

## INNOVATION FUND FISCAL YEAR 2017 SCALING GRANT GUIDELINES

### About the Innovation Fund

The [Innovation Fund](#) supports local education agencies (LEAs) in planning, implementing and scaling innovative education programs that advance student achievement throughout Georgia.

Most recently, the Innovation Fund received Fiscal Year 2017 (FY17) state funding to provide grants to eligible organizations focused on planning, implementing, or scaling innovative education programs focused on the following priority areas:

1. Applied Learning with a Focus on STEAM (Science, Technology, Engineering, Arts, and Math) Education,
2. Birth to Age Eight Language and Literacy Development,
3. Development and Replication of Blended Learning School Models, and
4. Teacher and Leader Development for High-Need Schools.

### Award Timeline

<b>June 2, 2016</b> <i>4:30 to 5:30 PM</i>	Innovation Fund Technical Assistance Day Part I: <i>Shark Tank: The Innovation Fund Challenge</i> Loudermilk Conference Center, Atlanta, GA
<b>June 3, 2016</b> <i>10:00 AM to 3:00 PM</i>	Innovation Fund Technical Assistance Day Part II Loudermilk Conference Center, Atlanta, GA <i>*Please note the Innovation Fund Technical Assistance Day Part II is <b><u>mandatory</u></b> for all <b><u>new Innovation Fund Applicants</u></b>*</i>
<b>June 6, 2016</b>	Application Opens
<b>August 15, 2016</b>	Grant Applications Due
<b>September 12 – 16, 2016</b>	Phone Interviews with the Highest Scoring Applicants
<b>Late September</b>	Grant Awards Announced

## Eligibility Requirements

**In order to apply for the FY17 grant round, your organization must be a LEA, RESA, traditional public school, or charter school in the state of Georgia.**

Please note that while in the past GOSA has awarded Innovation Fund grants directly to nonprofit organizations and institutions of higher education, **this grant round is exclusively for LEAs, RESAs (on behalf of a group of school districts or schools), traditional public schools, or charter schools.** Eligible organizations are *strongly encouraged*, where appropriate, to apply in partnership with institutions of higher education, nonprofit organizations, and community-based agencies to strengthen the quality of their proposed program. **However, the LEA, RESA, traditional public school, or charter school must submit the application and serve as the fiscal agent for all grant funds.**

## Submission Instructions

To apply for an Innovation Fund grant, please follow the steps below:

1. Carefully review these Grant Guidelines, along with the definitions of key terms located at the end of this document.
2. Attend the Technical Assistance Day on June 3, 2016 at the Loudermilk Center in Atlanta, GA. If you or a representative from your agency cannot make it to the Technical Assistance Day, be sure to visit the [Innovation Fund Grant Application Toolbox](#), which includes guidance such as funded grant application examples, video presentations from our current Innovation Fund grantees, and research articles related to the Innovation Fund priority areas.
3. Beginning on June 6, 2016, create an account, or if you already have an account, log in to complete your application at <http://innovationfund.fluidreview.com>.
4. Submit your completed application, including your answers to the application questions, along with all required documents, **no later than August 15, 2016.**

**If you have any questions during the application process, please contact:**

**Rebecca Ellis**  
**Governor's Office of Student Achievement**  
**Program Manager, Innovation Fund**  
[rellis@georgia.gov](mailto:rellis@georgia.gov)  
**404.596.3651**

## Bonus Points

**Current or former Innovation Fund implementation or Race to the Top enterprise grantees are eligible for five bonus points on their scaling grant application provided that they meet the following criteria:**

- Successfully completed the requirements of their Innovation Fund grant, including submitting all financial and evaluation reports on time and of acceptable quality, meeting all approved grant milestones, and providing the necessary closeout documents by the deadline;
- Were not placed on corrective action at any time during the grant period;
- Meet the eligibility requirements for this funding cycle; and
- Are applying to scale the program they developed with their implementation or Race to the Top enterprise grant.

## General Information about Scaling Grants

Scaling grants will provide eligible organizations between \$200,000 to \$700,000 to scale an existing, successful, innovative education program aligned with one or more of the Innovation Fund priority areas:

1. Applied Learning with a Focus on STEAM (Science, Technology, Engineering, Arts, and Math) Education,
2. Birth to Age Eight Language and Literacy Development,
3. Development and Replication of Blended Learning School Models, and
4. Teacher and Leader Development for High-Need Schools.

Organizations can scale a program in one the following three ways:

- Replicate your own existing successful program at a new site,
- Replicate another organization's existing successful program at your own site, or
- Expand your current existing program to serve more students, teachers, or leaders at your current site.

Please note, if you are replicating your program at a new site or replicating someone else's program at your site, your "replication partner" must submit a statement of commitment indicating their active participation in the project. A replication partner is the LEA, school, IHE, or nonprofit organization that will be replicating your program or whose program you will be replicating.

Organizations will have two years from the date of the grant award (September 2016) to spend scaling grant funds.

Successful scaling grant applications will demonstrate that:

- You can logically articulate your program’s mission, theory of change, the population your program will serve, the program’s intended goals and outcomes;
- Your program is innovative;
- Your program is *directly aligned* with one of the FY17 Innovation Fund priority areas;
- Your program will directly address a need, determined by data, in your school, district or community;
- The program you would like to scale has clearly articulated core components that ensure, when scaled, the program will yield positive outcomes;
- You have a strong evaluation plan that will clearly measure the success of your program against the stated goals and objectives;
- Key stakeholders and partners, including your replication partner (if appropriate), are committed to scaling the program;
- Your organization has the capacity, qualifications, governing body support, and time to successfully scale this program;
- Your organization has an intentional and feasible scope of work to scale the program, and;
- Your organization has a strategic budget that is aligned with your scope of work.

Successful applications will also be well written, free of any grammatical or spelling errors, and clearly answer only the questions in the grant application.

Below please find the following information regarding the scaling grant application:

- The number of questions per application section,
- The required documents for each section, and
- The possible points for each section.

Section	Number of Application Questions	Required Documents	Possible Points
<b>Executive Summary</b>	1	n/a	5 points
<b>Innovation</b>	1	n/a	5 points
<b>Alignment and Need</b>	2	n/a	15 points
<b>Evidence of Success</b>	3	n/a	10 points
<b>Goals and Evaluation Plan</b>	3	n/a	15 points
<b>Partnership Overview</b>	2	Statements of Commitment (partners)	15 points
<b>Capacity to Scale</b>	3	Statements of Commitment (grant lead(s) and leadership)	10 points
<b>Scope of Work</b>	2	Innovation Fund Grant Scope of Work	15 points
<b>Budget</b>	3	Innovation Fund Grant Budget Template	10 points
<b>Bonus Points</b>	n/a	n/a	+5 points
<b>TOTAL</b>	<b>20 questions</b>	<b>4 required documents</b>	<b>100 points (+ 5 bonus points)</b>

Please refer to the below section for specific information about each section of the scaling grant application.

### Specific Information about the Scaling Grant Application

#### Executive Summary (5 points)

This section should provide a *concise summary* of your program in 300 words or less.

Successful executive summaries will include:

- **A logically articulated program mission and theory of change,**
- **A description of the participants your program will serve,** including the target number (students, teachers or leaders) and type of program participants. When discussing the type of program participants, you may include general demographic information such as grade level, subject area, school or district, or educational background. Please be sure to *only include information about the participants the program will actually serve*, not

information about individuals who live in the same community or students who attend the same school.

- **A brief summary of your program's intended goals and outcomes.** Please note that you will be able to expand upon these goals and outcomes later in the Goals and Evaluation Plan section of the application.

### **Innovation (5 points)**

In this section you must explain why your program is innovative in 250 words or less. GOSA defines an innovative program as one that solves an existing problem in a new and inventive way, has the potential to dramatically improve student achievement, is replicable, and can be objectively evaluated (*definition adapted from [The Walton Family Foundation](#)*). We highly recommend that you conduct an environmental scan of similar programs in and outside of Georgia to ensure your program is innovative.

While not required as part of your application, we also recommend that you use the [Innovation Brainstorming Sheet](#) available in the [Innovation Fund Grant Application Toolbox](#) to help guide your answer to this question.

### **Alignment and Need for the Program (15 points)**

This section includes two components:

- **A description of how your program will align with one of the Innovation Fund priority areas.** Please be sure to review the definitions of each priority area (located in the *Definitions* section of this document), to ensure that your program matches one or more of these definitions. You may also refer to information about your priority area from the Technical Assistance Day breakout sessions or [Innovation Fund Grant Application Toolbox](#).
- **A description of how your intended program will address a need and benefit students, teachers or educational leaders in your school, district, or community.** You must include the data you used to determine this need, and explain how these data support the need for the program.

Appropriate data include, but are not limited to: student test scores, teacher or leader evaluation results, or county demographic data (poverty rates, unemployment rates, etc.). Where appropriate, you may also include qualitative data, such as administrator observations of teacher or student needs.

### Notes about Specific Priority Areas for the Alignment and Need Section

- If you are applying for a grant aligned with the **Applied Learning with a Focus on STEAM Education** priority area, you must articulate how your program will *integrate* science, technology, arts, engineering, and math, and how you will provide students with opportunities to integrate classroom content with authentic, real-world (personal, home, career, community, society) experiences.
- If you are applying for a grant aligned with the **Birth to Age Eight Language and Literacy** priority area, you must clearly explain how your program will address the four pillars of this priority area: (a) *Language Nutrition*; (b) *Access*; (c) *Productive Learning Climate* and (d) *Teacher Preparation and Effectiveness*. Please refer to the definitions located at the end of this document for information about those pillars.
- If you are applying for a grant aligned with the **Bended Learning** priority area, you must articulate what blended learning model you will use, and specify how your program will give students control over the time, place, path and/or pace of their learning.
- If you are applying for a grant aligned with **Teacher and Leader Development for High- Need Schools** priority area, you must describe how you are defining your school as a high needs school and provide the data you used to make this determination.

### Evidence of Success (10 points)

This section should identify the core components of the program, discuss how and why you will modify any of those components, demonstrate that the program you would like to scale has generated positive student achievement or teacher and leader effectiveness outcomes, and that, when scaled, the program will yield similar results.

You must provide quantitative data indicating your program has been successful. These data can include student test scores, student growth data, student or teacher evaluation results, or any other data indicating that your program has generated positive outcomes. You may also include qualitative data if you feel it provides additional evidence of success.

You may upload supporting documentation as necessary. However; please be sure to refer to all supporting documentation in the answers to the application questions

### Goals and Evaluation Plan (15 points)

The Goals and Evaluation Plan section should expand upon the goals and outcomes listed in the Executive Summary of the grant application. Successful applications will logically articulate:

- **Three to six SMART goals and outcomes.** Please note that all goals must be written as SMART (Specific, Measurable, Attainable, Results-Oriented, and Time-bound) goals. In addition, you must include at least three academic outcomes that will indicate if your program has generated positive student achievement results. For more information about SMART goals, please visit this link: <http://www.gadoe.org/Curriculum-Instruction-and-Assessment/Special-Education-Services/Pages/Smart-Goals-Training-Videos.aspx>

We strongly recommend that you complete the **Grant Goals and Outcomes Chart**, available on the online application site or in the [Innovation Fund Grant Application Toolbox](#) before completing this section of the application. Please note, **you are not required** to upload the Grant Goals and Outcomes chart as part of your application. However, this chart will help guide you in completing this section.

- **A logical plan for collecting data and analyzing the outcome of your program,** including potential data collection methods, possible external evaluators that will lead the evaluation of your program, and the listed external evaluators' qualifications. Please keep in mind that your data collection methods should be aligned with your SMART goals.

**Please note, if you are awarded funds, you MUST use a portion of your grant funding to contract with an external evaluator.** Please see the *Evaluation Requirements and Information* section of this document for more information.

### **Partnership Overview (15 points)**

This section should demonstrate that the following partners are committed to scaling your program:

- A replication partner, if appropriate,
- Other partners, such as community organizations, nonprofit organizations, technical colleges, colleges or universities, other schools or districts, businesses, or service providers, and
- Any key stakeholders.

Successful partnership overview sections will clearly demonstrate how you will *strategically utilize every listed partner* to scale the program. Please note that reviewers will focus on the quality, not quantity, of your listed partners.

**You must upload statements of commitment from each partner listed in this section.** More information regarding statements of commitment can be found in the *Information about Required Documents* section of this document.

### **Capacity to Scale the Program (10 points)**

This section must demonstrate that your organization has the capacity to scale your intended program. Successful applicants will demonstrate that:

- The individual(s) who will lead or facilitate the scaling process has/have both the qualifications and time to plan your intended program,
- Your organization's leadership (superintendent, executive director, etc.) fully supports the project, and
- Your organization has demonstrated experience managing and implementing grants of a similar size and scope, and/or implementing programs that have yielded positive student, teacher, or leader outcomes.

**Please be sure to upload the statements of commitment from key personnel and your organization's leadership.** If a key member of your grant team will be hired with grant funds and is therefore unknown at this time, please include a job description for this position, along with the desired qualifications, in lieu of a statement of commitment. More information regarding statements of commitment can be found on in the *Information about Required Documents* section of this document.

### **Scope of Work (15 points)**

Successful scopes of work will outline intentional and feasible milestones that will: (a) lead to the successful scaling of your program, and (b) generate positive student, teacher, or leader outcomes. In addition, you must clearly articulate any challenges you foresee in reaching these intended outcomes, and explain how you will mitigate these challenges.

You must also upload your scope of work using the **Innovation Fund Grant Scope Work Template**, available on the online application site or the [Innovation Fund Grant Application Toolbox](#). Please note that you must use the template provided.

When completing this template, you must indicate:

- The milestones you need to reach in order to successfully scale your program,
- The action steps you will take to meet these milestones,
- The timeframe for meeting these milestones, and
- The specific person(s) responsible for meeting these milestones.

You may include more than one action step for each goal. However, each goal should align with the intended outcome. Please see below for an example:

Milestone	Action Steps	Timeframe	Person(s) Responsible
Deliver training to 16 Kindergarten to 3 <sup>rd</sup> grade teachers on technology integration in elementary classrooms.	<ul style="list-style-type: none"> <li>• Select teachers based on the technology integration readiness assessment.</li> <li>• Work with Young Scholar Technology Partners to design training.</li> <li>• Hire substitutes to cover participating teachers' classrooms during the training.</li> </ul>	December 2016	Grant Lead  Technology Specialists at participating schools  Young Scholar Technology Partners Representatives

**Budget (10 points)**

This section must indicate how you will use your scaling grant funds (between \$200,000 to \$700,000) to scale your program, as well as how you intend to sustain your program beyond the grant term. For this section, you must upload the **Innovation Fund Grant Budget Template** available on the online application site or in the [Innovation Fund Grant Application Toolbox](#). Please note that you must use the template provided to you.

When completing this template, please be sure to enter:

- The total amount of grant funds and funds from other sources, if applicable, (other grants, federal funds, district funds, etc.) that you plan to spend in each budget category,
- The specific items and cost of these items included in each budget category, (you may enter additional line items as needed), and
- A description and rationale for each of these items. You may include the description in the template provide, or attach additional pages as needed.

Successful budgets will demonstrate alignment between your expenses and your milestones listed in the previous section. In addition, all proposed expenditures must meet the following criteria:

- **Allowable:** the expense is not a prohibited use of state funding.
- **Allocable:** the expense is directly related to the purpose and outcomes of your grant, and the amount of the expense is proportional to the benefit the program will receive from the expense.
- **Reasonable:** a prudent person outside of your organization would agree that the expense is reasonably priced and necessary to accomplish the grant objectives.

Please be sure to review the *Financial and Other Expectations* section of this document prior to completing your budget.

### **Information about Required Documents**

In addition to the application questions, **Innovation Fund Grant Scope of Work**, and **Innovation Fund Grant Budget Template**, please remember to upload the following documents:

- **Statements of commitment from partners** will be considered in your Partnership Overview score.
- **Statements of commitment from grant personnel and your organization’s leadership** will be considered in your Capacity to Scale score.
- Please note that all statements of commitment must be signed by the individual writing the letter.

An effective statement of commitment should describe, in 300 words or less:

- The specific roles and responsibilities the person or partner writing the statement will have during the grant period,
- The resources the individual or partner will contribute to the project (if applicable), and
- That the individual or partner writing the letter has the capacity and commitment to ensure the successful implementation of the program.

## **Evaluation Requirements and Information**

### **External Evaluation Requirements**

The goal of Innovation Fund scaling grants is to identify best practices and innovative programs that advance student achievement. In order to meet this goal, all organizations awarded scaling grants must contract with a qualified external evaluator, who will be responsible for:

- Refining your proposed evaluation plan to ensure it accurately measures the impact of your program on your proposed outcomes,

- Assisting in the completion of required mid-year and end-of-year evaluation reports,
- Conducting and analyzing student, teacher or leader focus groups or interviews, where appropriate,
- Administering and analyzing student, teacher, or leader surveys, where appropriate, and
- Analyzing student outcome data, or teacher and leader effectiveness results.

Please note, if your organization receives grant funds, GOSA will require a signed contract and evaluation plan from your external evaluator.

## Financial and Other Expectations

### Allowable Expenses

Scaling grant funds may be used for personnel, fringe benefits, materials, equipment, travel, contractual, and indirect costs. Allowable expenses in each category are outlined below. Please note that this does not include every allowable expense, but will give you an idea of the types of allowable expenses.

- **Personnel:** Staff salary, or a portion of salary, provided compensation is paid specifically to individuals working towards the grant objectives, AND the percentage of each individual's salary paid from grant funds is commensurate with the amount of time that the individual will dedicate toward the grant objectives.
- **Supplies** for activities directly related to the grant, such as binders, notebooks, pens or pencils, post-it notes, chart paper, tablets or other supplies for students, teachers, leaders, or personnel involved in grant activities
- **Equipment** over \$5,000 for activities directly related to the grant, such as lab equipment or computing devices.
- **Travel** expenses directly related to the grant, including the cost of mileage, lodging, airfare and per diem amounts. Please note travel expenses must be in accordance with the State Travel Policy, available here: [https://sao.georgia.gov/sites/sao.georgia.gov/files/related\\_files/site\\_page/SOG\\_Statewide\\_Travel\\_Policy-Effective030116.pdf](https://sao.georgia.gov/sites/sao.georgia.gov/files/related_files/site_page/SOG_Statewide_Travel_Policy-Effective030116.pdf).
- **Contractual** services with qualified individuals or organizations, such as service providers or evaluators that will directly serve the purposes of the grant. Please note that all LEAs awarded grants must adhere to the State of Georgia Procurement Manual, available here: [http://pur.doas.ga.gov/gpm/MyWebHelp/GPM\\_Main\\_File.htm](http://pur.doas.ga.gov/gpm/MyWebHelp/GPM_Main_File.htm).

- **Indirect Costs**, such as administrative assistance, of up to no more than 10% of your overall grant budget.

**The Innovation Fund is a reimbursement-based grant program.** Organizations awarded grants will request reimbursement on a quarterly basis, after the expenses have been liquidated. In order to receive reimbursement, grantees must liquidate all approved costs on or after the date the Innovation Fund grant contract is executed and prior to the project closeout.

### **Auditing Requirements**

Organizations that receive an Innovation Fund grant must follow all applicable state of Georgia financial reporting and audit requirements.

### **Grant Expectations**

If your organization receives an Innovation Fund grant, you must meet the following expectations during the grant period:

- Complete and submit, in a timely manner, additional forms and certifications required for the use of state funding;
- Adhere to all provisions in your Innovation Fund grant contract;
- Complete and submit in a timely manner, monthly expense reports, quarterly expense and progress reports, and mid-year and end-of-year evaluation reports;
- Submit any budget or milestone amendments to GOSA for approval prior to making those changes;
- Arrange for GOSA staff to make site visits, when requested by GOSA, to your program;
- Respond to emails and phone calls from GOSA staff in a timely and professional manner;
- Clearly communicate to GOSA both the successes and challenges of your grant work; and
- Attend a yearly summit with other Innovation Fund grantees to share your work.

Failure to meet these expectations may result in GOSA withholding funding from your grant award.

## Definitions

**Academic Outcomes** are targets related specifically to increased student achievement, including, but not limited to:

- Graduation rates,
- For tested grades and subjects, a students' scores on the state assessments, and
- Other measures of student learning and performance — provided that they are both rigorous and aligned with the goals of your grant – including district benchmark data, student growth data, and student performance on English language proficiency assessments.

**Applied Learning** is the opportunity for students to integrate classroom content with authentic, real-world (personal, home, career, community, society) experiences. Through these experiences, students develop and strengthen their problem-solving, critical thinking, communication, and self-management skills. Applied learning not only supports students in mastering content standards, but also equips them with the skills they need to be successful students and adults.

**Birth to Age Eight Language and Literacy** focuses on creating high-quality and productive learning environments – both inside and outside of the classroom – where children, ages birth to eight, have access to the resources necessary to fully develop their language and literacy skills. This priority area focuses on both in-school learning, and on leveraging community partnerships with social service and nonprofit organizations to address each child's learning, health, family, and social-emotional needs.

In alignment with the Get Georgia Reading Campaign, programs aligned with this priority area must address these four pillars:

- *Language Nutrition*: All children receive language-rich child and adult interactions.
- *Access*: All children and their families have access to high-quality social services that support healthy development.
- *Productive Learning Climate*: Children have access to home and school environments that foster their social-emotional development, school engagement, and academic achievement.
- *Teacher Preparation and Effectiveness*: Early childhood educators provide high-quality, evidence-informed instruction tailored to the needs of each child, regardless of background. (Definition from [Get Georgia Reading](#))

**Blended Learning** is a formal education program in which a student learns at least in part through online learning with some element of student control over time, place, path and/or pace, and at least in part in a supervised brick-and-mortar location away from home. In addition, the modalities along each student's learning path within a course or subject are connected to provide

an integrated learning experience. Blended learning is NOT simply placing technology in the classroom or providing students access to online courses. Blended learning utilizes technology to restructure traditional school models, promote data-driven and individualized instruction, leverage the strengths of effective educators, and advance student achievement. *(definition adapted from [The Clayton Christensen Institute](#))*

**High-Need Schools** are schools that face challenges in ensuring success for all students. Examples of high-need schools include, but are not limited to: (a) consistently underperforming schools, (b) schools located in rural areas that have difficulty recruiting and retaining high-quality teachers and leaders, and (c) schools that serve a high percentage of students receiving free or reduced lunch, special education students, or English language learners. *Please note that if you are applying for a grant in this priority area, you will be required to describe how you are defining your school as a high-need school and provide data to support your description.*

An **Innovative Program** solves an existing problem in a new and inventive way, has the potential to dramatically improve student achievement, is replicable, and can be objectively evaluated. (Definition adapted from [The Walton Family Foundation](#))

**Local Education Agency (LEA)** means a government agency which supervises the provision of instruction or educational services to members of the community. LEAs are also often referred to as “school districts.”

**STEAM Education** is defined as an integrated curriculum (as opposed to science, technology, engineering, arts, and mathematics taught in isolation) that is driven by problem solving, discovery, exploratory project/problem-based learning, and student-centered development of ideas and solutions. *(Definition from the [Georgia Department of Education](#))*

**Teacher and Leader Development for High-Need Schools** focuses on building teacher and leader capacity to improve student achievement in high-need schools. This priority area may include programs targeted to: (a) build the pipeline of effective teachers and leaders for high-need schools, (b) recruit and retain effective teachers and leaders for high-need schools, and/or (c) provide professional development opportunities to boost the capacity of current teachers and leaders in high-need schools.