support

To receive funding, once selected participants will submit a plan and a budget to CAPP, their principal and district superintendent for CLN leadership and inquiry projects. Projects will be determined by participants based on their leadership goals, and informed by convening topics and discussions.

## 6. Project Assessment

To help CAPP assess the CLN, participants will provide:

- Plan and results from leadership learning activities
- Plan and budget for inquiry projects
- Annual updates on results from inquiry projects
- School data and assessments related to CLN activities and school-based inquiry projects
- Annual expenditure report

CAPP will also develop a formal evaluation plan that might include university partners as well as research organizations (such as SRI). In collaboration with participants, CAPP will support the development and dissemination of inquiry project findings that might include the following:

- Development of Modules (online and hard copy)
- Instructional and Informational Multi-Media Materials
- Artifacts
- Case studies
- Policy Briefs
- Research Briefs

## 7. Project Phases

### Phase I – Application Process

January 16, 2018	Call for Applications Released
January 30, February 1 & 7, 2018	Interested assistant/vice principals are encouraged to attend a CFA informational workshop. For location information see section 4. Schedule of Events. <b>Email <a href="mailto:capp@calstate.edu">capp@calstate.edu</a> (or call 562-951-4780) with your name, school, title, and workshop date to register.</b>
<del>March 12, 2018</del> <b>April 16, 2018</b>	Applications Due <b>(Extended)</b>
<del>March 20, 2018</del>	<del>Invitational Group Interview – Northern California</del>
<del>March 22, 2018</del>	<del>Invitational Group Interview – Southern California</del>
<b>April 25, 2018</b>	<b>Place (TBD)</b>
May 4, 2018	Notification of Award

### Phase II – CLN Program Year 1

1<sup>st</sup> Convening – **August 2-3, 2018** (location TBD)

Evening program followed by a day-long set of interactive learning activities:

- Community building
- Identification of topics and focus areas for convening presentations and discussions

- Overview of CLN strategic approach to leadership development based on current research and practice
- An exploration of leadership frameworks that support leading for equity and excellence
- Identification of tools, resources, and strategies that support individual, positional, and organizational leadership development

2<sup>nd</sup> & 3<sup>rd</sup> Convenings – Dates to be determined based on participants' availability

Evening program followed by a day-long set of interactive learning activities:

- Continue to build on the three aspects of leadership – individual, positional, organizational
- Tailored, site-based activities for participants to work on in between full cohort convenings
- Site activities will inform the focus and discussions of subsequent convenings

### Phase III – CLN Program Years 2 and 3

Participants will focus on going deeper into leadership development, strategic planning, and implementation of collaborative inquiry projects. Projects will focus on:

- Problems of practice identified by participants
- Utilizing a variety of methods to conduct action research that addresses identified problems
- Building capacity to engage in continuous cycles of inquiry, including
  - conducting needs assessment
  - identifying and implementing strategies for addressing identified needs
  - collecting and analyzing data
  - studying the results of the strategies
  - revising or changing strategies based on the evidence

Following the completion of a three-year cycle, cohort participants can apply to be part of the CAPP Families group and apply to serve as a CLN Fellow. CLN Fellows will help design the convenings and other CLN activities, and support learning opportunities for and with future CLN participants. CLN fellows and participants will also be invited to provide input on future CAPP funding opportunities.

Potential future CLN cohorts could include separate strands:

- Principals
- Site administrators (e.g., Assistant/Vice Principals)
- Teachers seeking instructional leadership opportunities while remaining in the classroom
- Teachers seeking administrative leadership positions
- Aspiring and practicing District Leaders

## **8. Who Can Apply**

Assistant/Vice Principals from comprehensive public high schools in California. Assistant/Vice Principals from underperforming schools based on the California School Dashboard or schools that have significant achievement gaps between subgroups of students are especially encouraged to apply.

## **9. Review and Selection Process**

All applications will be reviewed and select applicants will be invited to attend a group interview on March 20, 2018 in Northern California or March 22, 2018 in Southern California (location, time and other logistics will be provided after the initial application review).

The CAPP Advisory Board, in making recommendations for funding to the Chancellor of the California State University, will ensure that as a cohort, the assistant/vice principals recommended are diverse (including gender, ethnicity, experience, etc.) and serve underperforming schools or schools with subgroups of students that are underperforming based on the California School Dashboard.

CAPP will notify all applicants selected by May 4, 2018.

## **10. Guidelines for Completing Applications**

Assistant/Vice Principals interested in participating in the CLN are encouraged to attend one of three CFA informational workshops on January 25, 30, or February 1, 2018. At the workshop, Assistant/Vice Principals will learn in greater detail about CAPP, CLN's purpose and requirements, expectations for participants, services and support provided by CAPP partners, specifics about completing the application, and an opportunity to ask questions.

### Application

Applicants must complete forms in Appendices I-IV, including

- Appendix I – School Demographic Information
- Appendix II – Signature Page
- Appendix III – Assistant/Vice Principal Statement
- Appendix IV – Principal Statement

Applicants must also submit a copy of your school's most recent Local Control Funding Formula (LCFF) plan and California School Dashboard Report.

In no more than 6 pages (12 pt. Times font, double spaced), applicant will provide (see Appendix III for specific questions):

- Assistant/Vice Principal and School Information
- Leadership Experience and Beliefs
- CLN Interest Areas

In no more than 2 pages (12 pt. Times font, double spaced), the principal will address the following three questions (Appendix IV):

- What are the school's/district's current efforts to support leadership development to strengthen equitable teaching and learning?
- How will the CAPP Leadership Network complement your efforts?
- What kind of professional learning support would be most useful to your assistant/vice principal applicant?

**Completed applications must be postmarked by March 12, 2018**

Submit applications via email to [capp@calstate.edu](mailto:capp@calstate.edu) or mail applications to:

CSU, Office of the Chancellor  
401 Golden Shore, 6<sup>th</sup> Floor  
Long Beach, CA 90802  
Attn. CAPP Office – CLN CFA

#### **11. Questions regarding the CFA**

All questions related to the CFA should be directed to:

Zee Cline  
Statewide CAPP Director  
CSU, Office of the Chancellor  
401 Golden Shore, 6<sup>th</sup> Floor  
Long Beach, CA 90802  
Tel (562) 951-4780  
Fax (562) 951-4866  
Email: [CAPP@calstate.edu](mailto:CAPP@calstate.edu)

**CAPP LEADERSHIP NETWORK  
LEADING FOR EQUITY AND EXCELLENCE  
APPLICATION**

**School Demographic Information**

<b>School:</b>	
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<b>%</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>%</b>	<b>2015-2016</b>	<b>2016-2017</b>
<b>Graduation Rate</b>			<b>AP test taking</b>		
<b>SAT test taking</b>			<b>A-G Completion</b>		
<b>ACT test taking</b>					

<b>% Students by Ethnicity (2015-2016)</b>		<b>% Students by Ethnicity (2016-2017)</b>		<b># of Students</b>	
African American		African American		9th	
American Indian		American Indian		10th	
Asian		Asian		11th	
Filipino		Filipino		12th	
Hispanic		Hispanic		English Learners	
White		White		Free/Reduced-Price Meals	
Other		Other		Foster	
				Special Ed	

<b>SBAC ELA (%)</b>	<b>Standard Exceeded</b>	<b>Standard Met</b>	<b>Standard Nearly Met</b>	<b>Standard Not Met</b>
<b>2017</b>				
<b>2016</b>				

<b>SBAC Math (%)</b>	<b>Standard Exceeded</b>	<b>Standard Met</b>	<b>Standard Nearly Met</b>	<b>Standard Not Met</b>
<b>2017</b>				
<b>2016</b>				

**CAPP LEADERSHIP NETWORK  
LEADING FOR EQUITY AND EXCELLENCE  
APPLICATION**

**Signature Page**

District/County Office of Education:	
Street Address:	
City:	Zip Code:
Telephone:	
E-mail:	
Superintendent Name (please print):	
Superintendent Signature:	Date:

District Representative Name {person who can enter into grant agreements}	
Street Address:	
City:	Zip Code:
Telephone:	
E-mail:	
District Representative Name (please print):	
District Representative Signature:	Date:

High School:	
Street Address:	
City:	Zip Code:
Telephone:	
E-mail:	
Principal Name (please print):	
Principal Signature:	Date:
Assistant/Vice Principal Name (please print):	
Assistant/Vice Principal Signature:	Date:

Fiscal Agent Name:	
Street Address:	
City:	Zip Code:
Telephone:	
E-mail:	
Fiscal Agent Signature:	Date:

**CAPP LEADERSHIP NETWORK  
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APPLICATION**

**Statement from Assistant/Vice Principal**

(In no more than 6 pages, 12 pt., times font, double spaced)

Participant and School Information

**Name:**

**School:**

**Current Position:**

**Professional Experience**

Years in Administration:

Years in Current Position:

Years in Current School:

Years Teaching:                      Subject Area(s):

Other Relevant Professional Experience:

**Why are you interested in participating in the CAPP Leadership Network?**

Leadership Experience and Beliefs

What is your most significant educational success, and lessons learned, to improve access, equity, and academic excellence at your current (or former) school?

What is the most significant leadership challenge for you as a leader, and for your current school?

Describe a specific example(s) of the way you address equity and academic excellence at your site.

What is your philosophy and vision that guides your work as an educational leader?

CLN Interest Areas

What topics would you like to see included in CLN cohort convenings that would support your leadership development and the equity efforts at your school?

What kind of professional learning support would be most useful to you?

**CAPP LEADERSHIP NETWORK  
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**Statement from Principal**

(In no more than 2 pages, 12 pt., times font, double spaced)

What are the school's/district's current efforts to support leadership development to strengthen equitable teaching and learning?

How will the CAPP Leadership Network complement your efforts?

What kind of professional learning support would be most useful to your assistant/vice principal applicant?