

Memorandum of Understanding (MOU)
between
**Superintendents, Improvement Implementation Coordinators
(IICs), and Cohort Participants**

The purpose of this Memorandum of Understanding is to provide a record of the understandings, commitments and agreements of the above parties to expectations and responsibilities associated with Georgia Leadership Institute for School Improvement (GLISI) Base Camp and Leadership Summit. The participation in a GLISI Base Camp and Leadership Summit reflects a minimum three-year commitment to learning, implementing, and monitoring the GLISI Cohort process. Base Camp and Leadership Summit participants, the district superintendent, and the Cohort IIC agree to the following.

GLISI:

- Provides high quality training
 - Designs, develops and delivers training for team-based improvement of graduation rate, dropout rate and student progression
- Equips Improvement Implementation Coordinators (IIC) to lead full implementation of team-based improvement.
 - Executive Preview session to orient the Superintendent, IIC, and Board Chair or other Board Member on importance of leading the full implementation of the GLISI process to meet district needs
 - IIC Orientation and training with GLISI Performance Consultant (PC) to successfully lead follow through in their district (email contact and one additional face-to-face opportunity -date to be determined).

NOTE: GLISI offers high quality “for fee” extended training, consulting, and performance tools to support professional growth and organizational development. Contact GLISI’s Executive Director, Gale Hulme at gale.hulme@glisi.org or any GLISI Performance Consultant to arrange services.

Base Camp and Leadership Summit Participants:

★ **Model high standards of leadership and continuous improvement:**

- Demonstrate commitment to school and district improvement
- Respect the leadership skills of other team members
- Honor and abide by the GLISI norms

★ **Meet expectations for participant learning:**

- Participate in District Change Team orientation / Kick Off session(s) offered by my Superintendent and / or Improvement Implementation Coordinator (IIC).
- Complete all Pre-Work required for Base Camp and Leadership Summit, including but not limited to the following assignments:
 - Complete and provide a copy of your District Factors Analysis (if you are a District Leader) **or** a School Factors Analysis (if you are a School leader) to your IIC **before** Base Camp.
 - Complete and provide a copy of your District Factors Analysis/School Factors Analysis Addendum to your IIC **before** Base Camp.
 - Complete “Read and Reflect” assignments in order to provide baseline knowledge as provided by GLISI.

★ **Fully participate in the District Change Team**

- Stay on-site for the duration of the events in order to maximize my learning and networking opportunities
- Engage actively in all learning opportunities presented during the events, including sessions for District Change Team collaboration and individual reflection
- Complete evaluation forms to provide co-developer feedback about the event(s) and participate in follow up evaluation as needed
- Complete inter-session assignments (given at Base Camp, due by Leadership Summit)

★ **Implement Improvement Initiative**

- Lead the full implementation of Base Camp and Leadership Summit in my school district
- Measure, monitor, manage and support the full implementation of Base Camp and Leadership Summit
- Use the information presented and analysis of data to develop and implement an action plan for identified Improvement Initiative
- Report status and results of Improvement Initiative by completing and submitting to GLISI a Promising Practice™ (must have two years of student achievement results/data):

- Share progress on Improvement Initiative with District Change Team members, Superintendent, IIC, and GLISI Performance Consultant
- Contribute to refining GLISI's Framework for Leadership of School Improvement™ through my co-developer feedback
- Participate in regular scheduled meetings with my local district IIC as outlined by my superintendent

★ **Participate in other GLISI learning opportunities as outlined by my district.**

The Improvement Implementation Coordinator (IIC):

★ **Models high standards of leadership and continuous improvement**

- Attends Executive Preview Session with Superintendent and Board Chair or Board Member to learn how to guide District Change Team members through the cohort experience
- Attends IIC Orientation
- Attends IIC training
- Attends preliminary meetings on the first day of Base Camp and Leadership Summit
- Models participation expectations and the adherence to GLISI norms for cohort members
- Serves as on-site coordinator for the district cohort during Base Camp and Leadership Summit, including the completion of evening activities or assignments.
- Facilitates communication and collaboration between Superintendent and cohort members
- Supports the Superintendent in communication, status reporting, distribution of resources, scheduling learning community activities, etc.
- Serves as “cheerleader” and “encourager” for all those participating in the event.

★ **Guides expectations for participant learning**

- Works with Superintendent to plan and coordinate Kick Off session for cohort members
- Assists in the completion of District Factors Analysis (DFA) and brings copies of DFA to Base Camp and Leadership Summit
- Guides cohort to complete pre-work and School Factors Analysis (SFA) and collects copies of School Factor Analysis
- Provides GLISI Performance Consultant with copies of District Factors Analysis and Schools Factors Analysis prior to Base Camp
- Leads cohort to complete inter-session assignments (given at Base Camp and due for Leadership Summit)

- ★ **Assists in guiding the District Change Team (DCT)**
 - Ensures cohort participants stay on-site for the duration of the events in order to maximize learning and networking opportunities
 - Models and encourages active engagement in all learning opportunities presented during the events, including sessions for District Change Team collaboration and individual reflection
 - Completes evaluation forms to provide co-developer feedback about the event(s) and collects completed forms from cohort members.
 - Works with cohort to complete inter-session assignments (given at Base Camp, due by Leadership Summit)
 - Collects and submits each participant's signed MOU at Base Camp
- ★ **Provides project management and follow up support to school leaders and their Better-Seeking Teams as they work on Improvement Initiatives**
 - Guides coaches and facilitates the District Change Team and its work
 - Provides feedback to GLISI on Improvement Initiative implementation and District Change Team progress.
 - Structures ongoing follow through learning opportunities
 - Supports, monitors, and manages school and district improvement
 - Supports school leaders completion and submission of GLISI Promising Practices
 - Contacts GLISI to secure for fee training, consulting and support as needed
- ★ **Participates in other GLISI learning opportunities:**
 - Leads follow through in order to drive full implementation of Base Camp and Leadership Summit training
 - Participates in one day IIC training to help IICs guide GLISI follow through for full implementation
 - Makes decision with Superintendent about applying for additional cohort in early spring for the following year
 - Makes decision with Superintendent about accessing additional "for fee" GLISI services as needed

The Superintendent:

★ **Models high standards of leadership and continuous improvement**

- Attends Executive Preview session with IIC, Board Chair or Board Member offered by GLISI to learn how to guide District Change Team members through the cohort experience.
- Selects IIC who meets Selection Criteria to drive full implementation of team – based improvement
- Works with IIC to plan and participate in District Change Team orientation / Kick Off session(s)
- Uses the Future Story criteria, to complete and bring the district's Future Story to Base Camp.
- Ensures a completed copy of your District Factors Analysis is provided to your IIC **before** Base Camp.
- Completes Pre-Work, Inter-session work, and “Read and Reflect” assignments.
- Models participation expectations and the adherence to GLISI norms for cohort members
- **Ensures** communication, status reporting, distribution of resources, scheduling of learning community activities to support the District Change Team.
- **Plans, measures, monitors and manages** GLISI activities to ensure fidelity of implementation

★ **Sets expectations for participant learning**

- Serves as the Leading Learner and the Leader of the District Change Team
- Leads the District Change Team to act as change agents in their schools and district

★ **Leads District Change Team (DCT)**

- Stays on-site for the duration of the events in order to maximize learning and networking opportunities
- Models and encourages active engagement in all learning opportunities presented during the events, including sessions for District Change Team collaboration and individual reflection
- Completes evaluation forms to provide co-developer feedback about the event(s) and ensures collection of completed forms from cohort members.
- Uses the information presented to develop and implement an action plan for the identified district Improvement Initiative
- Completes evaluation forms to provide co-developer feedback about the event(s)
- Completes a Commitment Form at Leadership Summit that outlines next steps

- For Superintendents of Returning Districts: You are invited to attend the Superintendent Sessions on Day 2 of Base Camp and Day 2 of Summit.
- ★ **Initiates a District Change Team and provides support to school leaders and their Better-Seeking Teams as they work on Improvement Initiatives**
 - Provides feedback to GLISI on work of District Change Team and School-based Better Seeking Teams
 - Supports, monitors, and collects and analyzes data on school and district improvement
 - Ensures Promising Practices with two years of data are written, collected and submitted to GLISI to report progress on Improvement Initiatives
- ★ **Participates in other GLISI learning opportunities, consulting with IIC as needed:**
 - With the IIC, leads follow up in order to drive full implementation of Base Camp and Leadership Summit training
 - Makes decision about applying for additional cohort in early spring for the following year
 - Makes decision about accessing GLISI for fee services

Note: After attendance by the current Superintendent in the district's first GLISI cohort, the Superintendent may appoint a designee to fulfill onsite leadership responsibilities. There should be continuous learning and a purposeful connection from cohort-to-cohort led by the Superintendent.

*A separate Memorandum of Understanding is to be signed by **each** cohort member, the IIC, and the Superintendent.*

The terms of this agreement are from July 30, 2010 to July 30, 2011.

IN WITNESS THEREOF, the _____ School District Superintendent, Improvement Implementation Coordinator (IIC), and cohort Participants have executed this agreement consisting of 7 pages.

SUPERINTENDENT:

DATE:

IIC:

DATE:

COHORT PARTICIPANT:

DATE:
