

Board Office Use: Legislative File Info.	
File ID Number:	15-0663
Introduction Date:	05/13/2015
Enactment Number:	15-0634
Enactment Date:	05/13/2015



Memo

To: Board of Education
From: Antwan Wilson, Superintendent
Board Meeting Date: 05/13/2015
Subject: Professional Service Contract
Contractor: Generation Ready
Services for: 903-OFFICE OF CAO

Board Action Requested and Recommendation: Ratification by the Board of Education of a Professional Services Contract between the District and Generation Ready, New York, NY, for the latter to provide: the Castlemont High School's teachers and administrators with Professional learning services that uniquely combines deep instructional job-embedded expertise, innovative technology tools and targeted digital content library that ensures sustained professional growth and improved student learning for the period of 02/27/2015 through 06/30/2015 in an amount not to exceed \$37,500.00.

Background:
 (A one paragraph explanation of why the consultant's services are needed.)

To support the Castlemont High School in reaching the goals set forth in Pathways to Excellence 2015-2020. Generation Ready customizes their work to the individual needs of each school which aligns with OUSD's belief that each school communities needs to make the decisions best suited for the needs of their particular children, align instruction to effective practices, constantly measure academic and social growth, and adapt as necessary to increase student learning, in order to ensure significant outcomes in student achievement. Generation Ready's Leading Learning Initiative supports the school leader in building his/her capacity to lead and to make effective decisions around curricula, instruction, infrastructures, and personal responsibilities.

Discussion:
 (QUANTIFY what is being purchased.)

Board Office Use: Legislative File Info.	
File ID Number:	15-0663
Introduction Date:	05/13/2015
Enactment Number:	15-0634
Enactment Date:	05/13/2015



Fiscal Impact: Funding Resource name(s) (detailed below) not to exceed \$37,500.00.

\$37,500.00 IASA-I BASIC GRANTS LOW INCOME

Attachments: Professional Services Contract including Scope of Work

Board Office Use: Legislative File Info.	
File ID Number	15-0663
Introduction Date	05/13/2015
Enactment Number	15-0634
Enactment Date	05/13/2015



OAKLAND UNIFIED
SCHOOL DISTRICT

PROFESSIONAL SERVICES CONTRACT 2014-2015

Generation Ready

This Agreement is entered into between _____ (CONTRACTOR) and Oakland Unified School District (OUSD). OUSD is authorized by Government Code Section 53060 to contract for the furnishing of special services and advice in financial, economic, accounting, engineering, legal, and administrative matters with persons specially trained, experienced, and competent to perform such services. CONTRACTOR warrants it is specially trained, experienced, and competent to provide such services. The parties agree as follows:

- Services:** CONTRACTOR shall provide the ("Services" or "Work") as described in **Exhibit "A,"** attached hereto and incorporated herein by reference.
- Terms:** CONTRACTOR shall commence work on 02/27/2015, or the day immediately following approval by the Superintendent if the aggregate amount CONTRACTOR has contracted with the District is below \$86,000.00 in the current fiscal year; or, approval by the Board of Education if the total contract(s) exceed \$86,000.00, whichever is later. The work shall be completed no later than 06/30/2015.
- Compensation:** OUSD agrees to pay CONTRACTOR for services satisfactorily rendered pursuant to this Agreement. The compensation under this Contract shall not exceed Thirty-Seven Thousand Five Hundred Dollars and 00/100 Dollars (\$37,500.00) [per fiscal year], at an hourly billing rate not to exceed N/A per hour. This sum shall be for full performance of this Agreement and includes all fees, costs, and expenses incurred by Contractor including, but not limited to, labor, materials, taxes, profit, overhead, travel, insurance, subcontractor costs, and other costs.

If CONTRACTOR will be compensated hourly for services provided under this Contract, CONTRACTOR shall describe in Exhibit "A," attached hereto, the specific scope of services to be delivered on an hourly basis to OUSD.

OUSD shall not be liable to CONTRACTOR for any costs or expenses paid or incurred by CONTRACTOR in performing services for OUSD, except as follows: N/A.

Payment for Work shall be made for all undisputed amounts in monthly installment payments within forty-five (45) days after CONTRACTOR submits an invoice to OUSD for Work actually completed and after OUSD's written approval of the Work, or the portion of the Work for which payment is to be made.

The granting of any payment by OUSD, or the receipt thereof by CONTRACTOR, shall in no way lessen the liability of CONTRACTOR to correct unsatisfactory work, although the unsatisfactory character of that work may not have been apparent or detected at the time a payment was made. Work, which does not conform to the requirements of this Agreement, may be rejected by the District and in that case must be replaced by CONTRACTOR without delay.

- Equipment and Materials:** CONTRACTOR shall provide all equipment, materials, and supplies necessary for the performance of this Agreement *except:* N/A, which shall not exceed a total cost of \$0.00.

5. CONTRACTOR Qualifications / Performance of Services:

CONTRACTOR Qualifications: CONTRACTOR warrants it is specially trained, experienced, competent and fully licensed to provide the Services required by this Agreement in conformity with the laws and regulations of the State of California, the United States of America, and all local laws, ordinances and/or regulations, as they may apply.

Standard of Care: CONTRACTOR warrants that CONTRACTOR has the qualifications and ability to perform the Services in a professional manner, without the advice, control, or supervision of OUSD. CONTRACTOR's services will be performed, findings obtained, reports and recommendations prepared in accordance with generally and currently accepted principles and practices of its profession for services to California school districts.

- Invoicing:** Invoices furnished by CONTRACTOR under this Agreement must be in a form acceptable to OUSD. All amounts paid by OUSD shall be subject to audit by OUSD. Invoices shall include, but not be limited to: Contractor name, Contractor address, invoice date, invoice number, purchase order number, name of school or department service was provided to, period of service, name of the person performing the service, date service was rendered, brief description of services provided, number of hours of service, hourly rate, total payment requested.
- Notices:** All notices and invoices provided for under this Agreement shall be in writing and either personally delivered during normal business hours or sent by U.S. Mail (certified, return receipt requested) with postage prepaid to the other party at the address set forth below:

OUSD Representative:

Name: DEVIN DILLON
Site /Dept.: 903-OFFICE OF CAO
Address: 1000 Broadway, Suite 680
Oakland, CA 94607
Phone: 5108794097
Email: Devin.Dillon@ousd.k12.ca.us

CONTRACTOR:

Name: Erick Witherspoon
Title: CEO
Address: 352 Seventh Avenue, Floor 12A
New York, NY 10001
Phone: 909-660-9274
Email: erick.witherspoon@generationready.com

Notice shall be effective when received if personally served or, if mailed, three days after mailing. Either party must give written notice of a change of address.

8. **Status of Contractor:** This is not an employment contract. CONTRACTOR, in the performance of this Agreement, shall be and act as an independent contractor. CONTRACTOR understands and agrees that it and all of its employees shall not be considered officers, employees, agents, partner, or joint venture of OUSD, and are not entitled to benefits of any kind or nature normally provided employees of OUSD and/or to which OUSD's employees are normally entitled, including, but not limited to, State Unemployment Compensation or Worker's Compensation. CONTRACTOR shall assume full responsibility for payment of all Federal, State, and local taxes or contributions, including unemployment insurance, social security and income taxes with respect to CONTRACTOR's employees. In the performance of the work herein contemplated, CONTRACTOR is an independent contractor or business entity, with the sole authority for controlling and directing the performance of the details of the work, OUSD being interested only in the results obtained.

9. **Insurance:**

1. Unless specifically waived by OUSD, the following insurance is required:

- i. If CONTRACTOR employs any person to perform work in connection with this Agreement, CONTRACTOR shall procure and maintain at all times during the performance of such work, Workers' Compensation Insurance in conformance with the laws of the State of California and Federal laws when applicable. Employers' Liability Insurance shall not be less than One Million Dollars (\$1,000,000) per accident or disease.

Check one of the boxes below:

CONTRACTOR is aware of the provisions of Section 3700 of the Labor Code which require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that code, and will comply with such provisions before commencing the performance of the Work of this Contract.

CONTRACTOR does not employ anyone in the manner subject to the workers' compensation laws of California.

- ii. CONTRACTOR shall maintain Commercial General Liability insurance, including automobile coverage with limits of One Million Dollars (\$1,000,000) per occurrence for bodily injury and property damage. The coverage shall be primary as to OUSD and shall name OUSD as an additional insured. Evidence of insurance must be attached. Endorsement of OUSD as an additional insured shall not affect OUSD's rights to any claim, demand, suit or judgment made, brought or recovered against CONTRACTOR. The policy shall protect CONTRACTOR and OUSD in the same manner as though each were separately issued. Nothing in said policy shall operate to increase the Insurer's liability as set forth in the policy beyond the amount or amounts shown or to which the Insurer would have been liable if only one interest were named as an insured.

- iii. If CONTRACTOR is offering OUSD professional advice under this Contract, CONTRACTOR shall maintain Errors and Omissions insurance or Professional Liability insurance with coverage limits of One Million Dollars (\$1,000,000) per claim.

OR

- iv. CONTRACTOR is not required to maintain any insurance under this agreement. (Completed and approved Waiver of Insurance Form is required from OUSD's Risk Management.) Waiver of insurance does not release CONTRACTOR from responsibility for any claim or demand.

10. **Licenses and Permits:** CONTRACTOR shall obtain and keep in force all licenses, permits, and certificates necessary for the performance of this Agreement.

11. **Assignment:** The obligations of CONTRACTOR under this Agreement shall not be assigned by CONTRACTOR without the express prior written consent of OUSD.

12. **Non-Discrimination:** It is the policy of OUSD that in connection with all work performed under Contracts there be no discrimination because of race, color, ancestry, national origin, religious creed, physical disability, medical condition, marital status, sexual orientation, gender, or age; therefore, CONTRACTOR agrees to comply with applicable Federal and California laws including, but not limited to, the California Fair Employment and Housing Act beginning with Government Code Section 12900 and Labor Code Section 1735 and OUSD policy. In addition, CONTRACTOR agrees to require like compliance by all its subcontractor(s). CONTRACTOR shall not engage in unlawful discrimination in employment on the basis of actual or perceived; race, color, national origin, ancestry, religion, age, marital status, pregnancy, physical or mental disability, medical condition, veteran status, gender, sex or sexual orientation.

13. **Drug-Free / Smoke Free Policy:** No drugs, alcohol, and/or smoking are allowed at any time in any buildings and/or grounds on OUSD property. No students, staff, visitors, CONTRACTORS, or subcontractors are to use controlled substances, alcohol or tobacco on these sites.
 14. **Indemnification:** CONTRACTOR agrees to hold harmless, indemnify, and defend OUSD and its officers, agents, and employees from any and all claims or losses accruing or resulting from injury, damage, or death of any person, firm, or corporation in connection with the performance of this Agreement. CONTRACTOR also agrees to hold harmless, indemnify, and defend OUSD and its elective board, officers, agents, and employees from any and all claims or losses incurred by any supplier, contractor, or subcontractor furnishing work, services, or materials to CONTRACTOR in connection with the performance of this Agreement. This provision survives termination of this Agreement.
 15. **Copyright/Trademark/Patent/Ownership:** CONTRACTOR understands and agrees that all matters produced under this Agreement shall become the property of OUSD and cannot be used without OUSD's express written permission. OUSD shall have all right, title and interest in said matters, including the right to secure and maintain the copyright, trademark, and/or patent of said matter in the name of OUSD. CONTRACTOR consents to use of CONTRACTOR's name in conjunction with the sale, use, performance and distribution of the matters, for any purpose and in any medium. These matters include, without limitation, drawings, plans, specifications, studies, reports, memoranda, computation sheets, the contents of computer diskettes, artwork, copy, posters, billboards, photographs, videotapes, audiotapes, systems designs, software, reports, diagrams, surveys, source codes or any other original works of authorship, or other documents prepared by CONTRACTOR or its Sub-CONTRACTORS in connection with the Services performed under this Agreement. All works shall be works for hire as defined under Title 17 of the United States Code, and all copyrights in those works are the property of OUSD.
 16. **Waiver:** No delay or omission by either party in exercising any right under this Agreement shall operate as a waiver of that or any other right or prevent a similar subsequent act from constituting a violation of the Agreement.
 17. **Termination:** OUSD may at any time terminate this Agreement upon 30 days prior written notice to CONTRACTOR. OUSD shall compensate CONTRACTOR for services satisfactorily provided through the date of termination. In addition, OUSD may terminate this Agreement for cause should CONTRACTOR fail to perform any part of this Agreement. In the event of termination for cause, OUSD may secure the required services from another contractor. If the cost to OUSD exceeds the cost of providing the services pursuant to this Agreement, CONTRACTOR shall pay the additional cost.
 18. **Conduct of CONTRACTOR:** By signing this Agreement, CONTRACTOR certifies compliance with the following requirements and will provide OUSD with evidence of staff qualifications, which include:
 1. **Tuberculosis Screening:** CONTRACTOR is required to screen employees who will be working at OUSD sites for more than six hours. CONTRACTOR affirms that each employee has current proof of negative TB testing on file and TB results are monitored.
 2. **Fingerprinting of Employees and Agents.** The fingerprinting and criminal background investigation requirements of Education Code section 45125.1 apply to CONTRACTOR's services under this Agreement and CONTRACTOR certifies its compliance with these provisions as follows: "CONTRACTOR certifies that CONTRACTOR has complied with the fingerprinting and criminal background investigation requirements of Education Code section 45125.1 with respect to all CONTRACTOR's employees, subcontractors, agents, and subcontractors' employees or agents ("Employees") regardless of whether those Employees are paid or unpaid, concurrently employed by OUSD, or acting as independent contractors of CONTRACTOR, who may have contact with OUSD pupils in the course of providing services pursuant to the Agreement, and the California Department of Justice has determined that none of those Employees has been convicted of a felony, as that term is defined in Education Code section 45122.1. Contractor further certifies that it has received and reviewed fingerprint results for each of its Employees and Contractor has requested and reviews subsequent arrest records for all Employees who may come into contract with OUSD pupils in providing services to the District under this Agreement.
- In the event that OUSD, in its sole discretion, at any time during the term of this contract, desires the removal of any CONTRACTOR related persons, employee, representative or agent from an OUSD school site and, or property, CONTRACTOR shall immediately, upon receiving notice from OUSD of such desire, cause the removal of such person or persons.
19. **No Rights in Third Parties:** This Agreement does not create any rights in, or inure to the benefit of, any third party except as expressly provided herein.
 20. **OUSD's Evaluation of CONTRACTOR and CONTRACTOR's Employees and/or Subcontractors.** OUSD may evaluate CONTRACTOR's work in any way that OUSD is entitled to do so pursuant to applicable law. The OUSD's evaluation may include, without limitation:
 1. Requesting that OUSD employee(s) evaluate the CONTRACTOR and the CONTRACTOR's employees and subcontractors and each of their performance.
 2. Announced and unannounced observance of CONTRACTOR, CONTRACTOR's employee(s), and/or subcontractor(s).
 21. **Limitation of OUSD Liability:** Other than as provided in this Agreement, OUSD's financial obligations under this Agreement shall be limited to the payment of the compensation provided in this Agreement. Notwithstanding any other provision of this Agreement, in no event, shall OUSD be liable, regardless of whether any claim is based on contract or tort, for any special, consequential, indirect or incidental damages, including, but not limited to, lost profits or revenue, arising out of, or in connection with, this Agreement for the services performed in connection with this Agreement.
 22. **Confidentiality:** CONTRACTOR and all CONTRACTOR's agents, personnel, employee(s), and/or subcontractor(s) shall maintain the confidentiality of all information received in the course of performing the Services. CONTRACTOR understands that student records are confidential and agrees to comply with all state and federal laws concerning the maintenance and disclosure of student records. This requirement to maintain confidentiality shall extend beyond the termination of this Agreement. Contractors will be permitted

access to student data only where permissible under state and federal law and only after executing OUSD's Confidentiality Agreement Regarding Student Data.

- 23. Conflict of Interest: CONTRACTOR shall abide by and be subject to all applicable, regulations, statutes or other laws regarding conflict of interest. CONTRACTOR shall not hire any officer or employee of OUSD to perform any service by this Agreement without the prior approval of OUSD Human Resources.

CONTRACTOR affirms to the best of his/her/its knowledge, there exists no actual or potential conflict of interest between CONTRACTOR's family, business or financial interest and the services provided under this Agreement, and in the event of change in either private interest or services under this Agreement, any question regarding possible conflict of interest which may arise as a result of such change will be brought to OUSD's attention in writing.

Through its execution of this Agreement, CONTRACTOR acknowledges that it is familiar with the provisions of section 1090 et seq. and section 87100 et seq. of the Government Code of the State of California, and certifies that it does not know of any facts which constitute a violation of said provisions. In the event CONTRACTOR receives any information subsequent to execution of this Agreement which might constitute a violation of said provisions, CONTRACTOR agrees it shall notify OUSD in writing.

- 24. Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion: CONTRACTOR certifies to the best of his/her/its knowledge and belief, that it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency according to Federal Acquisition Regulation Subpart 9.4, and by signing this contract, certifies that this vendor does not appear on the Excluded Parties List (https://www.sam.gov/).
- 25. Litigation: This Agreement shall be performed in Oakland, California and is governed by the laws of the State of California. The Alameda County Superior Court shall have jurisdiction over any state court litigation initiated to enforce or interpret this Agreement.
- 26. Incorporation of Recitals and Exhibits: The Recitals and each exhibit attached hereto are hereby incorporated herein by reference.
- 27. Integration/Entire Agreement of Parties: This Agreement constitutes the entire agreement between the Parties and supersedes all prior discussions, negotiations, and agreements, whether oral or written. This Agreement may be amended or modified only by a written instrument executed by both Parties.
- 28. Counterparts: This Agreement and all amendments and supplements to it may be executed in counterparts, and all counterparts together shall be construed as one document.
- 29. Signature Authority: Each party has the full power and authority to enter into and perform this Agreement, and the person signing this Agreement on behalf of each Party has been given the proper authority and empowered to enter into this Agreement.
- 30. Contract Contingent on Governing Board Approval: OUSD shall not be bound by the terms of this Agreement until it has been formally approved by OUSD's Governing Board, and no payment shall be owed or made to CONTRACTOR absent formal approval. This Agreement shall be deemed to be approved when it has been signed by the Board of Education, and/or the Superintendent as its designee.
- 31. W-9 Form: If CONTRACTOR is doing business with OUSD for the first time, complete and return with the signed Contract the W-9 form.

OAKLAND UNIFIED SCHOOL DISTRICT

DEVIN DILLON

- President, Board of Education
- Superintendent or Designee

[Handwritten Signature]
Secretary, Board of Education

CONTRACTOR

Generation Ready

Contractor Signature

Justin Serrano, CEO

Print Name, Title

Form approved by OUSD General Counsel for 2014-15 FY

File ID Number: 15-0663
Introduction Date: 5/13/15
Enactment Number: 15-06634
Enactment Date: 5/13/15
By: [Signature]

EXHIBIT "A" SCOPE OF WORK

[IF A CONTRACTOR PROVIDES AN ACCEPTABLE DESCRIPTION OF SERVICES AS PART OF A PROPOSAL, THAT DESCRIPTION OF SERVICES MAY BE ATTACHED WITHOUT ANY TERMS, CONDITIONS, LIMITATIONS, ETC., FROM THAT PROPOSAL.]

- 1. Description of Services to be Provided:** Provide a description of the service(s) the contractor will provide. Be specific about what service(s) OUSD is purchasing and what *this* Contractor will do.

2. **Specific Outcomes:** What are the expected outcomes from the services of this Contract? Be specific. For example, as a result of the service(s): 1) How many more Oakland children are graduating from high school? 2) How many more Oakland children are attending school 95% or more? 3) How many more students have meaningful internships and/or paying jobs? 4) How many more Oakland children have access to, and use, the health services they need? Provide details of program participation (Students will...) and measurable outcomes (Participants will be able to...). NOT THE GOALS OF THE SITE OR DEPARTMENT.

Increased progress towards meeting and exceeding standards stemming from improved instructional leadership, enhanced organizational structures and processes that promote learning, and increased individual and collective efficacy beliefs.

3. **Alignment with District Strategic Plan:** Indicate the goals and visions supported by the services of this contract:
(Check all that apply.)

- | | |
|---|---|
| <input checked="" type="checkbox"/> Ensure a high quality instructional core | <input checked="" type="checkbox"/> Prepare students for success in college and careers |
| <input checked="" type="checkbox"/> Develop social, emotional and physical health | <input checked="" type="checkbox"/> Safe, healthy and supportive schools |
| <input checked="" type="checkbox"/> Create equitable opportunities for learning | <input checked="" type="checkbox"/> Accountable for quality |
| <input checked="" type="checkbox"/> High quality and effective instruction | <input checked="" type="checkbox"/> Full service community district |

4. **Alignment with Community School Strategic Site Plan – CSSSP (required if using State or Federal Funds):**

Please select:

- Action Item included in Board Approved CSSSP** (no additional documentation required) – Item Number(s):

Central No CSSSP

- Action Item added as modification to Board Approved CSSSP** – Submit the following documents to the Resource Manager either electronically via email of scanned documents, fax or drop off.

1. Relevant page of CSSSP with action item highlighted. Page must include header with the word “Modified”, modification date, school site name, both principal and school site council chair initials and date.
2. Meeting announcement for meeting in which the CSSSP modification was approved.
3. Minutes for meeting in which the CSSSP modification was approved indicating approval of the modification.
4. Sign-in sheet for meeting in which the CSSSP modification was approved.



Proposal Overview for Professional Learning Services:
Leading Learning Initiative

*Oakland Unified School District
High Schools*

December, 2014

Executive Summary

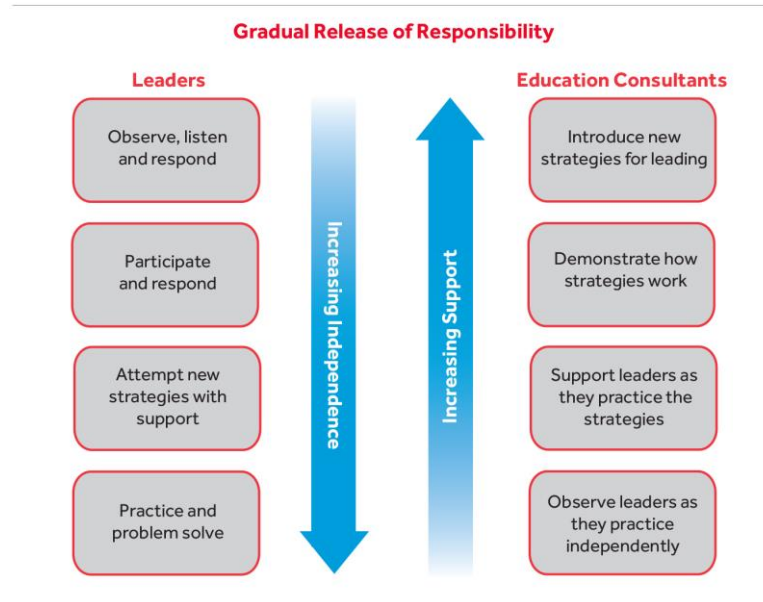
CONTRACTED SERVICES - CONSULTANT -

Generation Ready is the only national provider of professional learning services that uniquely combines deep instructional job-embedded expertise, innovative technology tools, and a targeted digital content library that ensures sustained professional growth and improved student learning. For the past 20 years, our primary focus has been improving instructional practice in the classroom. Our professional learning services are:

- **Experienced** - We only hire education consultants with at least 10 years of classroom teaching experience and proven success as instructional leaders *in the content area in which they consult*. Our research-based approach has been refined by working in thousands of urban, suburban and rural schools throughout the country.
- **Evidence-based** – Our professional development is always based on instructional and school-wide approaches that are empirically proven to improve student outcomes. These are contained within our Six Essential Practices for Effective Schools, a framework that guides our work with schools.
- **Collaborative** - Using data from formal accountability systems and from Generation Ready's innovative planning, informal observation, reporting and content tools, consultants work with teachers and leaders to guide professional conversations about individual needs and support wider professional development planning.
- **Customized** - Our differentiated professional development builds on teachers' and leaders' expertise, previous experiences, and learning styles, regardless of a school's chosen curricula, assessments or observation tools.

Our consultancy methodology is based on the research of Dr. Richard Elmore, John Hattie, Robert Marzano, Charlotte Danielson, and Joyce and Showers. Our mission is to support teachers and school leaders in order to educate a stronger, more vibrant generation of students prepared to meet life's challenges.

In all our work, we use a gradual release of responsibility model, where we introduce new ideas and strategies, demonstrate how they work, and guide teachers as they incorporate new strategies into their practice



Leading Learning

Our leadership support is a well thought out, side by side, job embedded process that is based on the research of Fullan, Crevola and Hill, Elmore, and Lezotte and Edmonds. We support the leader in building his/her capacity to lead and to make effective decisions around curricula, instruction, infrastructures, and personal responsibilities. Within those areas of capability fall many of the situations that enable schools to become successful learning institutions for staff and students. Research shows that leadership is second only to teaching in its influence on student achievement and there are no documented cases of schools successfully turning around student achievement in the absence of talented leadership. The school leader (Principal, Assistant Principal, teacher leader, etc.) must have a wide range of skills from instructional, pedagogical, communicative, and organizational in order to build an effective school. This is not an easy task!

To achieve this goal, Generation Ready's Leadership consultants, primarily through job-embedded, school specific, professional development, focus on building *internal coherence*; "the leadership practices, efficacy beliefs, and organizational processes associated with a faculty's capacity to engage in deliberate improvements in instructional practice and student learning across classrooms, over time." (Elmore, 2013)

Generation Ready's Three Pillars of Leadership Development

Generation Ready's Leadership practice designates three pillars of development that form its Leading Learning services:

- **School Leadership:** How a leader fosters academic programs that promote excellence
- **Building Infrastructures:** How a leader designs the organizational structure to promote excellence
- **Personal Professionalism:** How the school leader uses his/her leadership capabilities to promote excellence in all interpersonal actions

Taken together *School Leadership, Building Infrastructures, and Personal Professionalism* encompass the breadth and depth of what is required for individual leaders to drive their school towards higher levels of teacher practice. Generation Ready, supporting leaders through the three pillars of

development, using concepts of *internal coherence*, and always with a focus on the instructional core, has developed an approach to leadership professional development that stimulates a cycle of improvement that spurs dramatic and sustained increases in student achievement.

Generation Ready consultants do this by working with districts and schools in a variety of ways:

- Job-embedded learning
- Workshops and Institutes
- Study groups
- Planning sessions
- Curriculum and task development support
- Guided visitations within and among schools

How Generation Ready Can Support the Oakland Way

In *Pathways to Excellence: 2015-2020*, Oakland Unified School District identifies three priorities that form the strategic foundation to your belief that significant improvement in student outcomes is driven at the school level. We here at Generation Ready could not agree more. As *Pathways states*, “Empowered school communities that make decisions best suited for the needs of their particular children, align instruction to effective practices, constantly measure academic and social growth, and adapt as necessary to increase student learning, are the foundation of a world-class school district.” Generation Ready’s Leading Learning services can serve as an instrument for improvement within selected OUSD strategic initiatives.

Generation Ready itself does not come with a set “program”. Rather, Generation Ready consultants, fuse their experiences, expertise, and grit with that of the practitioners within our partner schools and school districts. We will use the frameworks outlined in our Leading Learning services to guide improvement practices already in place in service of OUSD’s stated one purpose: to build quality community schools that prepare students for college, career, and community success.

<p>Priority 1</p>	<p>Effective Talent Programs Our work starts with our people.</p>	<p><i>Job-embedded learning:</i> Generation Ready is the nation’s leading partner for educators with roots that go back 20 years, working with superintendents, principals and teachers to elevate student achievement through professional learning services that are rooted in improving the interaction between students, teachers, and content, known as the <i>instructional core</i>. The success of our Leading Learning service is based on each GR consultant’s ability to support individual school leaders in their endeavor to create conditions that develop a school-wide learning culture that cultivates teacher growth and facilitates the high retention of effective teachers.</p>
<p>Priority 2</p>	<p>Accountable School District A school district that supports its people is grounded in values and effective systems.</p>	<p><i>Continuous Cycle of Improvement:</i> Generation Ready consultants are not bound to any one program or practice however we are highly disciplined and experienced in processes that can be shared and adopted system-wide. Our <i>Continuous Cycle of Improvement</i> is a four-step action plan of measurement, assessment, collaborative goal setting, and job-embedded educator support and revision.</p>
<p>Priority 3</p>	<p>Quality Community Schools Every student deserves the right to attend a quality community school in their neighborhood.</p>	<p><i>Six Essential Practices of Effective Schools:</i> At Generation Ready, everything we do, from our methods to our instructional content and the technology that underpins all our offerings, is grounded in <i>Six Essential Practices of Effective Schools</i>; Rigorous standards-based instruction, A culture that promotes learning, Effective teaching in every classroom, A school-wide assessment framework, Strong home, school, and community partnerships, and Organizational structures that promote learning.</p>

Professional Learning Delivery Modes

Generation Ready's Leadership Professional Development Methodology

(Content and format of engagement noted below is based on prior experience; however, the particular and most appropriate approach will be determined with the district and school leaders of OUSD)

Internal Coherence Assessment Protocol (ICAP) Survey

Every leadership engagement includes the administration of the *Internal Coherence Assessment Protocol Survey* (ICAP). This teacher perception survey is designed to see how closely aligned principals and teachers' thinking is around instruction, organizational capacity and support. There is no right answer. The work is to break down misconceptions and to more clearly align the thinking of all instructional staff members in the school around what makes schools work effectively, thus building organizational coherence. During the school year, leadership teams will be guided to use the survey data, together with other information unique to each specific school context, as they create the supports necessary to meet continuous improvement goals during the year ahead.

Establishment of Leadership Cohorts

We recommend the establishment of leadership cohorts of up to 6 school leadership teams. This approach is cost-effective, enables collaboration across leadership teams and also builds a supportive structure for ongoing leadership development. We suggest that these cohorts be grade-level specific where possible; however, we will work with OUSD leaders to determine the right cohort structure based on geography and other factors. For the purposes of this proposal, we assume the establishment of 3 cohorts.

Workshop Days

Generation Ready's education consultants also support schools in a range of instructional topics, delivering new content, demonstrating processes and skills, practicing or discussing issues in instruction, curricula, assessment, moderating and reviewing students' work. Leading Learning Workshop Days consists of a content focus followed by an *Instructional Rounds* session to build a shared understanding and evidence for ongoing improvement. It is highly recommended that each school in the cohort host at least one workshop per school year. Therefore, the number of schools in each cohort needs to be closely aligned with the number of workshop days. This fosters a transparent culture of collaboration and openness.

Job-embedded Consulting

The cornerstone of Generation Ready's Professional Learning is ongoing classroom-based, job-embedded support and coaching for leaders and teachers. Our Leading Learning Initiative consists of 2-3 days of job-embedded professional development in each school in between each Workshop Day. During the Job-Embedded Days, Generation Ready consultants work side by side with the identified leaders within the individual school, planning, modeling, demonstrating, co-facilitating, supporting during teacher conferences and observations and debriefing to build leading for learning capacity. Using a gradual release of responsibility, the consultant will help the leader build the capacity to work with teachers and other leaders to improve practice, develop relationships, and support the development of quality infrastructures that ensure the time, space and teaming for quality instruction.

SAMPLE Project Plan: Leading Learning Initiative, OUSD High School Network		
Date	Activity	Explanation
January	Planning Meeting with OUSD leadership team – ½ day	Determine cohorts and review implementation plan.
January	Leadership Kick-off Workshop – Full Day Workshop- All Schools (Cost shared across schools) Job-embedded day: 1 School-Specific <i>Diagnostic Day</i>	<u>Introduction</u> All Principals and leadership teams meet to introduce concepts of Internal Coherence and Collective Efficacy, ICAP and begin action planning. Assigned GR Leadership consultant makes first visit to specific school
January-February	ICAP Administration	Generation Ready administers Internal Coherence Assessment Protocol (ICAP) to all instructional staff at OUSD high schools. Anonymous, confidential data is collated and used as the basis for leadership focus areas and strategic planning.
February	Cohort Meeting 1 – <i>Diagnostic and Planning Day</i>	<u>Cohort Building and Planning</u> Using ICAP data as well as observed areas of development school leaders establish school-specific goals and a project plan. These strategic plans support assessed needs for each school team including instructional, organizational, and professional priorities. Instructional Rounds: Learning to see, unlearning to judge
February-March	Job-embedded days – 3 <i>Planning and Implementation Days</i> per participating school	<u>Identifying Leadership Focus</u> Each school formulates a strategic plan with a focus on assessed needs as identified by the ICAP. Developing learning goals, initial expectations, and norms. Using data decide on one of the three areas of leadership- school leadership, building infrastructure, or personal professionalism
March	Cohort Meeting 2– <i>Implementation Day</i>	<u>Identifying Leadership Focus</u> Using data to focus on one of the three areas of leadership Instructional Rounds: Investigating Academic Tasks
April-May	Job-embedded days –3 <i>Implementation Days</i> per participating school	<u>Aligning focus to the Six Essential Practices of School Improvement</u> Build a common language Build teacher efficacy through inquiry groups and risk taking
May	Cohort Meeting 3– <i>Implementation and Monitoring Day</i>	<u>Instructional Leadership</u>

		Understanding the instructional core Instructional Rounds: Investigating Academic Tasks and finding the core
May-June	Job-embedded days –3 <i>Implementation and Monitoring Days</i> per participating school	<u>Building the Instructional Core</u> Align identified opportunities and challenges to provide support to teachers Continue to build a common language
June 12	ICAP Administration 2	Generation Ready re-administers ICAP
June	Cohort Meeting 4- <i>Diagnostic Day</i>	<u>A Cycle of Improvement</u> Re-setting instructional focus and commitments
June	Review meeting with OUSD District Leadership- ½ day	Review work thus far, plan for continued Cycle of Improvement

On site Consulting and Workshops, OUSD, January 2015 – July 2015

Pricing includes travel, materials and other incidental costs.

Consulting Service	Price per Day
Job-embedded Consulting	\$3,000
Workshop Day	\$3,000

Ready Path	Price
<i>We propose full access to Ready Path for OUSD staff and consultants and the teams at each OUSD High School</i>	
Site Set Up	\$800
Site License (50% discount)	\$2,000

A typical engagement for new leadership development per school in a cohort of 5 is priced below.

Consulting Service Per School	Price	Cost
Job-embedded Consulting – 10 days per school (January 2015-June 2015)	\$3,000	\$30,000 (per school)
5 Workshops (shared cost between schools)	\$15,000	\$7,500
Ready Path (set-up and site license)	\$2,800	No Cost
TOTAL PER COHORT SCHOOL		\$37,500

Summary

Generation Ready believes that investing in people and professional learning is the best strategy for school improvement, and that only by building internal capacity, can long-term change be accomplished and improvement sustained. We look forward to becoming a partner for lasting change and student success with the Oakland Unified School District.

Dr. Erick Witherspoon, Director, PD Services
erick.witherspoon@generationready.com
 909.260.2647

Dr. Josh Klaris, Director, School Leadership
josh.klaris@generationready.com
 646.398.4884