

**AIKEN COUNTY PUBLIC SCHOOLS**

1000 BROOKHAVEN DR

AIKEN, SC 29803

<http://www.acpsd.net>**PURCHASE ORDER**THIS NUMBER MUST APPEAR ON ALL
INVOICES, PACKAGES, AND PAPERS.**P.O. 112412****VENDOR NAME, ADDRESS AND NUMBER**NYC Leadership Academy
45-18 Court Square, Room 301
Long Island City NY 11101**DEPARTMENT AND SHIP TO ADDRESS**DIVISION OF INSTRUCTION
1000 BROOKHAVEN DRIVE
AIKEN SC 29803
(803) 641-2420**DATE**

May 23, 2019

DELIVERY DATE**SHIP VIA****REQUISITIONED BY**

Joy Stephenson

QUANTITY/UNIT	ITEM/STOCK NO.	DESCRIPTION	UNIT PRICE	DISCOUNT	TOTAL
1		Cohort 1 Payment Schedule for Cohort Related Services: Invoice 1 August 2019 \$71, 000 Invoice 2 November 2019 \$71, 000 Invoice 3 February 2020 \$71, 000 Invoice 4 June 2020 \$70,100 Total \$283,110 Cohort 1 Support 1. Planning Calls with ACPD leadership 2. Conduct Stakeholder Engagement 3. Conduct launch 4. Design Residency Assessments and 5-Day Immersion Experience for Aspiring Principals 5. Deliver 5-Day Immersion Experience for Aspiring Principals 6. Design Residency Curriculum and January Immersion Experience and identify Residency Switch Schools	\$71,000.0000	\$0.00	\$71,000.00

NOTES TO VENDOR:

Continued on
next page

Approved By:

*Deborah L. Fier, CPPB***INSTRUCTIONS TO VENDOR****(All purchases subject to conditions listed)**

Invoices shall be mailed to Aiken County Public Schools
Accounts Payable Department, 1000 Brookhaven Dr., Aiken,
SC 29803. All shipments are to be
F.O.B. destination, freight prepaid unless otherwise stated. South
Carolina Sales Tax is applicable on goods purchased in South
Carolina and on goods shipped to Aiken County Public Schools
from any other State by vendors possessing a South Carolina
Sales Tax number. This purchase order is considered to be a
single contract.

ACCOUNT DISTRIBUTION DETAILS

	\$76,680.00		
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AIKEN COUNTY PUBLIC SCHOOLS
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 AIKEN, SC 29803
<http://www.aiken.k12.sc.us>

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P.O. 112412

VENDOR NAME, ADDRESS AND NUMBER
NYC Leadership Academy 45-18 Court Square, Room 301 Long Island City NY 11101 [REDACTED]

DEPARTMENT AND SHIP TO ADDRESS
DIVISION OF INSTRUCTION 1000 BROOKHAVEN DRIVE AIKEN SC 29803 (803) 641-2420

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Joy Stephenson

QUANTITY/UNIT	ITEM/STOCK NO.	DESCRIPTION	UNIT PRICE	DISCOUNT	TOTAL
		7. Conduct Mentor Principal Training 8. Conduct Bi-Weekly Professional Learning Sessions 9. Conduct Half-Day Site Visits 10. Design New Selection Process 11. Deliver 3-Day Immersion Experience for Aspiring Principals 12. Support Residency for Aspiring Principals 13. Co-Design 1 G-Month Aspiring Principal Program Payment Schedule for Cohort Related Services: Invoice 1 - August 2019 \$71,000 Invoice 2 November 2019 \$71,000 Invoice 3 - February 2020 \$71,000 Invoice 4 June 2020 \$70,100 Total \$283,110			

NOTES TO VENDOR:

SUB TOTAL	\$71,000.00
TAXES	\$5,680.00
TOTAL	\$76,680.00

Approved By:

Heborah L. Flier, CPPB

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NOTES TO VENDOR:

**Continued on
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Approved By:

Reborah L. Tyler, CPPB

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NOTES TO VENDOR:

SUB TOTAL \$71,000.00

TAXES \$5,680.00

TOTAL \$76,680.00

Approved By: *Reborah L. Tyler, CPPB***INSTRUCTIONS TO VENDOR**

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Reg # 94451

PO# 112412

Bid Exempt Professional Development

This Agreement is entered into as of May 6, 2019, by and between the NYC LEADERSHIP ACADEMY ("NYCLA"), and AIKEN COUNTY PUBLIC SCHOOLS.

It is mutually agreed that:

NYCLA will provide the following to AIKEN COUNTY PUBLIC SCHOOLS, unless modified by the mutual written agreement of the parties:

1. Scope of Work

Cohort 1 Support

1. Planning Calls with ACPSD leadership

NYCLA staff will conduct periodic calls with the ACPSD superintendent and other appropriate leaders to plan initial activities including the selection process review, stakeholder engagement, and the launch and to conduct regular status check-ins.

2. Conduct Stakeholder Engagement

Over two consecutive days we will conduct on-site interviews with district leaders and focus groups with early career principals, assistant principals, and teachers. These conversations will help us identify critical indicators of success for the APP and enable us to develop an understanding of what principals need to know and be able to do in order to be successful leading schools in ACPSD.

3. Conduct Launch

We will facilitate a 2-day in-person launch meeting with appropriate ACPSD leaders to develop a detailed workplan and project timeline. In addition, we will conduct a crosswalk of ACPSD leadership standards with NYCLA Leadership Performance Standards Matrix to develop an ACPSD customized set of standards for aspiring school leaders.

4. Design Residency Assessments and 5-Day Immersion Experience for Aspiring Principals

The purpose of the immersion experience is for participants to dive deeply into activities designed to simulate the work of the principal. NYCLA will:

- Develop residency assessments that will ensure a rigorous residency experience and guide the curriculum for the immersion experience.
- Develop the scope and sequence for the immersion experience.

We will leverage NYCLA's Simulated School to support the immersion experience. The Simulated School brings the school leadership experience to life through role plays, activities, data, and artifacts of a typical school. The components include student achievement data, staff profiles, operational resources like budgets and schedules, and school culture indicators like attendance and discipline; virtual classroom and teacher observation videos; competency focused assignments; and readings, sample activities, and debrief questions.

5. Deliver 5-Day Immersion Experience for Aspiring Principals

We will lead the delivery of the 5-day immersion experience for aspiring principals on-site in ACPSD with support from the ACPSD APP lead. Throughout the immersion experience program facilitators will assess participants in their progress against the leadership standards, and individuals who are not making sufficient progress will not be asked to proceed to the residency stage.

6. Design Residency Curriculum and 3-Day January Immersion Experience and Identify Residency Switch Schools

In this activity we will:

- Design a rigorous residency curriculum aligned to residency assessments that will enable aspiring leaders to be engrossed in the cycle of the school year and to practice leadership skills in an authentic environment that is lower-stakes than the first year of the principalship. The residency experience in ACPSD will enable aspiring leaders to assume leadership roles in current and switch residency schools. The switch residency schools, to be identified, are the schools the aspiring leaders will help lead during their residency. As a result, each aspiring leader will have two mentor principals to support their professional development – the principal at their current school and the principal at their January – March residency switch site.
- Build on the 5-day immersion experience to design a 3-day experience that will continue the exploration of activities designed to simulate the work of the principal.
- Determine residency switch site placements based on the skills and growth areas of each aspiring principal.

7. Conduct Mentor Principal Training

We will design and deliver a 3-day professional learning program to prepare and support select current principals to provide an effective residency experience for the aspiring principals. Both the current school principal and the chosen January-March residency switch school principals should attend. The program will focus on the development of a cadre of mentor principals able to:

- Identify the conditions for a strong mentoring relationship
- Assess mentee's areas for growth
- Create standards-based learning opportunities aligned to mentee's areas for growth and monitor progress
- Acknowledge and embrace the risks and challenges that are components of effective mentoring
- Provide feedback that is aligned to standards and set expectations for growth
- Coach aspiring principals using NYCLA's facilitative, competency-based coaching model and learn how to strengthen trust, promote reflection, and provide targeted feedback

8. Conduct Bi-Weekly Professional Learning Sessions

We will design and deliver residency professional learning sessions. We will deliver two sessions per month - one session is expected to be a full-day in-person experience and the second will be a synchronous 2-hour virtual session. The virtual session will be part of 8 total hours of monthly virtual work. The residency sessions will support completion of the residency assessments including a comprehensive project that will be completed during the January-March residency switch school experience.

9. Conduct Half-Day Site Visits

We will conduct half day site visits to observe aspiring principals in their resident schools as well as meet with the mentor and resident principals. We will conduct one site visit to observe each aspiring principal in their current school and two site visits to observe aspiring principals in their residency school. The ACPSD program lead will accompany the Leadership Academy staff on these site visits.

10. Design New Selection Process

We will design a new selection process for ACPSD that includes selection criteria, the application, information sessions, interview protocols, and assessment rubrics.

11. Deliver 3-Day Immersion Experience for Aspiring Principals

We will deliver a 3-day immersion experience for aspiring principals as a lead-in to their residencies at their switch schools. During one day of this immersion, the mentor principals will be expected to attend and support their aspiring principal.

12. Support Residency for Aspiring Principals

We will support the residency as needed.

13. Co-Design 10-Month Aspiring Principal Program

We will work with the ACPSD APP lead to co-design the aspiring principal program for Cohort 2 and all future cohorts using the traditional 10-month model (July through April). The design will include a multi-week summer immersion experience and a residency including professional learning sessions and site visits.

Cohort 2 Support

For Cohort 2 (with selection in the spring of 2020 and the program running from July 2020 through May 2021), ACPSD will begin to assume certain responsibilities to lead the program with NYCLA will playing a supporting role.

While the exact scope of work will be negotiated based on actual district needs close to the time this work would start, we provide the following scope of work based on our prior experience in other similar engagements:

- Develop selection criteria and a process for selection of the 2020-21 cohort of aspiring principals, including application, interview protocols, and assessment rubrics.
- Co-facilitate the recruitment and selection process for Cohort 2 with the ACPSD APP lead.
- Co-facilitate the multi-week summer immersion experience.
- Co-facilitate support during the residency which may include observing and giving feedback during school visits as well as other technical assistance as needed.
- Design and delivery of 3-day principal mentor trainings.
- Conduct Facilitation Training for Cohort 2 ACPSD co-facilitators.

Cohort 3 Support

For Cohort 3 (with selection in the spring of 2021 and the program running from July 2021 through May 2022), NYCLA proposes up to 10 days of technical assistance as needed.

2. Methods

NYCLA shall determine the methods, details and means of providing the above-referenced services in consultation with and provide the necessary personnel and resources to perform all phases of the work. AIKEN COUNTY PUBLIC SCHOOLS agrees to provide the NYCLA with all necessary information and materials in its possession regarding its leadership priorities, prior leadership training[s] and assessment of leadership skills and areas in need of development and to provide participant contact information to facilitate the timely completion of participant surveys.

3. Payment:

The cost for the scope of services described in this proposal is summarized in the table below.

Component of Scope	Price
Cohort 1	\$283,110
Cohort 2 (estimated)	\$141,501
Cohort 3 (estimated)	\$24,574
Total	\$449,185

As shown, we have provided cost estimates for Cohorts 2 and 3 for ACPSD planning purposes. Should ACPSD seek a second or third cohort, we will refine these costs estimates near the conclusion of Cohort 1.

The prices quoted above include NYCLA's professional time, travel related expenses, tuition in recommended Leadership Academy professional learning programs, and program material fees (including purchase of copyrighted readings and license to use NYCLA materials). These fees do not include ACPSD staff time or travel costs, or any costs associated with training provided at ACPSD (space, A/V equipment/support, participant food/beverage); the district will be responsible for these costs.

The prices quoted above assume that work will start no later than May 17, 2019. If this assumption fails to materialize then our ability to design and deliver APP Cohort 1 will be jeopardized.

In addition to the start date, other key assumptions include:

- The cohort size of 6 participants for APP Cohort 1.
- The full-time dedication and support of the ACPSD APP program lead.
- ACPSD will print copies of all required materials for all participants.
- ACPSD will buy books determined to support the residency.

Payment Schedule for Cohort 1 Related Services

Invoice 1 - August 2019	\$71,000
Invoice 2 - November 2019	\$71,000
Invoice 3 - February 2020	\$71,000
Invoice 4 - June 2020	\$70,110

Total \$283,110

Payment will be due 30 days from receipt of invoice. Please remit to NYC Leadership Academy. Attention: Finance Department, 45-18 Court Square, Room 247, Long Island City, NY 11101.

4. Coordination:

NYCLA designates Mary Jo Dunnington, 45-18 Court Square, Room 302, Long Island City, NY 11101; (646) 245-6748; mdunnington@nycleadershipacademy.org, as its representative and point of contact and notification for all purposes.

AIKEN COUNTY PUBLIC SCHOOLS designates Jennifer Hart, jhart@acpsd.net, and Dr. Salvatore Minolfo, sminolfo@acpsd.net as its representatives and points of contact for all purposes.

5. Consultation

In the event that the scope of work or time-line set forth in this agreement changes due to scheduling adjustments or other circumstances that are not due to any failure, or under the reasonable control of NYCLA, NYCLA will immediately notify AIKEN COUNTY PUBLIC SCHOOLS in writing regarding such change and the potential impact that change may have upon the schedule and work specifications set forth above. Moreover, NYCLA and AIKEN COUNTY PUBLIC SCHOOLS shall evaluate alternative resolutions in a timely manner thereafter and agree upon a course of action that best achieves the Project's overall goals, scope of work and deliverables.

6. Independent Contractor

NYCLA shall engage in performance of this contract as an independent contractor. No NYCLA employee shall be deemed an employee, agent or representative of the AIKEN COUNTY PUBLIC SCHOOLS and nothing contained herein shall be construed to imply or create a relationship as partners, joint ventures or of an agency between the parties hereto.

7. Intellectual Property

Copyright and Intellectual Property Rights in materials created or fixed in any tangible medium of expression by the Leadership Academy in the performance of this Agreement shall rest in the Leadership Academy. However, the Leadership Academy grants the AIKEN COUNTY PUBLIC SCHOOLS a royalty-free, nonexclusive, perpetual, and irrevocable license to reproduce, copy, adapt, distribute, publicly display, perform, make derivative works of or otherwise use the materials created pursuant to this Agreement. The AIKEN COUNTY PUBLIC SCHOOLS agrees not to license, assign or otherwise transfer any of the materials created by the Leadership Academy pursuant to this Agreement to, or permit the use of such materials by, any third person or entity.

8. Insurance

NYCLA shall secure and maintain throughout the duration of this contract insurance of such types and in such amounts as may be reasonably necessary to protect itself, and the interests of AIKEN COUNTY PUBLIC SCHOOLS against all hazards or risks of loss as herein specified.

9. Arbitration

If a dispute arises out of this Agreement, the dispute will be finally settled by arbitration at the New York City offices of the American Arbitration Association ("AAA") pursuant to the Commercial Dispute Resolution Rules of the AAA, except that a single arbitrator (rather than a panel of three arbitrators) will be mutually selected by the parties from a list of potential arbitrators proposed by the AAA.

10. Choice of Law & Jurisdiction

This Agreement will be governed by New York contract law, and by United States law applicable to any federal issues, including those arising under United States copyright law. If any part of this Agreement is found to be unenforceable, the rest will remain in full force and effect. Jurisdiction and venue shall be in New York County, New York.

11. Entire Agreement

This Agreement sets forth the entire agreement between the parties with respect to the subject matter hereof and may not be modified or amended except by written agreement executed by the Parties hereto.

12. Modification

No alteration or modification to any of the provisions of this agreement shall be valid unless made in writing and signed by both parties.

13. Counterparts

This agreement may be executed in counterpart originals.

NYC LEADERSHIP ACADEMY

By

Nancy Gutierrez
Print Name

[Signature]
Signature

5/16/19
Date

AIKEN COUNTY PUBLIC SCHOOLS

By

Dr. Sean Alford
Print Name

[Signature]
Signature

5/9/19
Date