



Forward Madison
A Collaborative for Learning and Leadership

Partnership Proposal

March 17, 2014

Partnership Summary

Partner: University of Wisconsin-Madison School of Education

Term of Agreement: April 1, 2014 – June 30, 2015 (phase one)

Purpose: To craft a comprehensive induction strategy in Madison schools resulting in a workforce which can significantly impact student achievement and narrow opportunity gaps. (phase one)

Target Audience: New educators, instructional coaches, and new principals (phase one)



Partnership Category: High

Priority Focus	Direct alignment with Strategic Framework	Priority Area 4: Thriving Workforce
Resource Commitment	Total budget (including donations) is >\$300,000	\$1.3M estimated budget (includes direct and in-kind expenses for MMSD)
Participant Contact	More than 150 contact hours	Weekly contact over multiple years with district staff
# of Participants	More than 100 participants	Estimated 165 teachers plus instructional coaches and principals
Duration	Multiple years	Program models vary (1-4 years)
Locale of Program Management	Multiple sites	Program models vary but will involve mentoring and supervision at multiple schools
# of Partners	Single partner	UW-Madison School of Education

MOA Outline

- Rationale for partnering
- Goals and outcomes
- Organizational structure
- Shared roles and responsibilities
- Monitoring plan
- Program evaluation



Partnership Concept

Program Strands: induction (phase one), workforce diversity, continued professional learning

Roles/Responsibilities: Co-led, created and delivered by UW and MMSD

Timeline:

- April 2014 - program development, teams formed
- May – August 2014 - curriculum developed and finalized
- August 2014 – June 2015 – program implementation
- April 2014 – June 2015 – program assessment



Recommendation

It is recommended that the Board of Education approve the high-intensity partnership *Madison Forward: A Collaborative for Learning and Leadership* to be carried out by the University of Wisconsin-Madison School of Education and MMSD.



Memorandum of Agreement
between the Madison Metropolitan School District
and University of Wisconsin-Madison School of Education
(2014-2015)

This Memorandum of Agreement (MOA) outlines the mutually agreed upon elements of the high-intensity partnership between the Madison Metropolitan School District (MMSD) and the University of Wisconsin-Madison School of Education (SOE) that carries out **Forward Madison: A Collaborative for Learning and Leadership**

1. Statement of Shared Purpose

Through Forward Madison: A Collaborative for Learning and Leadership, MMSD and UW-Madison's SOE intend to craft a comprehensive talent development strategy in Madison schools. Partners will co-create and implement the following program strands: induction, workforce diversity, and continued professional learning (see attached concept paper). Through this work, we believe that a high quality workforce will be developed and retained which can significantly impact student achievement and narrow opportunity gaps.

The work of this partnership will be completed in three phases. **This MOA covers the work of phase one.** Phase two and three work will be articulated in an amended MOA to be developed in Spring 2015.

Program Strand		Description	Phase 1 (Spring 2014, 2014-2015)	Phase 2 (2015-2016)	Phase 3 (2016-2017)
Induction	New Teacher Induction	Program for new teachers that introduces MMSD's essential instructional strategies through seminars and mentoring.	Development and implementation	Implementation	Implementation
	Instructional Coach Induction	Program for instructional coaches that develops their knowledge base and skills related to district adopted coaching model through seminars and mentoring.	Development and implementation	Implementation	Implementation
	Principal Induction	Program for new school leaders that introduces essential leadership skills through seminars and mentoring.	Development and implementation (induction); development (preparation)	Implementation (induction and preparation)	Implementation (induction and preparation)

Workforce Diversity	Program for MMSD high school students to introduce careers in education through coursework, job shadowing, and scholarship opportunities.	Development	Implementation	Implementation
Continued Professional Learning	Program for MMSD teachers to enhance preparation and induction through ongoing training opportunities.	n/a	Development	Implementation

2. Rationale Defining Participation

Together with its community, MMSD is committed to closing opportunity gaps that exist within our student population. The district, in collaboration with staff, families and the community, developed a strategic framework specifically aimed at and committed to getting the best results for all children.

MMSD's vision, defined in its strategic framework, is that every school will be a thriving school that prepares every student for college, career and community. Central to making that vision a reality is having the very best educators serving children throughout the district. The University of Wisconsin-Madison SOE shares this vision and commitment.

Together, the University of Wisconsin-Madison SOE and MMSD will blend resources, energy, expertise, innovations and concentrated intentional efforts toward a comprehensive talent development strategy in Madison schools. We believe that great educators will produce great results for all students.

The University of Wisconsin-Madison houses a nationally top-ranked School of Education that embodies teaching for social justice and is rich with researchers, instructors, and resources that could put MMSD on the cutting edge of hiring, supporting and developing the very best educators. We believe that, together, we can significantly impact student achievement and narrow opportunity gaps through the development of a high quality workforce.

3. Specific Target Goals/Outcomes (Phase One)

Goal: To develop the capacity of our new educators, our instructional coaches and our principals through the co-creation and delivery of new models for induction.

Objectives (Phase One):

- a) Develop and implement program model and curriculum for new educator induction.
- b) Develop and implement program model and curriculum for instructional coaching induction.
- c) Develop program model and curriculum for principal induction.
- d) Develop and implement comprehensive plan for partnership/program evaluation, as well as assessments of each developed program.

Phase two and three work will be articulated in an amended MOA to be developed in Spring 2015.

4. Program Monitoring

Metrics identified to measure objectives/evidence of completion include:

- a) Develop and implement program model and curriculum for new educator induction.
 - Metrics/evidence of completion: Program model, schedule, curriculum documents; recruitment materials; roster of participants; and administered assessments that show growth and development in identified areas. Assessment activities/artifacts may include: focus groups, reflection documentation, student achievement, and observations.
- b) Develop and implement program model and curriculum for instructional coaching.
 - Metrics/evidence of completion: Program model, schedule, curriculum documents; recruitment materials; roster of participants; administered assessments that show growth and development in identified areas. Assessment activities may include: focus groups, reflection documentation, 360 feedback, and observations.
- c) Develop program model and curriculum for principal induction.
 - Metrics/evidence of completion: Program model, schedule, curriculum documents; recruitment materials; roster of partnerships; administered assessments that show growth and development in identified areas. Assessment activities artifacts may include: focus groups, reflection documentation, student achievement, and observations.
- d) Develop and implement comprehensive plan for partnership/program evaluation, as well as assessments of each developed program.
 - Metrics/evidence of completion: Program evaluation plan and assessment documents; administered assessments that show progress toward both short and long-term goals agreed upon by both parties involved. This may be conducted by a third party.

The Leadership Team and Director of Strategic Partnerships and Innovation will meet to review progress towards meeting specified goals and objectives in June 2014, January 2015, and June 2015.

5. Timeframe

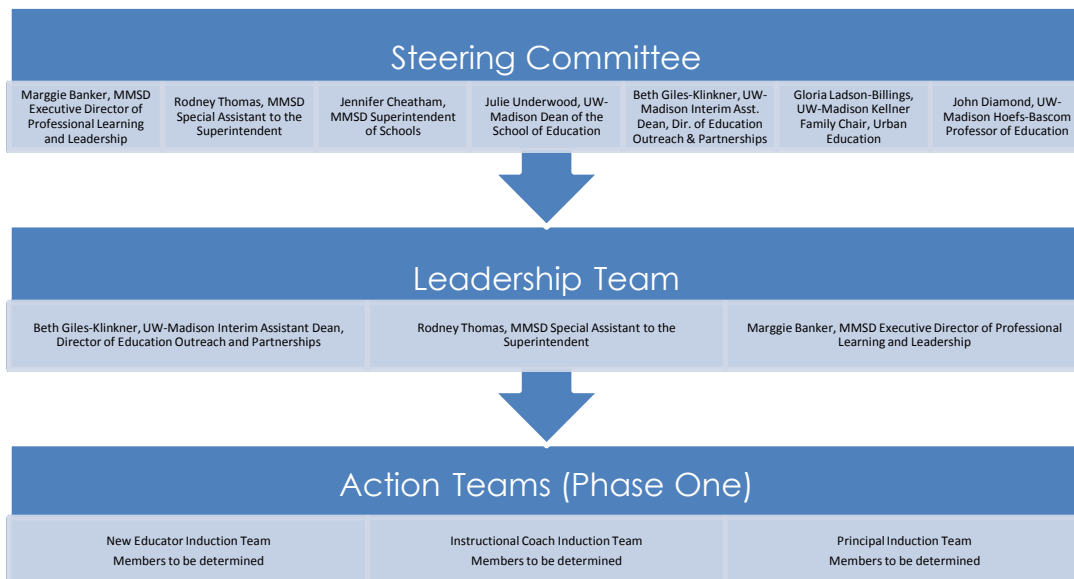
The term of this agreement shall be from April 1, 2014 to June 30, 2015.

Proposed Phase One Timeline

- April 1, 2014 – April 30, 2014 program development, collaborative teams formed
- May 1, 2014 – August 1, 2014 - curriculum developed and finalized for the following efforts: teacher induction, principal induction and coaching induction
- August 1, 2014 – June 30, 2015 – program implementation
- April 15, 2014 – June 30, 2015 – program assessment

Month	Actions
April '14	<ul style="list-style-type: none"> Develop work plan for Action Teams, determine membership Create communication plan Examine existing models, Cross & Jofus recommendations on screening, selection and hiring, MMSD's essential instructional strategies, relevant research Develop plan for advisory committee and community group involvement Develop district coaching model Develop program models and curricula
May '14	<ul style="list-style-type: none"> Develop program evaluation plan Develop data sharing agreement (as needed) Program models and curricula complete Recruit and hire principal coaches Recruit and hire mentors
June '14	<ul style="list-style-type: none"> Coordinate program logistics and activities Program evaluation plan complete Program assessments complete Launch new principal induction program
July '14	<ul style="list-style-type: none"> Coordinate program logistics and activities New teacher and instructional coach program participants identified
August '14	<ul style="list-style-type: none"> Deliver launch event for new teacher induction and instructional coach induction
Sep '14-June '15	<ul style="list-style-type: none"> Implement induction programs
May '15	<ul style="list-style-type: none"> Implement induction programs Recruitment for induction programs
June '15	<ul style="list-style-type: none"> Implement induction programs Recruitment for induction programs

6. Organizational Structure and Responsibilities



MMSD:

Under the administrative lead of the Special Assistant to the Superintendent, MMSD is dedicated to organizing committed staff with appropriate areas of expertise to collaborate in advising the program, contributing to program development, reviewing the developed curriculum and assisting in assessment and evaluation of the program. Additionally, MMSD will provide instructional lead work during the implementation phases of the project.

- Designate staff to serve on the Steering Committee, Leadership Team, and Action Teams.
- Participate in regular meetings (Steering Committee, Leadership Team, Action Teams) to support on-going development of partnership.
- Create communication plan, in collaboration with SOE.
- Support development of plan for comprehensive partnership/program evaluation, in collaboration with SOE.
- Develop data-sharing agreement as needed.
- Examine existing models of new teacher induction, instructional coach induction, and principal induction.
- Work with SOE staff and faculty to assess the needs and priorities for new teacher induction, instructional coach induction, and principal induction.
- Collect and consult relevant research regarding induction models.
- Review Cross and Joftus recommendations, MMSD's essential instructional strategies, and other foundational documents, in collaboration with SOE.
- Develop district coaching model.
- Develop program goals, program model, curriculum and assessment for new teacher induction, instructional coaching, and principal induction, in collaboration with SOE. Curriculum will be co-created and specific to MMSD.
- Identify participants for the 2014-2015 induction programs.
- Co-lead delivery of instruction for program models as intended.

SOE:

Under the administrative lead of the Education Outreach and Partnerships Office (EOP), UW Madison SOE is dedicated to organizing committed faculty with appropriate areas of expertise to collaborate in advising the program, contributing to program development, reviewing the developed curriculum and assisting in assessment and evaluation of the program. Additionally, the UW SOE will provide instructional lead work during the implementation phases of the project.

- Designate staff to serve on the Steering Committee, Leadership Team, and Action Teams.
- Participate in regular meetings (Steering Committee, Leadership Team, Action Teams) to support on-going development of partnership.
- Support development of communication plan.
- Develop plan for comprehensive partnership/program evaluation, in collaboration with MMSD.
- Examine existing models of new teacher induction, instructional coach induction, and principal induction.
- Work with MMSD staff to assess the needs and priorities for new teacher induction, instructional coach induction, and principal induction.
- Review Cross and Joftus recommendations, MMSD's essential instructional strategies, MMSD's district coaching model, and other foundational documents, in collaboration with MMSD.
- Develop program goals, program model, curriculum and assessment for new teacher induction, instructional coaching, and principal induction, in collaboration with MMSD. Curriculum will be co-created and specific to MMSD.

- Co-lead delivery of instruction for program models as intended.

7. Lines and Frequency of Communication

- Leadership Team and Action Team members will engage in on-going communication around partnership development.
- Leadership Team will meet weekly.
- Action Teams will meet on a regular schedule to be determined.
- Steering Committee will meet monthly.
- The Leadership Team and Director of Strategic Partnerships and Innovation will meet to review progress towards meeting specified goals and responsibilities outlined within this MOA in June 2014, January 2015, and June 2014.

8. Decision-Making Authority

	Joint	MMSD	SOE
Human Resources	X		
Budget/Fundraising	X		
Program design	X		
Participant recruitment		X	
Participant selection		X	
Program delivery	X		
Residency placement		X	
Participant mentorship/ supervision		X	
Accessing Teacher Data		X	
Program evaluation			X

9. Public Relations

To be reviewed by both partners prior to publication/release.

10. Partner In-Kind Contributions

MMSD will provide (in-kind):

- Staff time (Special Asst. to Superintendent, Exec. Dir. of Professional Learning and Leadership Development, action team members, etc.)
- Materials
- Principal Leadership Coaches
- Mentors
- Program Support Teachers

SOE will provide (in-kind):

- Staff time (EOP staff, faculty, teaching assistant, coaching consultant, etc.)
- Faculty time and involvement
- Advisory committee cost
- Teaching assistant

- Coaching consultant
- Travel
- Faculty feedback loop development
- Evaluation/assessment
- Materials for participants
- Space for meetings, events if necessary

11. Budget Information

See attached.

12. Fundraising

MMSD and EOP will seek funding opportunities and collaboratively develop proposals.

13. Access to and Use of Data

MMSD will develop a data-sharing agreement with SOE as part of development of the partnership/program evaluation plan.

14. Composition and Role of Advisory Board

Advisory committee to be developed.

15. Involvement of Other Community Groups

Community group involved to be determined.

16. Indemnity and Insurance.

a. The Parties agree that, by virtue of entering into this agreement, the MMSD is in no way assuming any liability associated with or any role in supervising or directing the activities, programs or operations of SOE, and nothing in this MOA is intended to create any relationship of third-party beneficiary, principal or agent, joint venture or similar association.

b. Each Party shall be responsible for the consequences of their own acts or omissions and shall hold harmless the other party and its employees from and against any and all liability, claims, demands, damages and costs whatsoever including without limitation attorney's fees arising from any act or failure to act occurring in the performance of this MOA.

17. Confidentiality

Each party shall protect and maintain any confidential information shared with it by the other as required by state and federal laws.

18. Non-Discrimination

Parties agree not to discriminate on bases prohibited by federal, state, or local laws, ordinances or regulations, including but not limited to applicable Titles of the Civil Rights Act of 1964, and Section 504 of the Rehabilitation Act of 1973, as amended.

19. Program Termination

Either party may terminate this MOA upon 60 days written notice to the other.

20. Program Property

In the event the MMSD terminates this MOA, unless SOE wishes to donate same, all finished and unfinished documents, services, papers, data, products, and the like prepared, produced or made by EOP and any purchases of materials or equipment made by SOE for this project shall remain the property of SOE, and SOE shall maintain records that will clearly identify such materials or equipment. Any MMSD property used or any material or equipment purchased by MMSD for the Pathways to Professional Excellence Collaborative, shall remain the property of MMSD.

21. Personnel

SOE agrees to secure at its own expense all personnel, necessary to carry out its obligations under this MOA unless otherwise provided for in this MOA.

23. Controlling Law

It is expressly understood and agreed to by the parties hereto that in the event of any disagreement or controversy between the parties, Wisconsin law shall be controlling.

24. Exclusivity of Agreement

This entire MOA is intended to be an agreement solely between the parties hereto and for their benefit only. No part of the MOA shall be construed to add to, supplement, amend, abridge or repeal existing duties, rights, benefits or privileges of any third party or parties, including but not limited to employees of either of the parties.

25. Entirety of Agreement

The entire agreement of the parties is contained herein and this MOA supersedes any and all oral agreements and negotiations between the parties relating to the subject matter hereof. The parties expressly agree that this MOA shall not be amended in any fashion except in writing, executed by both parties.

26. Severability

If any provision of the Agreement shall be held to be invalid or unenforceable for any reason, the remaining provisions shall continue to be valid and enforceable.

27. Authority

By signing below, each person hereby represents that he/she has the authority to sign this MOA and bind the party to adhere to its terms.

28. Statement of Agreement

Both parties agree to the terms of this MOA.

UW-Madison Authorized Signatory

Jennifer Cheatham, MMSD Superintendent
of Schools

Date signed

Date signed

Jessica Hankey, MMSD Director of Strategic
Partnerships & Innovation

Date signed

Michael Barry, MMSD Secretary to the Board

Date signed



School of Education
UNIVERSITY OF WISCONSIN-MADISON

MADISON METROPOLITAN
SCHOOL DISTRICT



Forward Madison

A UW-Madison School of Education and Madison Metropolitan School District Collaborative for Learning and Leadership

Together with its community, the Madison Metropolitan School District is committed to closing opportunity gaps that exist within our student population. MMSD's vision, defined in its strategic framework, is that **every school will be a thriving school that prepares every student for college, career and community.** The University of Wisconsin-Madison School of Education shares this vision and commitment. We believe we can significantly impact student achievement and narrow opportunity gaps by working together.

The University of Wisconsin-Madison School of Education staff and faculty, informed by high quality research, will team with the district to create a multi-year effort focused on talent development. In the future, this model can be replicated with other districts and partners. The key components include:

1. Comprehensive Induction Strategy – Professional pathways for teachers, coaches and school leaders

A crucial factor for raising student achievement and closing opportunity gaps is the teacher and the school leadership team. We will come together and use relevant research to focus on developing the capacity of new educators, instructional coaches and school leaders, emphasizing both induction and possible adaptations in preparation models.

New Teacher Induction – co-created teacher induction model

Instructional Coaching – co-created instructional coach induction model

Principal Leadership – co-created principal induction model

2. Explore Efforts to Improve Workforce Diversity – Early Exposure

The partners will collaboratively plan and conduct a series of activities with the goals of raising the visibility of and promoting teaching as a profession with under-represented MMSD middle and high school students. This may include school visits from School of Education faculty and staff and campus events for middle school students; high school course work, job shadowing opportunities, and “future teacher” activities for high school students; collaborations with current precollege programs; and the exploration of financial support from the district and the campus for academically high-performing students from diverse backgrounds who choose UW-Madison for teacher preparation.

3. Commitment to Continued Professional Learning – Responsive and Affordable

Finally, both MMSD and UW-Madison School of Education believe educational professionals deserve and need continued professional learning opportunities. To support MMSD, UW-Madison School of Education will work to develop relevant and affordable programs and professional learning experiences for MMSD teachers. These experiences will lead to professional learning communities and continue to create an atmosphere of professional growth for the district employees.

Forward Madison: A Collaborative for Learning and Leadership
Proposed Budget 4/1/14 - 6/30/15 (15 mos)

Expense Description	UW-Madison In-kind	MMSD In-kind (current expense)	Forward Madison (new expense)
Personnel			
Salary Director of EOP (40% FTE)	\$ 56,100.00		
Fringe Director of EOP	\$ 22,440.00		
Salary Additional EOP staff (20% FTE)	\$ 36,000.00		
Fringe Additional EOP staff	\$ 14,400.00		
Salary Faculty (incl. Ladson-Billings, Diamond)	\$ 168,000.00		
Fringe Faculty (incl. Ladson-Billings, Diamond)	\$ 67,200.00		
Salary Special Asst. to Supt. (80% FTE)		\$ 63,744.00	
Fringe Special Asst. to Supt.		\$ 25,497.60	
Salary design team members		\$ 29,760.00	
Fringe design team members		\$ 11,904.00	
stipend design team members (4 teachers/40 per hr/4hrx14mos)	\$ 8,960.00		
stipend design team members (1 principals)	\$ 2,500.00		
Other Personnel - Contractual Services			
Coaching consultant	\$ 15,000.00		
Evaluation/assessment	\$ 30,000.00		
Faculty feedback loop	\$ 15,000.00		
Principal Leadership Coaches (1 High School, 3 Elementary, 2 Middle School)			\$ 18,000.00
Mentors (4 FTE serving 60 new elementary educators) 2hr/monthx10mon/40per hr			\$ 306,764.00
Retired Mentors (serving 75 new educators) 4hr/monthx9months/40per hr		\$ 180,000.00	\$ 8,880.00
Program Support Teachers (serving 36 new special ed and student services)		\$ 183,960.00	
Extended Employment Fees			
New Hires - monthly seminar			\$ 35,640.00
New Educator Institute Presenters		\$ 3,200.00	
Supplies			
Program materials	\$ 10,500.00		
Other Expenses			
Facility Rental - New Educator Institute (2 days, LaFollette auditorium)	\$ 420.00		
Food - New Educator Institute	\$ 5,500.00		
Sub-Total	\$ 452,020.00	\$ 498,065.60	\$ 369,284.00

UW-Madison In-Kind Total	\$ 452,020.00
MMSD In-Kind Total (current expenses)	\$ 498,065.60
Forward Madison (new expenses/fundraising goal)	\$ 369,284.00
Project Total	\$ 1,319,369.60