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## Board Cover Memorandum

**To** Board of Education

**From** Kyla Johnson-Trammell, Superintendent  
Sondra Aguilera, Chief Academic Officer

**Meeting Date** May 11, 2022

**Subject** Doctor of Education Leadership Residency Memorandum of Understanding 2022-2023 with Harvard Graduate School of Education

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**Ask of the Board**  Approve Services Agreement  
 Ratify Memorandum of Understanding

**Services** *Harvard Graduate School of Education's (HGSE) Doctor of Education Leadership Program (Ed.L.D. Program) will provide one Ed.L.D. Resident, Christina Cho, to work in the District for ten months, from July 1, 2022 through April 30, 2023. Ed.L.D. Resident will have various opportunities to work on engage in internal strategic initiatives within the District. District will pay Ed.L.D Resident stipend in an amount not to exceed \$70,000.00 for the ten-month period and HGSE will reimburse the District for those payments.*

**Term** Start Date: 7/1/22 End Date: 4/30/23

**Not-To-Exceed Amount** \$70,000.00

**Competitively Bid** No

If the Service Agreement was not competitively bid and the not-to-exceed amount is more than \$96,700, list the exception(s) that applies (requires Legal review/approval and may require a resolution): [Exception]

**In-Kind Contributions** *District must assign a supervisor who will oversee day-to-day assignments for Ed.L.D. Resident. District must provide developmental mentoring. Assigned supervisor must attend at least two meeting with Ed.L.D. Resident and Ed.L.D. Program Advisor.*

**Funding  
Source(s)**

**Background**

America needs transformative leaders in preK–12 education whose passion for education quality and equity is matched by a knowledge of learning and development, the organizational management skills to translate visionary ideas into real-world success, and a firm grasp of the role of context and politics in shaping leadership. Graduates of the three-year, multidisciplinary Doctor of Education Leadership (Ed.L.D.) Program — taught by faculty from the Harvard Graduate School of Education, the Harvard Business School, and the Harvard Kennedy School — are uniquely prepared for system-level leadership positions in school systems, state and federal departments of education, and national nonprofit organizations.

The Ed.L.D. program prepares graduates to do work for the public good in the American public education sector, whether that be at the system or state level. Specifically, the program is designed to accelerate the progress graduates make toward achieving meaningful impact in influential roles and/or crossing boundaries in multiple spaces in the public education sector.

**Attachment(s)**

- Ed.L.D. Residency Memorandum of Understanding 2022-2023



# HARVARD GRADUATE SCHOOL OF EDUCATION

## DOCTOR OF EDUCATION LEADERSHIP (Ed.L.D.) PROGRAM

### Ed.L.D. Residency Memorandum of Understanding 2022-23

This document provides a memorandum of understanding by and between The Harvard Graduate School of Education's ("HGSE") Doctor of Education Leadership Program ("Ed.L.D. Program"), Oakland Unified School District, ("Partner Organization") and Ed.L.D. resident, Christina Cho ("Ed.L.D. Resident"). It outlines the obligations that each party will fulfill as part of the Ed.L.D. Program's ten-month residency requirement ("Residency"), which will begin on July 1, 2022, and will conclude on April 30, 2023.

#### **I. Prior to Beginning of Residency**

##### **a. Coursework**

- i. Prior to the start of the Residency, the Ed.L.D. Program will prepare the Ed.L.D. Resident by having them complete four (4) semesters of coursework. The Ed.L.D. Program will also host a Residency Launch on May 13, 2022, where it will outline goals and expectations for both the Ed.L.D. Resident and the Partner Organization.

##### **b. Supervision and Advising**

- i. The Partner Organization will designate a supervisor ("the Supervisor") who will oversee the major project assignments and day-to-day work in which the Ed.L.D. Resident is engaged. The Supervisor should be a member of the Partner Organization's senior leadership staff, and is expected to attend the Residency Launch as described above. More details about the role of the Supervisor can be found in Section II.
- ii. The Partner Organization will also provide developmental mentoring from a senior-level employee, who may or may not be the same person as the day-to-day Supervisor. This mentoring will include access to the strategic thinking of the Partner Organization as a whole, with the goal of preparing the Ed.L.D. Resident to become a senior-level sector leader.
- iii. The Ed.L.D. Program will designate a faculty advisor ("the Advisor") for each Resident prior to the start of the Residency. The Advisor will be responsible for supporting the Ed.L.D. Resident throughout the Residency, as described below in Section II.e.

**c. Compensation**

- i. The Partner Organization agrees to pay the Ed.L.D. Resident a stipend of exactly seventy thousand dollars (\$70,000) over the ten-month duration of the Residency. HGSE agrees to provide the Partner Organization with seventy thousand dollars (\$70,000) in order to fund the Ed.L.D. Resident's stipend. The Partner Organization will invoice HGSE twice during the Residency to receive payment: on July 1 and December 1. The Ed.L.D. Resident shall be paid in accordance with the Partner Organization's standard payroll practices.
- ii. The Partner Organization also agrees to provide the Ed.L.D. Resident with paid time off and offer health insurance, comparable to full-time employees, beginning on the first day of employment. Prior to the start of the Residency, the Partner Organization will provide the Ed.L.D. Program and the Ed.L.D. Resident with the contact information for the appropriate staff member(s) at the Partner Organization who be available to answer all human resources and compensation-related questions.

**II. Residency**

**a. Duration**

- i. July 1, 2022 through April 30, 2023 are the standard dates for all Ed.L.D. residencies. Variations to this timeline may be permitted if requested by the Partner Organization, but any changes must be approved by all parties, and the accurate dates must be listed in the first paragraph of this fully signed Memorandum of Understanding. The Ed.L.D. Resident is expected to serve as a full-time employee at the Partner Organization during the Ed.L.D. Residency, and should not schedule any other substantial commitments during this time.

**b. Expectations**

- i. The Ed.L.D. Resident will abide by and act in accordance with federal, state and local laws, as well as all policies and standards of the Partner Organization. The Partner Organization will provide the Ed.L.D. Resident with clear information regarding these policies and standards during the onboarding process of the Residency.
- ii. HGSE is committed to maintaining a safe and healthy educational work environment. As part of our commitment to our common mission, we each share a responsibility to respect the rights, differences, and dignity of others, and sustain an environment that is conducive to fostering the highest levels of leading and teaching. The Partner Organization agrees not to discriminate in any way based on race, sexual orientation, culture, gender identification, age, education, national

or ethnic origin, socioeconomic status, language and linguistic ability, disability, immigration status, or religion.

**c. Potential Resident Projects**

- i. The Partner Organization will provide the Ed.L.D. Resident with various opportunities to engage in internal strategic initiatives on which the organization is actively focused. The Ed.L.D. Resident is expected to have the opportunity to lead at least one major project on behalf of the Partner Organization, such as the creation, implementation or evaluation of such strategic initiatives.

**d. Materials and Expenses**

- i. The Partner Organization agrees to pay for all basic business expenses related to the role/project, including, but not limited to phone/phone charges, office supplies, and travel to/from required business meetings offsite. HGSE will pay for Ed.L.D. related travel and lodging expenses, as outlined in Section II.f.

**e. Capstone**

- i. The Ed.L.D. Resident will be expected to produce a Capstone project ("Capstone"), a written academic requirement of the Ed.L.D. Program. The Capstone will demonstrate the skills and knowledge gained by the Ed.L.D. Resident while engaged in significant leadership initiatives with the Partner Organization. The topic of the Capstone will be approved by the Advisor in consultation with the Partner Organization, and the Partner Organization agrees to provide the Ed.L.D. Resident with time to work on the Capstone during work. The Capstone will be submitted in written form to a committee, comprised of HGSE faculty and a representative from the Partner Organization, ideally the Supervisor. The representative from the Partner Organization will read the Capstone and attend the Ed.L.D. Resident's defense. The final decision concerning the sufficiency of the Capstone toward meeting the Ed.L.D. Program requirements will be decided by the Advisor, and will be informed by feedback and inputs from the Supervisor, members of the Harvard faculty, and any other designated employees of the Partner Organization. The Capstone shall not be based on or include any confidential information that the Ed.L.D. Resident had access to during employment with the Partner Organization, without prior consent from the Partner Organization (via the Strategic Project Memo of Understanding).

**f. Return visits to HGSE**

- i. The Ed.L.D. Resident will return to the HGSE campus three times during the Residency to meet with his/her Advisor and other HGSE faculty. The Supervisor will accompany the Ed.L.D. Resident on two of these visits, which will be held in late September/early October 2022 (full week for Ed.L.D. Residents; 2 days for Supervisors), early/mid January 2023 (Ed.L.D. Residents only), and April 2023 (both Ed.L.D. Residents and Supervisors). Exact dates for these events will be

announced by Residency Launch at latest. The purpose of these meetings will be for all parties to reflect on the Residency, for the Ed.L.D. Resident to receive feedback on the Capstone as it is being developed, and, ultimately, for the Resident to deliver his/her final Defense of the Capstone in April 2023. Supervisors will also be given the chance to network with one another, and with Ed.L.D. faculty and staff. During the visits, there will be opportunities to discuss questions about the Residency and share feedback about potential areas of improvement. The Ed.L.D. Program will fund travel to and from these events, as well as lodging, for both the Ed.L.D. Resident and the Supervisor, in accordance with the Ed.L.D. Program's travel policies (which will be communicated to all parties well in advance of each event).

**g. Communication and Advising**

- i. The Ed.L.D. Resident will be supported by the Advisor throughout the Residency. The Ed.L.D. Program will create an ongoing dialogue with the Supervisor throughout the Residency, and Ed.L.D. Program staff and faculty will be available to discuss any questions or concerns that the Partner Organization may have regarding the Ed.L.D. Resident's participation and professionalism. If any such questions or concerns arise, the Partner Organization will contact the Residency Director within a reasonable timeframe, in order to allow the program to offer appropriate action and/or support.

**h. Residency Termination**

- i. The Ed.L.D. Program, the Partner Organization, and the Ed.L.D. Resident will work together to create a successful ten-month Residency, and will cooperate on the resolution of issues that may arise during this designated time. If, after extensive discussion and intervention, it is determined that the residency experience does not fulfill the Ed.L.D. Program requirements, and/or meet the professional standard and obligations expected of the Ed.L.D. Resident or the Partner Organization, the decision may be made to terminate the Residency. The circumstances leading to the decision to terminate will be well documented, and the decision will be finalized in writing. The Resident consents to permit the Partner Organization to discuss any and all information regarding his/her performance with the Ed.L.D. Program. The Resident also consents to permit the Partner Organization to provide copies of any and all documents regarding his/her performance to the Ed.L.D. Program.

**III. After the Residency**

**a. Future partnership with the Ed.L.D. Program**

- i. Partnership with the Ed.L.D. Program will be renewed on an annual basis, based on the mutual consent of the Partner Organization and the Ed.L.D. Program. Partner participation may vary from year to year and does not guarantee an Ed.L.D. residency placement in 2023-2024 or any particular future years.

**IV. General**

**a. Responsible Party**

- i. Each party will be responsible for its acts and omissions, including the acts and omissions of its employees, in carrying out activities contemplated by this MOU.

**b. Use of Name**

- i. Except as expressly provided in this MOU, neither party shall use or register the other party's name (alone or as part of another name) or any logos, seals, insignia or other words, names, symbols or devices that identify the other party, including any school, unit, division or affiliate ("Names") for any purpose except with the prior written approval of, and in accordance with restrictions required by, the party whose name who is to be used. The foregoing notwithstanding, the parties agree that each party may respond to legitimate business inquiries with factual information regarding the existence and purpose of the relationship that is the subject of this MOU, without written permission from the other party. Without limiting the foregoing, each party shall cease all use of Names of the other party permitted under this MOU on the termination or expiration of this MOU except as otherwise approved by the other party.

**Ed.L.D. Residency MOU Signatures**

**Partner Organization Representative:**

DocuSigned by:  
Sandra Aguilera  
0E2F513CB9AA470...

3/7/2022

Signature

Date

Sandra Aguilera

Chief Academic Officer

Name

Title

Approved as to form by OUSD Attorney Carrie M. Rasmussen on 4/10/2022

*Carrie M. Rasmussen*

**President and Fellows of Harvard College, acting through the Harvard Graduate School of Education, Ed.L.D. Program:**

DocuSigned by:  
Margarita Ruiz  
8A8A883AF62C49D...

3/7/2022

Signature

Date

Margarita Ruiz

Residency Director, Ed.L.D. Program

DocuSigned by:  
Jane Eaton  
6C3B41314D404F0...

3/7/2022

Signature

Date

Jane Eaton

Senior Director of Financial Administration and Planning

**Ed.L.D. Resident:**

DocuSigned by:  
Christina Cho  
24CF52DDAA64CE...

3/10/2022

Signature

Date

Christina Cho

Ed.L.D. Resident

*Kyla Johnson-Trammell*  
Kyla Johnson-Trammell  
Superintendent and Secretary, Board of Education

5-26-2022

Date