

## AGREEMENT

**THIS AGREEMENT** is made and entered into as of this \_\_\_\_ day of \_\_\_\_\_, 2016, by and between

**THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA**  
(hereinafter referred to as "SBBC"),  
a body corporate and political subdivision of the State of Florida,  
whose principal place of business is  
600 Southeast Third Avenue, Fort Lauderdale, Florida 33301

and

**UNIVERSITY OF WASHINGTON  
CENTER FOR EDUCATIONAL LEADERSHIP**  
(hereinafter referred to as "CEL"),  
whose principal place of business is  
*9709 Third Avenue Northeast Suite 306, Seattle Washington 98115*

**WHEREAS**, CEL is willing provide SBBC with a research-based approach to improving student learning and teacher and leadership effectiveness through central office transformation; and

**WHEREAS**, CEL is willing to work on-site with SBBC Chief Talent Management Officer, Cadre Directors, and Intern Cadre Directors to provide content and coaching sessions; and

**WHEREAS**, CEL is willing to provide SBBC with phone support and consultation during the school year.

**NOW, THEREFORE**, in consideration of the premises and of the mutual covenants contained herein and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties hereby agree as follows:

### ARTICLE 1 - RECITALS

1.01 **Recitals.** The parties agree that the foregoing recitals are true and correct and that such recitals are incorporated herein by reference.

### ARTICLE 2 – SPECIAL CONDITIONS

2.01 **Term of Agreement.** Unless terminated earlier pursuant to Section 3.05 of this Agreement, the term of this Agreement shall commence on September 1, 2016 and conclude on June 30, 2017.

2.02 **Cadre Directors Sessions.** One (1) CEL staff member shall provide twenty-one (21) days of coaching and content collaboration sessions with Cadre Directors. CEL shall deliver a coherent plan to enhance Cadre Directors ability to support and improve principal and school performance as indicated by the CCSSO Principal Supervisor Standards.

2.03 **Cadre Directors Sessions.** One (1) CEL staff member shall provide one (1) day of orientation and three (3) days of facilitation and coaching during case study reviews. CEL shall facilitate sessions to develop Cadre Directors as a strong team who can influence school and principal performance while also being effective systems leaders.

2.04 **Intern Director and Chief Talent Management Officer Sessions.** One (1) CEL staff member shall provide five days (5) of coaching and collaboration sessions with Intern Directors and the Chief Talent Management Officer. CEL shall deliver a coherent curriculum plan designed to support Intern Directors to deepen their understanding of how being a principal supervisor is similar to and different from being a principal, and develop an entry plan outlining strategies for successful transition from the schoolhouse to the central office. CEL shall collaborate with the Chief Talent Management Officer to develop the Intern Director Program from year one curriculum.

2.05 **BCPS Project Lead and CEL Project Director:** CEL shall provide project management, phone support, and consultation. CEL shall engage identified SBBC staff in pre-briefing and debriefing activities from all coaching and content sessions, plan and coordinate each in-person visit, consult to continually gauge progress, and identify emerging issues and future needs to ensure quality project implementation.

2.06 **Cost of Services.** SBBC shall pay CEL for services performed as specified on page 4 of Exhibit A. CEL will invoice SBBC as specific tasks are completed pursuant to Exhibit A. The total cost of services is \$104,775.00.

2.07 **Inspection of CEL's Records by SBBC.** CEL shall establish and maintain books, records and documents (including electronic storage media) sufficient to reflect all income and expenditures of funds provided by SBBC under this Agreement. All CEL Records, regardless of the form in which they are kept, shall be open to inspection and subject to audit, inspection, examination, evaluation and/or reproduction, during normal working hours, by SBBC's agent or its authorized representative to permit SBBC to evaluate, analyze and verify the satisfactory performance of the terms and conditions of this Agreement and to evaluate, analyze and verify any and all invoices, billings, payments and/or claims submitted by *Insert Name* or any of CEL's payees pursuant to this Agreement. CEL's Records subject to examination shall include, without limitation, those records necessary to evaluate and verify direct and indirect costs (including overhead allocations) as they may apply to costs associated with this Agreement. CEL's Records subject to this section shall include any and all documents pertinent to the evaluation, analysis, verification and reconciliation of any and all expenditures under this Agreement without regard to funding sources.

(a) **CEL's Records Defined.** For the purposes of this Agreement, the term CEL's Records" shall include, without limitation, accounting records, payroll time sheets, cancelled payroll checks, W-2 forms, written policies and procedures, computer records, disks and software, videos, photographs, executed subcontracts, subcontract files (including proposals of successful and unsuccessful bidders), original estimates, estimating worksheets, correspondence, change order files (including sufficient supporting documentation and documentation covering negotiated settlements), and any other supporting documents that would substantiate, reconcile or refute any charges and/or expenditures related to this Agreement.

(b) **Duration of Right to Inspect.** For the purpose of such audits, inspections, examinations, evaluations and/or reproductions, SBBC's agent or authorized representative shall



have access to *CEL*'s Records from the effective date of this Agreement, for the duration of the term of this Agreement, and until the later of five (5) years after the termination of this Agreement or five (5) years after the date of final payment by SBBC to *CEL* pursuant to this Agreement.

(c) Notice of Inspection. SBBC's agent or its authorized representative shall provide *CEL* reasonable advance notice (not to exceed two (2) weeks) of any intended audit, inspection, examination, evaluation and or reproduction.

(d) Audit Site Conditions. SBBC's agent or its authorized representative shall have access to *CEL*'s facilities and to any and all records related to this Agreement, and shall be provided adequate and appropriate work space in order to exercise the rights permitted under this section.

(e) Failure to Permit Inspection. Failure by *CEL* to permit audit, inspection, examination, evaluation and/or reproduction as permitted under this Section shall constitute grounds for termination of this Agreement by SBBC for cause and shall be grounds for the denial of some or all of any *CEL*'s claims for payment by SBBC.

(f) Overcharges and Unauthorized Charges. If an audit conducted in accordance with this Section discloses overcharges or unauthorized charges to SBBC by *CEL* in excess of two percent (2%) of the total billings under this Agreement, the actual cost of SBBC's audit shall be paid by *CEL*. If the audit discloses billings or charges to which *CEL* is not contractually entitled, *CEL* shall pay said sum to SBBC within twenty (20) days of receipt of written demand under otherwise agreed to in writing by both parties.

(g) Inspection of Subcontractor's Records. *CEL* shall require any and all subcontractors, insurance agents and material suppliers (hereafter referred to as "Payees") providing services or goods with regard to this Agreement to comply with the requirements of this section by insertion of such requirements in any written subcontract. Failure by *CEL* to include such requirements in any subcontract shall constitute grounds for termination of this Agreement by SBBC for cause and shall be grounds for the exclusion of some or all of any Payee's costs from amounts payable by SBBC to *CEL* pursuant to this Agreement and such excluded costs shall become the liability of *CEL*.

(h) Inspector General Audits. *CEL* shall comply and cooperate immediately with any inspections, reviews, investigations, or audits deemed necessary by the Florida Office of the Inspector General or by any other state or federal officials.

2.08 **Notice.** When any of the parties desire to give notice to the other, such notice must be in writing, sent by U.S. Mail, postage prepaid, addressed to the party for whom it is intended at the place last specified; the place for giving notice shall remain such until it is changed by written notice in compliance with the provisions of this paragraph. For the present, the Parties designate the following as the respective places for giving notice:

To SBBC: Superintendent of Schools  
The School Board of Broward County, Florida  
600 Southeast Third Avenue

Fort Lauderdale, Florida 33301

With a Copy to: Chief Officer, *OSPA*  
610 NE 13<sup>th</sup> Avenue  
Pompano Beach, FL 33060

To: Project Director  
Center for Educational Leadership  
9709 3<sup>rd</sup> Avenue NE, Suite 306  
Seattle, WA 98115

2.09 **Background Screening:** *CEL* agrees to comply with all requirements of Sections 1012.32 and 1012.465, Florida Statutes, and all of its personnel who (1) are to be permitted access to school grounds when students are present, (2) will have direct contact with students, or (3) have access or control of school funds, will successfully complete the background screening required by the referenced statutes and meet the standards established by the statutes. This background screening will be conducted by SBBC in advance of *CEL* or its personnel providing any services under the conditions described in the previous sentence. *CEL* shall bear the cost of acquiring the background screening required by Section 1012.32, Florida Statutes, and any fee imposed by the Florida Department of Law Enforcement to maintain the fingerprints provided with respect to *CEL* and its personnel. The parties agree that the failure of *CEL* to perform any of the duties described in this section shall constitute a material breach of this Agreement entitling SBBC to terminate immediately with no further responsibilities or duties to perform under this Agreement. To the extent permitted by law, *CEL* agrees to indemnify and hold harmless SBBC, its officers and employees from any liability in the form of physical or mental injury, death or property damage resulting from *CEL*'s failure to comply with the requirements of this Section or with Sections 1012.32 and 1012.465, Florida Statutes. Nothing herein shall be construed as a waiver by SBBC or *CEL* of sovereign immunity or of any rights or limits to liability existing under Section 768.28, Florida Statutes.

2.10 **Liability.** This section shall survive the termination of all performance or obligations under this Agreement and shall be fully binding until such time as any proceeding brought on account of this Agreement is barred by any applicable statute of limitations.

A. By SBBC: SBBC agrees to be fully responsible up to the limits of Section 768.28, Florida Statutes, for its acts of negligence, or its employees' acts of negligence when acting within the scope of their employment and agrees to be liable for any damages resulting from said negligence.

B. By *CEL* agrees to indemnify, hold harmless and defend SBBC, its agents, servants and employees from any and all claims, judgments, costs, and expenses including, but not limited to, reasonable attorney's fees, reasonable investigative and discovery costs, court costs and all other sums which SBBC, its agents, servants and employees may pay or become obligated to pay on account of any, all and every claim or demand, or assertion of liability, or any claim or action founded thereon, arising or alleged to have arisen out of the products, goods or services furnished by *CEL*, its agents, servants or employees; the equipment of *CEL*, its agents, servants or employees while such equipment is on premises owned or controlled by SBBC; or the negligence of *CEL* or the negligence of Insert Name's agents when acting within the scope of their employment, whether such claims, judgments, costs and expenses be for



damages, damage to property including SBBC's property, and injury or death of any person whether employed by CEL, SBBC or otherwise.

### **ARTICLE 3 – GENERAL CONDITIONS**

3.01 **No Waiver of Sovereign Immunity.** Nothing herein is intended to serve as a waiver of sovereign immunity by any agency or political subdivision to which sovereign immunity may be applicable or of any rights or limits to liability existing under Section 768.28, Florida Statutes. This section shall survive the termination of all performance or obligations under this Agreement and shall be fully binding until such time as any proceeding brought on account of this Agreement is barred by any applicable statute of limitations.

3.02 **No Third Party Beneficiaries.** The parties expressly acknowledge that it is not their intent to create or confer any rights or obligations in or upon any third person or entity under this Agreement. None of the parties intend to directly or substantially benefit a third party by this Agreement. The parties agree that there are no third party beneficiaries to this Agreement and that no third party shall be entitled to assert a claim against any of the parties based upon this Agreement. Nothing herein shall be construed as consent by an agency or political subdivision of the State of Florida to be sued by third parties in any matter arising out of any contract.

3.03 **Independent Contractor.** The parties to this agreement shall at all times be acting in the capacity of independent contractors and not as an officer, employee or agent of one another. Neither party or its respective agents, employees, subcontractors or assignees shall represent to others that it has the authority to bind the other party unless specifically authorized in writing to do so. No right to SBBC retirement, leave benefits or any other benefits of SBBC employees shall exist as a result of the performance of any duties or responsibilities under this Agreement. SBBC shall not be responsible for social security, withholding taxes, contributions to unemployment compensation funds or insurance for the other party or the other party's officers, employees, agents, subcontractors or assignees.

3.04 **Equal Opportunity Provision.** The parties agree that no person shall be subjected to discrimination because of age, race, color, disability, gender identity, gender expression marital status, national origin, religion, sex or sexual orientation in the performance of the parties' respective duties, responsibilities and obligations under this Agreement.

3.05 **Termination.** This Agreement may be canceled with or without cause by SBBC during the term hereof upon thirty (30) days written notice to the other parties of its desire to terminate this Agreement. SBBC shall have no liability for any property left on SBBC's property by any party to this Agreement after the termination of this Agreement. Any party contracting with SBBC under this Agreement agrees that any of its property placed upon SBBC's facilities pursuant to this Agreement shall be removed within ten (10) business days following the termination, conclusion or cancellation of this Agreement and that any such property remaining upon SBBC's facilities after that time shall be deemed to be abandoned, title to such property shall pass to SBBC, and SBBC may use or dispose of such property as SBBC deems fit and appropriate.

3.06 **Default.** The parties agree that, in the event that either party is in default of its obligations under this Agreement, the non-defaulting party shall provide to the defaulting party (30) days written notice to cure the default. However, in the event said default cannot be cured within said thirty (30) day period and the defaulting party is diligently attempting in good faith to

cure same, the time period shall be reasonably extended to allow the defaulting party additional cure time. Upon the occurrence of a default that is not cured during the applicable cure period, this Agreement may be terminated by the non-defaulting party upon thirty (30) days notice. This remedy is not intended to be exclusive of any other remedy, and each and every such remedy shall be cumulative and shall be in addition to every other remedy now or hereafter existing at law or in equity or by statute or otherwise. No single or partial exercise by any party of any right, power, or remedy hereunder shall preclude any other or future exercise thereof. Nothing in this section shall be construed to preclude termination for convenience pursuant to Section 3.05.

3.07 **Annual Appropriation.** The performance and obligations of SBBC under this Agreement shall be contingent upon an annual budgetary appropriation by its governing body. If SBBC does not allocate funds for the payment of services or products to be provided under this Agreement, this Agreement may be terminated by SBBC at the end of the period for which funds have been allocated. SBBC shall notify the other party at the earliest possible time before such termination. No penalty shall accrue to SBBC in the event this provision is exercised, and SBBC shall not be obligated or liable for any future payments due or any damages as a result of termination under this section.

3.08 **Excess Funds.** Any party receiving funds paid by SBBC under this Agreement agrees to promptly notify SBBC of any funds erroneously received from SBBC upon the discovery of such erroneous payment or overpayment. Any such excess funds shall be refunded to SBBC.

3.09 **Public Records.** Pursuant to Section 119.0701, Florida Statutes, any party contracting with SBBC is required to (a) keep and maintain available for public inspection any records that pertain to services rendered under this Agreement; (b) provide the public with access to public records on the same terms and conditions that SBBC would provide such records and at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes or as otherwise provided by law; (c) ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law; and (d) meet all requirements for retaining public records and transfer, at no cost to SBBC, all public records in that party's possession upon termination of its Agreement with SBBC and destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. All of such party's records stored electronically must be provided to SBBC in a format that is compatible with SBBC's information technology systems. Each party shall maintain its own respective records and documents associated with this Agreement in accordance with the records retention requirements applicable to public records. Each party shall be responsible for compliance with any public documents request served upon it pursuant to Section 119.07, Florida Statutes, and any resultant award of attorney's fees for non-compliance with that law. Each party acknowledges that this Agreement and all attachments thereto are public records and do not constitute trade secrets.

3.10 **Student Records:** Notwithstanding any provision to the contrary within this Agreement, any party contracting with SBBC under this Agreement shall fully comply with the requirements of Sections 1002.22 and 1002.221, Florida Statutes; FERPA, and any other state or federal law or regulation regarding the confidentiality of student information and records. Each such party agrees, for itself, its officers, employees, agents, representatives, contractors or



subcontractors, to fully indemnify and hold harmless SBBC and its officers and employees for any violation of this section, including, without limitation, defending SBBC and its officers and employees against any complaint, administrative or judicial proceeding, payment of any penalty imposed upon SBBC, or payment of any and all costs, damages, judgments or losses incurred by or imposed upon SBBC arising out of a breach of this covenant by the party, or an officer, employee, agent, representative, contractor, or sub-contractor of the party to the extent that the party or an officer, employee, agent, representative, contractor, or sub-contractor of the party shall either intentionally or negligently violate the provisions of this section or of Sections 1002.22 and/or 1002.221, Florida Statutes.

3.11 **Compliance with Laws.** Each party shall comply with all applicable federal, state and local laws, SBBC policies and regulations in performing its duties, responsibilities and obligations pursuant to this Agreement.

3.12 **Place of Performance.** All obligations of SBBC under the terms of this Agreement are reasonably susceptible of being performed in Broward County, Florida and shall be payable and performable in Broward County, Florida.

3.13 **Governing Law and Venue.** This Agreement shall be interpreted and construed in accordance with and governed by the laws of the State of Florida. Any controversies or legal problems arising out of this Agreement and any action involving the enforcement or interpretation of any rights hereunder shall be submitted to the jurisdiction of the State courts of the Seventeenth Judicial Circuit of Broward County, Florida.

3.14 **Entirety of Agreement.** This document incorporates and includes all prior negotiations, correspondence, conversations, agreements and understandings applicable to the matters contained herein and the parties agree that there are no commitments, agreements or understandings concerning the subject matter of this Agreement that are not contained in this document. Accordingly, the parties agree that no deviation from the terms hereof shall be predicated upon any prior representations or agreements, whether oral or written.

3.15 **Binding Effect.** This Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective successors and assigns.

3.16 **Assignment.** Neither this Agreement nor any interest herein may be assigned, transferred or encumbered by any party without the prior written consent of the other party. There shall be no partial assignments of this Agreement including, without limitation, the partial assignment of any right to receive payments from SBBC.

3.17 **Incorporation by Reference.** Exhibit A attached hereto and referenced herein shall be deemed to be incorporated into this Agreement by reference.

3.18 **Captions.** The captions, section designations, section numbers, article numbers, titles and headings appearing in this Agreement are inserted only as a matter of convenience, have no substantive meaning, and in no way define, limit, construe or describe the scope or intent of such articles or sections of this Agreement, nor in any way effect this Agreement and shall not be construed to create a conflict with the provisions of this Agreement.

3.19 **Severability.** In the event that any one or more of the sections, paragraphs, sentences, clauses or provisions contained in this Agreement is held by a court of competent jurisdiction to be invalid, illegal, unlawful, unenforceable or void in any respect, such shall not

affect the remaining portions of this Agreement and the same shall remain in full force and effect as if such invalid, illegal, unlawful, unenforceable or void sections, paragraphs, sentences, clauses or provisions had never been included herein.

3.20 **Preparation of Agreement.** The parties acknowledge that they have sought and obtained whatever competent advice and counsel as was necessary for them to form a full and complete understanding of all rights and obligations herein and that the preparation of this Agreement has been their joint effort. The language agreed to herein expresses their mutual intent and the resulting document shall not, solely as a matter of judicial construction, be construed more severely against one of the parties than the other.

3.21 **Amendments.** No modification, amendment, or alteration in the terms or conditions contained herein shall be effective unless contained in a written document prepared with the same or similar formality as this Agreement and executed by each party hereto.

3.22 **Waiver.** The parties agree that each requirement, duty and obligation set forth herein is substantial and important to the formation of this Agreement and, therefore, is a material term hereof. Any party's failure to enforce any provision of this Agreement shall not be deemed a waiver of such provision or modification of this Agreement unless the waiver is in writing and signed by the party waiving such provision. A written waiver shall only be effective as to the specific instance for which it is obtained and shall not be deemed a continuing or future waiver.

3.23 **Force Majeure.** Neither party shall be obligated to perform any duty, requirement or obligation under this Agreement if such performance is prevented by fire, hurricane, earthquake, explosion, wars, sabotage, accident, flood, acts of God, strikes, or other labor disputes, riot or civil commotions, or by reason of any other matter or condition beyond the control of either party, and which cannot be overcome by reasonable diligence and without unusual expense ("Force Majeure"). In no event shall a lack of funds on the part of either party be deemed Force Majeure.

3.24 **Survival.** All representations and warranties made herein, indemnification obligations, obligations to reimburse SBBC, obligations to maintain and allow inspection and audit of records and property, obligations to maintain the confidentiality of records, reporting requirements, and obligations to return public funds shall survive the termination of this Agreement.

3.25 **Contract Administration:** SBBC has delegated authority to the Superintendent of Schools or his/her designee to take any actions necessary to implement and administer this Agreement.

3.26 **Authority.** Each person signing this Agreement on behalf of either party individually warrants that he or she has full legal power to execute this Agreement on behalf of the party for whom he or she is signing, and to bind and obligate such party with respect to all provisions contained in this Agreement.

**IN WITNESS WHEREOF,** the Parties hereto have made and executed this Agreement on the date first above written.



**FOR SBBC**

(Corporate Seal)

THE SCHOOL BOARD OF BROWARD  
COUNTY, FLORIDA

ATTEST:

By \_\_\_\_\_  
Dr. Rosalind Osgood, Chair

\_\_\_\_\_  
Robert W. Runcie, Superintendent of Schools

Approved as to Form and Legal Content:

*Kathelyn Jacques-Adams*

Digitally signed by Kathelyn Jacques-Adams  
DN: cn=Kathelyn Jacques-Adams, o=The School District of  
Broward County, Florida, ou=The Office of the General  
Counsel, email=kathelyn.jacques-  
adams@browardschools.com, c=US  
Date: 2016.08.03 11:28:25 -04'00'

\_\_\_\_\_  
Office of the General Counsel

FOR CEL

(Corporate Seal)

University of Washington  
Center Educational Leadership  
9709 3<sup>rd</sup> Avenue NE, Suite 306  
Seattle, WA 98115

ATTEST:

By *Donna T. Audie*

\_\_\_\_\_, Secretary

-or-

*Arpade S. Arde*  
Witness

*[Signature]*  
Witness

**The Following Notarization is Required for Every Agreement Without Regard to Whether the Party Chose to Use a Secretary's Attestation or Two (2) Witnesses.**

STATE OF WA

COUNTY OF King

The foregoing instrument was acknowledged before me this 4th day of August, 2016 by Donna T. Audie of Center Educational Leadership Name of Person, on behalf of the corporation/agency. Name of Corporation or Agency

He/She is personally known to me or produced Driver Lic Wa as identification and did/did not first take an oath. Type of Identification

My Commission Expires: 09-25-2016



*Shakeel B Khan*  
Signature - Notary Public

Shakeel B Khan  
Printed Name of Notary

161999  
Notary's Commission No.



## Broward County Public Schools

### Proposed Plan for Deliverables and Outcomes 2016 – 2017

The following scope of services provides Broward County Public Schools (BCPS) with a research-based approach to improving student learning and teacher and leadership effectiveness. The district leadership services draw from research on central office transformation conducted by the University of Washington. These services also draw on the learning from the Center for Educational Leadership (CEL) and Gates Foundation partnership designed to support 11 sites to improve principal performance and the newly developed Model Principal Supervisor Professional Standards. These services align to CEL's theory of action which is based upon the belief that classroom instruction and student learning will only improve at scale if central office leaders transform their practices to more keenly focus on supporting the improvement of their principals' skills as instructional leaders. The proposed services also support Cadre Directors and Intern Directors with skills that will directly impact the implementation of the District's BEST Blueprint.

This service outline was developed with the feedback from BCPS leadership and the impact evaluation results from the first year of work. It includes greater flexibility for coaching support, shorter days with facilitation and coaching aimed at specific needs identified by the Cadre Directors, and an eye toward sustainability of the work in BCPS. Because sustainability is central to the work in 2016-2017, CEL assumes that key central office leaders will participate in training and sustainability planning sessions. We envision the following outcomes and invite BCPS leadership to work collaboratively with us to hone this plan:

#### 1. Cadre Directors – Developing practice through strategic coaching

The Cadre Directors will demonstrate measureable increases in their ability to support and improve principal and school performance as indicated by the CCSSO Model Principal Supervisor Professional Standards.

#### 2. Cadre Directors – Team development through half-day learning community convening and calibration through school reviews

The Cadre Directors will develop as a strong team who can influence school and principal performance while also being effective systems leaders.

#### 3. Intern Directors – Planning and Facilitation Support to the Chief Talent Management Officer for continued program development

The Chief of Talent Management Officer will carry out the Intern Director Program with planning and curricular support from CEL to accomplish:

- Measureable increases in Intern Directors' ability to support and develop principals as instructional leaders.
- Intern Directors' articulate clearly how being an Intern Director is similar to and different from being a principal.



<p><b>Outcome 1:</b> The Cadre Directors will demonstrate measurable increases in their ability to support and improve principal and school performance as indicated by the CCSSO Principal Supervisor Standards.</p>	
<p><i>Cadre Director needs and practice goals will drive the coaching agenda. Coaching will occur in normally occurring contexts.</i></p>	
<p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>• Deliver a coherent curriculum plan for the Cadre Directors including tools and processes to ensure principal effectiveness in alignment with Broward County’s District Assessment System for Administrators, the Model Principal Supervisor Professional Standards, and the agreed upon high-priority instructional leadership standards.</li> <li>• Coach each Cadre Director to use tools and processes that help develop principals as instructional leaders.</li> </ul>	<p><b>Work Strands</b></p> <ul style="list-style-type: none"> <li>• A CEL Project Director will collaborate with OSPA and other district partners to ensure content professional development and coaching integration <b>(2 days)</b>.</li> <li>• 2 CEL Project Directors will provide a total between the two of 38 ½ day coaching sessions in schools with Cadre Directors. Cadre Directors will be given a menu of collaborative or individual coaching sessions <b>(19 days)</b>.</li> </ul> <p>Specific dates for coaching sessions TBD by district and CEL.  <b>Total days: 21</b></p>
<p><b>Evidence of Successful Implementation:</b></p> <ul style="list-style-type: none"> <li>• Each Cadre Director will demonstrate measurable increases in one or more identified practice goals based on the BCPS evaluation tool for Cadre Directors or the CCSSO Model Principal Supervisor Professional Standards.</li> </ul>	

<p><b>Outcome 2:</b> The Cadre Directors will develop as a strong team who can influence school and principal performance while also being effective systems leaders.</p>	
<p><i>Team development through half-day learning community convening and calibration through school reviews.</i></p>	
<p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>• Provide facilitation of the OSPA Department’s school review process.</li> </ul>	<p><b>Work Strands</b></p> <ul style="list-style-type: none"> <li>• 1 CEL Project Director will coordinate with the OSPA directors to co-present at an orientation session to OSPA and Central Office staff <b>(1 day)</b>.</li> <li>• 1 CEL Project Director will provide facilitation and coaching during case study reviews <b>(3 days)</b>.</li> </ul> <p>Specific dates for school review sessions TBD by district and CEL.  <b>Total days: 4</b></p>
<p><b>Evidence of Successful Implementation:</b></p> <ul style="list-style-type: none"> <li>• Each Cadre Director will demonstrate measurable increases in one or more identified practice goals based on the BCPS evaluation tool for Cadre Directors or the CCSSO Model Principal Supervisor Professional Standards.</li> </ul>	



<p><b>Outcome 3: The Intern Cadre Directors will:</b></p> <ul style="list-style-type: none"> <li>• Demonstrate measurable increases in their knowledge and ability to support and develop principals as instructional leaders.</li> <li>• Articulate clearly how being an Intern Director is similar to and different from being a principal.</li> <li>• Develop an entry plan outlining strategies for successful transition from the schoolhouse to the central office.</li> </ul> <p><b>The Chief Talent Management Officer will:</b></p> <ul style="list-style-type: none"> <li>• Collaborate with CEL Faculty to develop the Intern Director program from year 1 curriculum and gradually take on the facilitation of program.</li> </ul>	
<p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>• Deliver a coherent curriculum plan designed to support Intern Directors to deepen their understanding of how being a principal supervisor is similar to and different from being a principal, including tools and processes to learn how to teach, coach and supervise principals.</li> <li>• Coach each Intern Director to use tools and processes to develop principals as instructional leaders.</li> <li>• Support each Intern Director to develop a Cadre Director entry plan for successful transition from the schoolhouse to the central office.</li> <li>• Provide collaboration and coaching for the Chief Talent Management Officer to develop and sustain the Intern Cadre Director Program.</li> </ul>	<p><b>Work Strands</b></p> <ul style="list-style-type: none"> <li>• A CEL Project Director will provide the facilitation of 5, ½ day sessions with Intern Cadre Directors (<b>2.5 days</b>). A CEL Project Director will provide coaching and collaboration for the Chief Talent Management Officer immediately after the sessions (<b>2.5 day</b>).</li> </ul> <p>Dates for content sessions, coaching with Cadre Director Supervisor and Cadre Directors TBD in collaboration with District.</p> <p><b>Total Days: 5</b></p>
<p><b>Evidence of Successful Implementation:</b></p> <ul style="list-style-type: none"> <li>• Each Intern Director will identify a leadership area of focus and will prepare and deliver a defense of the leadership cycle during the 2016-2017 school year that demonstrates effective practice as a principal supervisor and will articulate in writing how being an Intern Director is similar to and different from being a principal.</li> <li>• Each Intern Cadre Director will demonstrate measurable increases in one or more identified practice goals based on the BCPS evaluation tool for Cadre Directors or the CCSSO Model Principal Supervisor Professional Standards.</li> <li>• Each Intern Director will develop an entry plan outlining strategies for successful transition from the schoolhouse to the central office.</li> <li>• Each selected focus principal will demonstrate increased proficiency in each individual's identified areas of focus.</li> </ul>	



**Broward County Public Schools  
Proposed Scope of Services  
2016-17 School Year**

Activity	Description	Unit	Cost	Total
<p><b>Outcome 1: The Cadre Directors</b> will demonstrate measureable increases in their ability to support and improve principal and school performance as indicated by the CCSSO Principal Supervisor Standards.</p> <p>Cadre Director needs and practice goals will drive the coaching agenda. Coaching will occur in normally occurring contexts.</p>				
Collaboration to Ensure Content Professional Development and Coaching Integration	2 days with one CEL Project Director	2	\$3,175	\$6,350
Coaching Sessions for Cadre Directors	19 days with one CEL Project Director (each day to be delivered as two half-day sessions; 38 half-day sessions in total)	19	\$3,175	\$60,325
<p><b>Outcome 2: The Cadre Directors</b> will develop as a strong team who can influence school and principal performance while also being effective systems leaders.</p> <p>Team development through half-day learning community convening and calibration through school reviews.</p>				
Orientation Session	1 day with one CEL Project Director	1	\$3,175	\$3,175
Facilitation and Coaching During Case Study Reviews	3 days with one CEL Project Director	3	\$3,175	\$9,525
<p><b>Outcome 3: The Intern Cadre Directors</b> will:</p> <ul style="list-style-type: none"> <li>• Demonstrate measurable increases in their knowledge and ability to support and develop principals as instructional leaders.</li> <li>• Articulate clearly how being an Intern Director is similar to and different from being a principal.</li> <li>• Develop an entry plan outlining strategies for successful transition from the schoolhouse to the central office.</li> </ul> <p><b>The Chief Talent Management Officer</b> will:</p> <ul style="list-style-type: none"> <li>• Collaborate with CEL Faculty to develop the Intern Director program from year 1 curriculum and gradually take on the facilitation of program.</li> </ul>				
Facilitation Sessions with Intern Cadre Directors and Collaboration and Coaching with Chief Talent Management Officer	5 days with one CEL Project Director (each day to be delivered as half-day session with Intern Cadre Directors and half-day with Chief Talent Management Officer)	5	\$3,175	\$15,875
Project Management, Phone Support and Consultation	Project management will be billed in two installments: 50% at project launch and 50% mid project	1	\$9,525	\$9,525
<b>Total</b>				<b>\$104,775</b>