



Request for Proposals

Host Institution for the Kentucky Principals' Academy

The Council on Postsecondary Education is soliciting proposals from each of Kentucky's postsecondary institutions that train school principals to serve as a host institution for the Kentucky Principals' Academy.

I. Background

In recent decades, increased scrutiny of the quality of public education in the United States has launched one of the most intense, comprehensive, and sustained efforts to improve student learning in American history. At first, reform initiatives focused on improving curricula, teaching, and accountability. In recent years, attention has shifted to school leadership as the key component in achieving a high-performing school and producing positive educational outcomes.

Principal preparation programs in Kentucky have been working together with education agencies and the State Action Education Leadership Project, funded by the Wallace Foundation, to respond to this call. With the passage of House Joint Resolution 14 (Attachment A) in 2006, an interagency task force convened to focus on education leadership redesign. A mandate for changes to these programs is expected in the summer of 2007. To build on this task force's work, the General Assembly included in the 2006-2008 budget for the Council on Postsecondary Education money in the second year of the biennium for a Kentucky Principals' Academy (KPA). The Council on Postsecondary Education will work with partner agencies and postsecondary institutions to launch a successful program in summer 2008.

The KPA will be a collaborative enterprise among those Kentucky postsecondary institutions with education leadership programs. The primary goal of the academy will be to improve P-12 student learning through specialized professional development for public school principals.

II. Expectations of the Program

Led by an Executive Director, the Kentucky Principals' Academy will support training for a cohort of participants (hereafter referred to as Academy Fellows) on an annual basis. The Academy Fellows will participate in an intensive multi-day (approximately two weeks) summer session followed by a minimum of two sessions each semester during the academic year. The culminating event will be a multi-day session during the following summer.

The academy will be supported by an advisory committee of representatives from the public policy and private sector, from school districts, education faculty and other appropriate disciplines from participating institutions, as well as the Kentucky Department of Education and the Education Professional Standards Board. The advisory committee also will provide input to the external evaluator regarding the success of the program.

It is anticipated that the Host Institution's success related to the KPA will be evaluated every three years for possible consideration of rotating the program to other Kentucky institutions of postsecondary education.

Once identified, the Host Institution and Executive Director will work with the advisory committee to further develop the curriculum to meet the objectives of the KPA.

III. Expectations of the Host Institution

A. Hosting of the Summer Session

1. Housing accommodations and meals for Academy Fellows, staff, and guests for approximately 10 days (two consecutive five-day weeks) in the summer of 2008
2. Instructional and meeting space, media support and media support staff
3. Minimum facility space must include plenary session space, instructional rooms, an instructional prep/storage room, and computer lab space to accommodate Academy training
4. Group transportation for field trips and group events
5. VIP accommodations and transport for guest presenters
6. Orientation, tours, participant support as needed

B. Mid-year Sessions

1. It is encouraged that mid-year sessions be hosted at sites other than the Host Institution. Alternative sites must have the capacity to ensure successful training. The Executive Director will be responsible for collaborating with personnel at the alternative sites to ensure the success of the training.
2. Facilities at mid-year sessions must include plenary session space, instructional rooms, an instructional prep/storage room, and computer lab space to accommodate Academy training.

C. Executive Director

1. Summary of Position
 - a. The Executive Director will be a hired employee of the Host Institution.
 - b. The Executive Director's salary will be paid partially by KPA funds and partially by the Host Institution.
 - c. Identification and selection of the KPA Director will be by consensus of the Host Institution and the Council.
 - d. The Executive Director's office will be located at the Host Institution.
2. Minimum Qualifications
 - a. Extraordinary record of leadership that aligns with the objectives of the KPA

- b. Ability to collaborate with postsecondary institutions and other state agencies that prepare and support school leaders
- c. Advanced education and training related to leadership, developing a culture of high expectations, effective change process, planning, professional development, promoting diversity, effective use of technology, and data-driven decision making
- d. Understanding of organizational change and the importance of setting, implementing, and evaluating performance outcomes

Certification as a school administrator (e.g. principal, supervisor, superintendent) and leadership experience in a school district setting is desirable but not requisite.

IV. Kentucky Principals' Academy Objectives

- A. Collaboration:** Critical to the long-term success of the KPA is a well-designed and intentional, on-going model for collaboration between postsecondary institutions that train aspiring leaders, the school districts in which they serve, and other agencies (e.g. Kentucky Department of Education) that support P-12 learning.
- B. Professional growth of current school principals:** The KPA will focus on enhancing the skills of principals who are currently serving in Kentucky's public schools. The professional growth experiences will include intensive summer training and follow-up cohort activities.
- C. Curriculum:** The Host Institution, Executive Director, and advisory committee will work with an interdisciplinary team to develop the curriculum. The curriculum must be rigorous, based on national standards tied to improved student achievement, include multiple authentic experiences, address barriers to student learning, and provide clear guidance on how Academy Fellows can implement pertinent strategies.

V. Kentucky Principals' Academy Activities

A. Host Institution Infrastructure

- 1. The proposal must describe the how the Host Institution will support the Executive Director's position (e.g. office space, salary support, clerical personnel, technology, etc.). A minimum of a one-to-one match in administrative funds from the Host Institution to support this function is expected.
- 2. The proposal must include a description for how the Host Institution will provide for the physical and technical support for the KPA. Capacity to support on-going collaboration during the regular academic year as well as space to host Academy Fellows for multi-day training sessions is critical. This will include identification and coordination of meeting space for cohort meetings and accommodations for Academy Fellows and trainers for multi-day training sessions.
- 3. The proposal must include a description of the technology support that will be provided. A need for virtual discussions (both synchronous and

asynchronous), electronic storage that allows for online access to written, audio, and video files to support KPA activities is anticipated. Ease of access to these electronic resources as well as staff to support the technology is critical.

4. The proposal must describe other resources that the Host Institution can leverage to support the KPA.
5. The proposal must include an asset map that describes how the Host Institution can adequately support the Academy's activities.

B. Collaboration

1. Co-design and co-delivery involving postsecondary institutions that train school leaders, the districts in which they serve, and the agencies that support them are critical. The plan must clearly outline these collaborative efforts, calling upon the strengths of each entity for design and delivery.
2. The plan must show alignment with HJR14.
3. The plan must clearly delineate the role of the collaborators, the nature of the support that each collaborative body will provide, and a means by which the collaborative efforts may be evaluated.
4. The plan must provide a description of how the KPA advisory committee will influence and enhance the collaborative efforts.

VI. Funding

Effective with fiscal year 2007-08, \$450,000 in funds will be available. Of this allocation, no more than \$100,000 per year may be used for administrative support. It is anticipated that this funding will be available annually, as the Council intends to request recurring funds for the Academy in the 2008-2010 budget.

VII. Proposal Guidelines and Format

- A.** Each of Kentucky's postsecondary institutions that train school principals is invited and encouraged to apply.
- B.** The proposal should follow conventional standards for English usage, proofreading, and citations crediting the ideas and words of others. The proposal should be no more than 15 pages, not including supporting documentation.
- C.** The proposal must include the following:
 1. A description of the KPA infrastructure and how the Host Institution will leverage its resources to support successful implementation of the KPA
 2. Evidence of strong support at the applying institution including the administration, faculty from educational leadership and other appropriate disciplines, and public school leaders
 3. A collaboration model that reflects on-going inclusion and collaboration of all Kentucky postsecondary institutions that train school leaders and the agencies that support them

4. A budget outline that includes a description of:
 - a. Direct administrative costs (e.g. personnel and related expenses, office supplies, travel for the Executive Director, etc.) These costs cannot exceed \$100,000. It is anticipated that the Host Institution will provide at least a one to one match to support the administrative costs of the KPA.
 - b. Training costs (e.g. consultant fees, training materials, lodging, meals, etc.)
 - c. Other costs not included above
 - d. Staff and resources that the Host Institution will provide to support the KPA
5. Letters of commitment and support from individuals and units within the institution, as well as external supporters
6. Evidence of the Host Institution's capacity to meet all requirements of the KPA successfully
7. Evaluation of the program will be done by an external evaluator. Therefore, it is not necessary for the Host Institution to budget for that function.

VIII. Evaluation of Proposals (100 points)

- A. Host Institution Infrastructure (30 points):** Proposal addresses the infrastructure needed to support the objectives and activities of the KPA as evidenced in Sections IV and V of this RFP. Proposal meets all requirements of the RFP and is focused on improving Kentucky school leaders' instructional leadership skills and improved student achievement.
- B. Collaboration (30 points):** Proposal includes evidence of alignment with HJR 14 and on-going collaboration with all Kentucky postsecondary institutions that train school leaders, Kentucky's public schools, and the appropriate agencies that support them.
- C. Resources and Capacity (30 points):** Proposal includes identification and commitment of institutional resources needed to successfully support the activities of the KPA necessary to meet KPA objectives.
- D. Budget (10 points):** Proposed budget is clear, concise, cost-effective, and clearly justified in the narrative. (Up to 10 bonus points may be added based on the Host Institution's financial commitment to the KPA.)

An expert review committee coordinated by Council staff will be established to evaluate all proposals. The Council reserves the right, once an initial selection has been made, to negotiate the final terms of the agreement.

IX. Submission and Deadlines

- A.** Applicants must submit five (5) complete, typed copies and an electronic version of the proposal.

- B.** Proposals must be received by 4:00 p.m., EST, on April 30, 2007, by the following designee:

F. Diann Donaldson, CPA
Director, Administrative Services
Council on Postsecondary Education
1024 Capital Center Drive, Suite 320
Frankfort, KY 40601
Diann.Donaldson@ky.gov

D. Technical Assistance

Questions regarding the proposal guidelines will be accepted until 4:00pm, March 30, 2007, and should be addressed to John DeAtley (john.deatley@ky.gov). All questions and responses will be posted on the Council's website (<http://www.cpe.ky.gov/news/rfp/current.htm>) as they are received.

X. Award Notification

The Council anticipates awarding the KPA by May 31, 2007. All institutions submitting proposals will be notified in writing regarding funding decisions shortly thereafter.

The Council reserves the right to accept any and all proposals in part, or in their entirety, to negotiate aspects of the proposal, and to award a contract for a period of less than three (3) years if such decision is in the interests of the Council and the Commonwealth.

XI. General Provisions

All proposals submitted shall include a signed copy of the attached Campaign Finance Law Compliance form.

Any contract resulting from this RFP shall be governed by all provisions of KRS Chapter 45A and the Finance and Administration Cabinet's Manual of Policy and Procedures, both available on-line at <https://eprocurement.ky.gov>.

The Council reserves the right to reject any and all proposals and bears no responsibility for any costs of preparing any proposal.

The RFP may be viewed at <http://www.cpe.ky.gov/news/rfp/current.htm>.

ATTACHMENT A

House Joint Resolution 14

A JOINT RESOLUTION directing the executive director of the Education Professional Standards Board with the cooperation of the commissioner of education and the president of the Council on Postsecondary Education to establish an interagency task force to collaborate with public and private postsecondary education institutions for the redesign of preparation programs and the professional development of educational leaders.

WHEREAS, there is a critical need for Kentucky schools to have leaders who are prepared to improve teaching and learning; and

WHEREAS, all Kentucky school leaders need to have a mastery of current knowledge and skills, and the dispositions to improve teaching and learning; and

WHEREAS, it is a goal of the General Assembly that every school have leadership that improves schools and increases the learning and development of all students; and

WHEREAS, there is a need for a seamless system of education leadership that includes the recruitment and selection of potential education leaders; and preparation and certification, induction, professional development, and supportive working conditions that focus on a vision of school leaders as instructional leaders; and

WHEREAS, activities to redesign education leadership preparation programs are underway among state regulatory agencies to create integrated and embedded programs addressing the school leadership needs of the Commonwealth;

NOW, THEREFORE,

Be it resolved by the General Assembly of the Commonwealth of Kentucky:

Section 1. The executive director of the Education Professional Standards Board, with the cooperation of the commissioner of education and the president of the Council on Postsecondary Education, shall organize an interagency task force to collaborate with private and public postsecondary education institutions for the redesign of programs for school and district leaders, including the preparation and certification of principals, assistant principals, superintendents, and

other central office and school-based administrators.

- (1) The size and make-up of the task force shall be determined by consensus of the executive director, commissioner, and president.
- (2) The work of the task force shall begin no later than August 15, 2006.
- (3) The redesigned programs for developing educational leaders shall have:
 - (a) Recruitment and selection policies that ensure that persons with high leadership potential and talent are being prepared to lead Kentucky schools;
 - (b) Strong emphasis on developing the essential competencies necessary for improving the safe and efficient management of schools and increasing student achievement;
 - (c) A standards and research base with coherent goals, learning activities, and assessment around a shared set of values, beliefs, and knowledge about effective administrative practices;
 - (d) Provisions for field-based internships that incorporate problem-based learning and utilize cohort groups and mentors whenever possible and appropriate;
 - (e) Strong clinical training options throughout the programs that include extensive collaborations between postsecondary education institutions and school districts;
 - (f) Induction components for newly hired principals and other education leaders, which provide both collegial support and individual mentoring with documented evidence of the new principals' or other education leaders' abilities to focus on high levels of student learning, growth, and achievement;
 - (g) Provisions for high-quality professional development that strengthen current school leaders' capacity to work with faculty in changing school and classroom practices to increase student learning, growth, and achievement; and
 - (h) Support for working conditions that enable leaders to implement strong instructional leadership that improves opportunities for teaching and learning for all students.
- (4) The interagency task force in collaboration with postsecondary education institutions shall:
 - (a) Ensure involvement of all appropriate education entities during all stages of the redesign processes;

- (b) Identify postsecondary education institution and school district resources that can be utilized to make educational leadership programs as effective as possible;
 - (c) Identify the competencies, knowledge, skill sets, and dispositions that all instructional leaders must possess;
 - (d) Require instruction and the improvement of student learning, growth, and achievement;
 - (e) Require problem-based learning while addressing state and national leadership standards; and
 - (f) Require the relevant field-based experiences and internships that allow candidates to demonstrate leadership competencies in real-life situations.
- (5) The interagency task force shall:
- (a) Utilize regionally and nationally recognized experts in educational leadership to assess Kentucky's current needs and evaluate institutional redesign proposals to meet those needs;
 - (b) Study and determine best practices for implementing the redesign of educational leadership programs in Kentucky, including the use of institution-based redesign coordinators to spearhead, coordinate, and administer a multi-year development process and the establishment of an executive leadership academy with a clear focus on improving student learning, growth, and achievement by developing the instructional leadership and management expertise of Kentucky's principals; and
 - (c) Require alignment of doctoral programs in education with the redesigned masters' and other leadership programs to ensure rigor and relevance.

Section 2. The interagency task force shall provide a progress report to the Interim Joint Committee on Education by October 1, 2007, and as requested thereafter.

ATTACHMENT B

REQUIRED AFFIDAVIT FOR BIDDERS OR OFFERORS

- A. In accordance with the provisions of KRS 45A.110 and KRS 45A.115, each bidder or offeror shall swear or affirm under penalty of perjury that:
 - (1) neither the bidder or offeror as defined in KRS 45A.070(6), nor the entity which he/she represents, has knowingly violated any provisions of the campaign finance laws of the Commonwealth of Kentucky, and
 - (2) the award of a contract to the bidder or offeror or the entity which he/she represents will not violate any provisions of the campaign finance laws of the Commonwealth.
- B. I also hereby swear and affirm under penalty of perjury that the entity bidding is properly authorized under the laws of the Commonwealth of Kentucky to conduct business in this state; is duly registered with the Kentucky Secretary of State to the extent required by Kentucky law; and will remain in good standing to do business in the Commonwealth of Kentucky for the duration of any contract awarded.
- C. I hereby swear and affirm under penalty of perjury that the entity bidding is not delinquent on any state taxes or fees owed to the Commonwealth of Kentucky and will remain in good standing for the duration of any contract awarded.

I have fully informed myself regarding the accuracy of the statements made above.

SIGNATURE

Printed Name

Title

Date

Company Name _____

Address _____

Subscribed and sworn to before me by _____, _____ (Title)
(Affiant)

of _____ this ____ day of _____, 20____.
(Company Name)

Notary Public

[*seal of notary*]

My commission expires: _____