

Statement of Work #CCS05

This Statement of Work, effective January 16, 2022 through June 2022, is issued pursuant to the Master Development and Services Agreement (“Agreement”) by and between Battelle for Kids (“BFK”) and Columbus City Schools located at 270 E. State St., Columbus, OH 43215.

1. Project title: **Support Services for the Wallace Grant** (“Project”).
2. This Statement of Work (“SOW”) describes the Deliverables/Services to be provided by BFK for the Project at the fees set forth below and under the terms and conditions of the Agreement and as set forth below.
3. Scope and Approach.
 - A. If the Project involves sharing of information between the parties that is subject to the Family Educational Rights and Privacy Act of 1974 (FERPA) it will be done in a manner consistent with FERPA.
 - B. BFK agrees to provide (the “Services”):
 - i. Facilitation
 - ii. Professional Learning
 - iii. Consulting
 - iv. Communications and Graphic Design
 - v. Project Management
 - C. BFK shall provide the Services virtually and onsite at meeting locations, as needed.

Travel Restrictions Notice

Battelle for Kids continues to closely monitor the COVID-19 pandemic and will continue to make decisions regarding staff travel based on the recommendations and guidelines from the Centers for Disease Control and Prevention (CDC), and other city, state and federal agencies. BFK will keep you updated regarding any relevant changes to our policies regarding staff travel that may affect this engagement.

- D. BFK agrees to provide the following deliverables and/or reach the following milestones as outlined below.



Key Action 1: Developing and sustaining deep partnerships with internal and external stakeholders and organizations

Milestone/Deliverable	Description	Est. Timeline
Designed document of team, structures, and contributors for the grant.	Establish project governance & decision-making structures.	Winter 2022
Logic Model	Partners will ratify logic model for ECPI grant activities for submission as required deliverable. This will become the basis of Year Two scope, budget and work plan. BFK will co-design a logic model created to provide clarity around goals, objectives, resources and short/long term outcomes.	Winter 2022
Vision	BFK will facilitate protocol for examining personal and organizational beliefs/values around educational equity. Includes a graphically designed document to guide the work.	Winter 2022
Tracking Tool	Create tracking tool aligned to CCS strategic plan tracking tool. Participate in weekly project management meetings with CCS and Wallace. Hold one hour bi-weekly project management calls with CCS.	Winter 2022
Report – Pre and Post	BFK will assist CCS in creating a report of the reflections of the partnerships to assess strengths and weaknesses to inform Year 2.	Winter 2022 /Spring 2022
Project Charter	A guiding document outlining the full year of the project, including key roles, responsibilities, and partners.	Winter 2022
Project Management	One-hour bi-weekly phone calls with BFK	Every 2 weeks

Key Action 2: Vision and Strategic Planning

Milestone/Deliverable	Description	Est. Timeline
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Portrait of a CCS Principal 2021 Graphic Designed Deliverable	Support the development of the new vision of equity-focused principal standards in collaboration with Dr. Blue, CCS Chief of Equity. This includes a crosswalk between the Ohio Principal Standards, the 2020 Portrait of a CCS Principal, the recently board-adopted Portrait of a CCS Graduate, and the criteria for a culturally responsive leader. Includes a graphically designed deliverable. Includes a graphically designed deliverable.	Winter 2022
Impact Metrics	BFK will work with partners to identify impact metrics to describe the success of the partners and the grant. Define metrics for all key actions.	Winter 2022
Impact Metrics Data Collection and Scorecard	BFK will work with CCS and partners throughout the grant to capture relevant data points and success factors defined as Impact Metrics throughout the year for all Key Actions. BFK will create an info-graphic style visual of the impact metrics to visually represent the grant activities, progress and impact.	Winter 2022 Spring 2022

Key Action 3: Defining Equity-Centered Leaders

Milestone/Deliverable	Description	Est. Timeline
Final Equity-Centered Vision and Commitment	BFK will participate and facilitate activities (where applicable) to advance the required deliverable of the CCS equity-centered principal vision and commitment.	Winter 2022 February 28

Key Action 4: Designing an equity-centered principal pipeline that translates the vision into reality

Milestone/Deliverable	Description	Est. Timeline
Packaged definition of Effective CCS Principal –	BFK will with CCS and James Eslinger to finalize and align the definition ensuring it encompasses state	Winter 2022

The Culturally Responsive Leader	<p>standards, equity-centered leadership dispositions, and a comprehensive set of competencies.</p> <p>BFK will track activity and report on the completion of this task/deliverable by tracking activity and including in final report. BFK will collect and archive finalized/packageged deliverables.</p>	
Activity Report and Finalized/Branded Deliverables	<p>BFK will support CCS in the effort to align standards to principal programs: hiring, evaluation and support, leader tracking systems, principal supervisor program, Aspiring Leaders Program, Emerging Leaders Program, equity-centered leadership professional learning; create performance-based rubric (Portrait of Effective CCS Principal) for principal reflection & improvement processes.</p> <p>BFK will track activity and report on the completion of this task/deliverable by tracking activity and including in final report. BFK will collect and archive finalized/packageged deliverables.</p>	Winter 2022 - Spring 2022
Activity Report and Finalized/Branded Deliverables	<p>CCS will audit current practices for selective hiring and placement of principals in alignment with Standards for an Effective CCS Principal; create action plan for areas of improvement.</p> <p>BFK will track activity and report on the completion of this task/deliverable by tracking activity and including in final report. BFK will collect and archive finalized/packageged deliverables.</p>	Winter 2022
Activity Report and Finalized/Branded Deliverables	<p>CCS will begin to utilize the LTS for principal selection and hiring. Monitoring of the LTS to determine efficacy. Key contact: Melissa Neely.</p> <p>BFK will track activity and report on the completion of this task/deliverable by tracking activity and including in final report. BFK will collect and archive finalized/packageged deliverables.</p>	Winter 2022

Key Action 5: Providing mentoring and training for current assistant principals and sitting principals to become the next generation of equity-centered principals

Milestone/Deliverable	Description	Est. Timeline
Report	BFK will use Quality Measures tool with partners to audit current pre-service program practices resulting in narrative analysis and on time deliverable	Winter 2022 – Spring 2022
Report and Finalized/Packaged Deliverables	<p>BFK will support CCS and Ashland University in the creation and development of an equity academy for emerging, aspiring and other pre-service candidates.</p> <p>Key Contact: Kendra Wisdom</p> <p>BFK will track activity and report on the completion of this task/deliverable by tracking activity and including in final report. BFK will collect and archive finalized/packaged deliverables.</p>	Winter 2022 – Spring 2022
Report and Finalized/Packaged Deliverables	<p>BFK will support CCS in the development of a tiered system of support for emerging, equity-centered principals.</p> <p>Key Contacts: Kathryn Wilson, Angela Chapman and Leadership Coaches</p> <p>BFK will track activity and report on the completion of this task/deliverable by tracking activity and including in final report. BFK will collect and archive finalized/packaged deliverables.</p>	Winter-Spring 2022
Report and Finalized/Packaged Deliverables	<p>BFK will support CCS to create a capacity building system for aspiring, novice, and Highly Effective CCS Principals. This may include, but not be limited to, individualized learning plans, high quality feedback and mentoring, instructional rounds, and training through higher education partners. For new principals, establish induction program that includes weekly sessions with a principal coach and monthly professional development opportunities.</p>	Winter 2022 – Spring 2022

	<p>Key Contacts: Kathryn Wilson, Angela Chapman and Leadership Coaches</p> <p>BFK will track activity, research and support key CCS personnel in the completion of this task/deliverable by tracking activity and including in final report. BFK will collect and archive finalized/packaged deliverables.</p>	
Program Design, Content and Facilitated Learner Outcomes	<p>BFK will collaborate with CCS to establish and support affinity groups for aspiring, novice, and experienced principals with the express purpose of deepening identities within, and connections among, equity centered principal leaders throughout CCS.</p> <p>BFK will identify and define learner cohorts for prescribed periods of time. Begin monthly affinity cohort learning experiences.</p>	January 2022
Report and Finalized/Packaged Deliverables	<p>BFK will support CCS grant partner Ohio State to develop and equity academy experience for sitting principals and assistant principals.</p> <p>Key Contact: Nicole Luthy</p> <p>BFK will track activity and report on the completion of this task/deliverable by tracking activity and including in final report. BFK will collect and archive finalized/packaged deliverables.</p>	Winter 2022 – Spring 2022

Key Action 6: Continuous Improvement

Milestone/Deliverable	Description	Est. Timeline
Quarterly Reports and Success Stories/Artifacts	BFK will capture success stories and activities throughout the project and submit to the CCS Communications office. This includes screen captures, photos and/or short videos of activities.	Winter 2022 – Summer 2022

Final Report	BFK will work with CCS and grant partners to culminate the measures of success, stories, testimonials and narratives that capture a final report to be shared with stakeholders.	Summer 2022
Survey and Results	BFK will create a implement a survey to capture perceptions of the projects impact on principals and central office personnel. The results will discuss findings, the impact of those findings and the group’s recommendations for continuous improvement.	Spring/Summer 2022
Report and Catalog/Inventory	BFK will collect and document partner deliverables including finalized communications pieces as program artifacts. BFK will inventory these assets, track and report on these.	Ongoing

Note: All timelines can shift based on actual start date and ground-level realities.

- E. BFK delivery of services and deliverables will commence upon contract signoff.
 - F. BFK will provide regular status updates to Customer indicating project status, issues and risks.
 - G. Acceptance/signoff of deliverables is assumed if no notification indicating otherwise is received from client within 20 days of delivery/fulfillment of services and deliverables as defined above.
4. Compensation.
The fee summary and anticipated invoice schedule are below. The fees below are inclusive of travel and any other BFK anticipated project related expenses.

Fee Summary	
Wallace Grant Support Services (EL21/SOAR Member Rate)	\$225,120

Anticipated Invoice Schedule		
Date	Description	Amount
January 2022		\$75,040
March 2022		\$75,040
June 2022		\$75,040
Total		\$225,120

5. Feedback.

To drive continuous improvement, BFK will gather feedback via online survey or phone regarding services/solutions provided during the engagement.

6. General.

The BFK Project Manager, in conjunction with the project team, may create a project plan based on this SOW. The project plan will adapt with the project. Any material changes to the information in this SOW shall be by written agreement signed by both parties.

APPROVALS

The parties have intended their authorized officers to execute this SOW, as of the date entered below,

BFK

Customer

Battelle for Kids

Columbus City Schools

By: _____

By: _____

Printed Name: _____

Printed Name: _____

Title: _____

Title: _____

Date: _____

Date: _____