



NEW HAVEN PUBLIC SCHOOLS
AGREEMENT COVER SHEET

Please Type

Contractor full name: Learning Innovation Catalyst LLC

Doing Business As, if applicable:

Business Address: 317 Ingraham Street NW, Washington DC 20011

Business Phone: (833) 354-6263

Business email: nathaliamontoya@linclearning.com

SS# OR Tax ID #:

Funding Source & Acct # including location code: 190 410 00 56694 (Funding will be utilized from the CARES ACT to pay for these services.)

Principal or Supervisor: Keisha Redd-Hannans

Agreement Effective Dates: From 07/01/2020. To 06/30/2021.

Hourly rate or per session rate or per day rate.

Total amount: \$4,000 per full day for district-only workshops; \$2,000 per half day

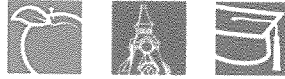
LINCspring + Workshops	
6 - Half Day Leadership Workshops:	\$12,000
10 - Full Day Teacher Workshops:	\$40,000
3 - Full Day Workshops: Deepening Blended Learning Practice:	\$12,000
District Wide Access to LINCspring, LINCspring LIVE!:	\$205,000
Total: \$269,000	
(Per educator breakdown is \$114.48 for teachers, administrators and paraprofessionals)	

Description of Service: Please provide a one or two sentence description of the service.

Please do not write "see attached."

Learning Innovation Catalyst LLC, LINC provides professional development and training based on over 15 years of research from Stanford University to school teachers and administrators in support of student-centered remote, blended, and personalized learning. Each educator has access to a personalized learning platform that is supported by LINC coaches within each cycle (lesson) to provide individualized support.

Submitted by: Keisha Redd-Hannans
Phone: 475-220-1017



NEW HAVEN PUBLIC SCHOOLS
Memorandum

To: New Haven Board of Education Finance and Operations Committee
From: Keisha Redd-Hannans
Date: June 15, 2020
Re: Professional Development (Learning Innovation Catalyst LLC)

Executive Summary/ Statement: (Please provide 1-2 sentences describing the Service – do not leave blank): Learning Innovation Catalyst LLC, LINC provides professional development and training based on over 15 years of research from Stanford University to school teachers and administrators in support of student-centered remote, blended, and personalized learning. Each educator has access to a personalized learning platform that is supported by LINC coaches within each cycle (lesson) to provide individualized support.

Amount of Agreement and the Daily, Hourly or per Session Cost:

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3 - Full Day Workshops: Deepening Blended Learning Practice:	\$12,000
District Wide Access to LINCspring, LINCspring LIVE!:	\$205,000
Total: \$269,000	
(Per educator breakdown is \$114.48 for teachers, administrators and paraprofessionals)	

Funding Source & Account #: 190 410 00 56694 (Funding will be utilized from the CARES ACT to pay for these services.)

Key Questions: (Please have someone ready to discuss the details of each question during the Finance & Operations meeting or this proposal might not be advanced for consideration by the full Board of Education):

1. Please describe how this service is strategically aligned to the District Continuous Improvement Plan?

The mission of New Haven Public Schools is to provide all students with personalized, authentic, and engaging learning experiences. LINC's professional development sessions will equip our educators with the skills they need to achieve this mission in a blended learning environment. Additionally, the purchase of a

district license will ensure all schools access to LINC's professional development opportunities, which will strengthen the quality of instruction across all schools in the system.

2. What specific need will this contractor address?

LINC will support the district's efforts to provide high quality, equitable instruction to students as we anticipate continuing remote learning and engaging in a hybrid learning model during the 2020-2021 academic year.

3. How was the contractor selected? Quotes? RFP? Sealed Bid or Sole Source? Please describe the selection process including other sources considered and the rationale for selecting this method of selection: Sole Source

4. If this is a continuation service, when was the last time the alternatives were sought?
n/a

5. What specific skill set does this contractor bring to the project?

LINC offers a unique virtual coaching and online PD platform that includes both synchronous and asynchronous offerings. Further, the model they used is research based and focused on critical, transformational shifts in classroom practices, remote and blended learning, leadership and more. All content has the backing of a coach within the system to support each educator during the year. They have the only solution set of this type on the market.

6. How does this contractor fit into the project as a whole? (If the contractor is an individual, please attach a copy of their resume):

The founders of LINC are two of the authors of *Blended Learning in Action: A Practical Guide toward Sustainable Change* and they were also educators. The coaching sessions will be led by trained professionals and all strategies will be research-based practices that have proven to be effective in a blended environment. The professional development sessions allow educators to engage in content at their own pace with a professional learning community to complete continuous improvement cycles.

Please see response number one.

7. Is this a new or continuation service? New service

8. If this is a continuation service has cost increased? n/a

a) If yes, by how much?

b) What would an alternative contractor cost?

c) Is this a service existing staff could provide? Why or why not?

9. Evidence of Effectiveness: How will the contractor's performance be monitored and evaluated?

The effectiveness of the contractor's services will be measured by the number of cycles completed by educators, hours spent on the platform, classroom observations, and student engagement in distant learning.

10. If a continuation service, attach a copy of the previous evaluations or archival data demonstrating effectiveness. (If archival data includes lengthy reports, syllabi, training materials, etc., please have a copy available for review) n/a

11. If the service is a professional development program, can the training be provided internally, by district staff?

a) If not, why not?

LINC will provide professional learning and supports to central office administrators, school-based administrators, teachers, and paraprofessionals across the entire District in leading and teaching in a hybrid environment. This focused and targeted professional learning will take place in the summer and throughout the entire school year. Staff will have access to over 150 hours of self-paced, customizable content focused on preparing staff for rich, student-centered hybrid learning environments. The district does not have any staff solely assigned to create, monitor, and provide supports to ensure that all 2,376 staff members are equipped with the necessary skills to be proficient in a hybrid environment.

b) How will the output of this Agreement contribute to building internal capabilities?

LINC facilitators will build the capacity of Curriculum Supervisors and teacher leaders through extended professional learning opportunities. Therefore, it is expected by the end of this agreement that internal capacity would have been built to deliver professional development on highly effective teaching strategies in a hybrid environment to staff in the future.

12. Why do you believe this Agreement is fiscally sound?

Through this contract, we will be able to significantly impact teaching practices and support educators (teachers, administrators, and paraprofessionals) in this challenging time for about \$115 per educator for the entire school year (based on total contract value \$269,000 and 2,376 staff members). Each educator will have targeted coaching and professional development that is personalized and ongoing throughout the entire year. This solution provides access and equity for the entire district to

impact how we deliver and educate our students during this pandemic and in the future.

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District Wide Access to LINCspring, LINCspring LIVE!:	\$205,000
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(Per educator breakdown is \$113.22 for teachers, administrators and paraprofessionals)	

13. What are the implications of not approving this Agreement?

The implementation of professional learning opportunities on teaching in a hybrid environment for staff will vary by school. This will lead to inequities across teaching and students' access to high quality instruction. Educators will continue to struggle across the district in implementing high quality and personalized units and lessons in a hybrid environment.



NEW HAVEN PUBLIC SCHOOLS

AGREEMENT

By And Between

**The New Haven Board of Education
AND**

(Insert Contractor Name Here)

FOR DEPARTMENT/PROGRAM:

(Insert School or Department Name Here)

This Agreement entered into on the 22 day of June 2020, effective (*start date no sooner than the day after Board of Education Approval*), on the 1 day of July, 2020, by and between the New Haven Board of Education (herein referred to as the “Board” and, Learning Innovation Catalyst LLC located at 317 Ingraham Ave, Washington DC 20011, (herein referred to as the “Contractor”).

Compensation: The Board shall pay the contractor for satisfactory performance of services required the amount of \$_____ per day, hour or session, for a total of _____ days, hours or sessions. (please see breakdown below)

The maximum amount the contractor shall be paid under this agreement: Two hundred sixty nine thousand (\$269,000). Compensation will be made upon submission of an itemized invoice which includes a detailed description of work performed and date of service.

LINCspring + Workshops	
6 - Half Day Leadership Workshops:	\$12,000
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District Wide Access to LINCspring, LINCspring LIVE!:	\$205,000
(Per educator breakdown is \$114.48 for teachers, administrators and paraprofessionals)	
Total: \$269,000	

Fiscal support for this Agreement shall be by CARES ACT **Program** of the New Haven Board of Education, **Account Number:** 190 - 410 00 - 56694

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Location Code: _ _ _ _ .

This agreement shall remain in effect from 07/01/2020 to 06/30/2021.

SCOPE OF SERVICE: *Please describe service deliverables, including, locations and costs for service, including travel and supplies, if applicable. A detailed Scope of Service with pricing must be attached as Exhibit A).*

Please do not leave this section blank

To accomplish the district's goals of setting a shared understanding of and approach to blended, remote, and hybrid learning, LINC recommends three key components for a comprehensive implementation.

- ONE: Reentry Planning and Implementation Assessment - determine school and teacher readiness to ensure customized support
- TWO: Leadership Planning and Preparation - build the capacity of school and district leadership to plan, implement and sustain high quality remote and digital learning
- THREE: Teacher Development - deliver multi-layered support to teachers through personalized, asynchronous content and supported coaching

1: No Cost School Reentry Planning And Implementation Assessment

To assist you in your thinking, the LINC team has created the School Reentry Planning and Implementation Assessment. The 15-item assessment takes less than 5 minutes and, at the end, shares guidance relevant to your level of preparedness.

The School Reentry Planning and Implementation Assessment covers four key areas of preparation

- Remote & Hybrid Learning Culture
- Remote & Hybrid Learning Teacher Capacity
- Remote & Hybrid Learning Instructional Strategies
- Remote & Hybrid Learning Tools

District leaders can ask all principals to assess their planning and implementation at the school level. Principals can ask teachers to assess their own implementations. Have everyone complete the assessment and we'll pull the data for you.

2: For Leaders

Each Principal/leadership team will have access to a variety of resources focused on planning and preparing the school community for a successful shift to hybrid and remote learning in addition to Summer Workshops.

Through LINCspring, leadership teams will be provided:

- Access to the online Remote Learning Readiness Assessment and recommendations for implementation, along with reports as requested
- Access to LINCspring Essentials and Remote Learning libraries
- Access to LINCspring reporting and virtual visibility features
- Access to a pre-recorded onboarding video for sharing with faculty, specialists, and staff
- Access to ongoing LINC virtual coaching for leaders through LINCspring messaging

In addition, a series of Summer Workshops are outlined below. The workshops will provide opportunities for New Haven leaders to explore key strategies for remote and hybrid learning, better understanding of how to support and supervise remote learning, and to adopt key practices that ensure the necessary shifts in instruction. Given the significant portion of the school year that may be spent in online or hybrid learning, leaders must learn how to ensure high quality and equitable instruction for all students.

3: For Teachers

Teachers will be prepared to plan and deliver engaging and rigorous remote, hybrid learning to students. Teachers will also learn general practices, approaches, and strategies for technology integration and equitable, personalized learning. Each teacher will have access to over 150 hours of professional development through LINCspring. This includes:

- A recorded onboarding video that introduces the LINCspring platform
- Access to LINCspring Essentials, Remote Learning and Google Classroom Libraries
- Access to ongoing LINC virtual coaching through LINCspring messaging
- Access to all synchronous and asynchronous PD opportunities offered through LINCspring Live!

In addition, a series of Summer Workshops for teachers are outlined below. The workshops will provide opportunities for New Haven teachers to explore key strategies for remote and hybrid learning, better understanding of how to develop remote learning experiences, and to adopt key practices that ensure the necessary shifts for remote instruction. Given the significant portion of the school year that may be spent in online or hybrid learning, teachers must learn how to deliver high quality and equitable instruction for all students.

Also, our paraprofessionals will also have access to over 150 hours of professional development through LINC spring.

Exhibit A: Scope of Service: Please attach contractor's detailed Scope of Service with all costs for services including travel and supplies, if applicable.

Exhibit B: Student Data and Privacy Agreement: Attached

APPROVAL: This Agreement must be approved by the New Haven Board of Education ***prior to service start date***. Contactors may begin service no sooner than the day after Board of Education approval.

HOLD HARMLESS: The Contractor shall insure and/or indemnify the Board and its members, employees and agents against all claims, suits, and expenses, including reasonable attorney's fees, in connection with loss of life, bodily injury or property damage arising from any neglect act or omission of the Contractor or its employees or agents. Further, the Contractor covenants and agrees that it shall hold the Board and its members, employees and agents harmless against any and all claims, suits judgments of any description whatsoever caused by the Contractor's breach of this agreement or based upon the conduct of the Contractor, or its agents or its employees or arising out of in connection with their activities under this agreement.

TERMINATION: The Board may cancel this agreement for any reason upon thirty (30) days' written notice sent to the Contractor by certified U.S. mail, return receipt requested; provided however, that the Board shall be responsible to the Contractor for all services rendered by the Contractor through the last day of thirty (30) day notice period, as long as the Agreement was approved by the Board prior to the start date of service.



Contractor Signature

President
New Haven Board of Education

8 June 2020

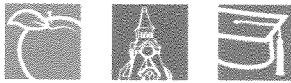
Date

Date

Scott C. Noon - Chief Revenue Officer

Contractor Printed Name & Title

Revised: 12/3/19



NEW HAVEN PUBLIC SCHOOLS

EXHIBIT B

STUDENT DATA PRIVACY AGREEMENT SPECIAL TERMS AND CONDITIONS

For the purposes of this Exhibit B "directory information," "de-identified student information," "school purposes," "student information," "student records," "student-generated content," and "targeted advertising" shall be as defined by Conn. Gen. Stat. §10-234aa.

1. All student records, student information, and student-generated content (collectively, "student data") provided or accessed pursuant this Agreement or any other services agreement between the Parties are not the property of, or under the control of, the Contractor.
2. The Board shall have access to and the ability to delete student data in the possession of the Contractor except in instances where such data is (A) otherwise prohibited from deletion or required to be retained under state or federal law, or (B) stored as a copy as part of a disaster recovery storage system and that is (i) inaccessible to the public, and (ii) unable to be used in the normal course of business by the Contractor. The Board may request the deletion of any such student information, student records or student-generated content if such copy has been used by the operator to repopulate accessible data following a disaster recovery. The Board may request the deletion of student data by the contractor within two (2) business days of receiving such a request and provide to the Board confirmation via electronic mail that the student data has been deleted in accordance with the request, the date of its deletion, and the manner in which it has been deleted. The confirmation shall contain a written assurance from the Contractor that proper disposal of the data has occurred in order to prevent the unauthorized access or use of student data and that deletion has occurred in accordance with industry standards/practices/protocols.
3. The Contractor shall not use student data for any purposes other than those authorized pursuant to this Agreement.
4. A student, parent or legal guardian of a student may review personally identifiable information contained in student data and correct any erroneous information, if any, in such student data. If the Contractor receives a request to review student data in the Contractor's possession directly from a student, parent, or guardian, the Contractor agrees to refer that individual to the Board and to notify the Board within two (2) business days of receiving such a request. The Contractor agrees to work cooperatively with the Board to permit a student, parent, or guardian to review

personally identifiable information in student data that has been shared with the Contractor, and correct any erroneous information therein.

5. The Contractor shall take actions designed to ensure the security and confidentiality of student data.
6. The Contractor will notify the Board, in accordance with Conn. Gen. Stat. § 10-234dd, when there has been an unauthorized release, disclosure or acquisition of student data. Such notification will include the following steps:

Upon discovery by the Contractor of a breach of student data, the Contractor shall conduct an investigation and restore the integrity of its data systems and, without unreasonable delay, but not more than thirty (30) days after such discovery, shall provide the Board with a more detailed notice of the breach, including but not limited to the date and time of the breach; name(s) of the student(s) whose student data was released, disclosed or acquired; nature of and extent of the breach; and measures taken to ensure that such a breach does not occur in the future.

7. Student data shall not be retained or available to the Contractor upon expiration of the contract between the Contractor and Board, except a student, parent or legal guardian of a student may choose independently to establish or maintain an electronic account with the Contractor after the expiration of such contract for the purpose of storing student- generated content.
8. The Contractor and Board shall each ensure their own compliance with the Family Educational Rights and Privacy Act of 1974, 20 U.S.C. § 1232g, as amended from time to time.
9. The Contractor acknowledges and agrees to comply with the above and all other applicable aspects of Connecticut's Student Data Privacy law according to Connecticut General Statutes §§ 10-234aa through 10-234dd.
10. The Parties agree that this Agreement controls over any inconsistent terms or conditions contained within any other agreement entered into by the Parties concerning student data.

Advancing New Haven Public Schools Remote and Hybrid Learning to the Next Level

LINC is proud to propose professional development solutions for New Haven Public Schools in support of your goal to reimagine schooling for the fall of 2020. The following proposal outlines the LINC's support to **rapidly advance teachers' practice in the effective delivery of remote learning while building critical 21st century teaching skills.**

The LINC solution is a multi-layered approach to professional development rooted in over 15 years of research from Stanford University. Our methodology is designed to meet educators where they are while giving them ongoing guidance and support as needed throughout the process.

LINCspring, LINC's virtual coaching and professional development platform will be the core resource for the proposed scope of work below. LINCspring combines learning modules, live workshops, and access to LINC's coaching team to make the necessary shift to remote, blended, and hybrid learning.

Service	Description
LINCspring Remote Learning Playlist	<p>LINCspring Remote Learning Playlist includes over 20 hours of self-paced, customizable content focused on preparing teachers for effectively delivering virtual and remote instruction. Cycles include:</p> <ul style="list-style-type: none"> • Shifting to Remote Learning • Flipped Learning in Action • Formative Assessment • Onboarding and Supporting Students • Learning Management System, and many more
LINCspring Google Classroom Playlist	<p>Google Classroom Playlist Includes an additional 10 hours of online professional learning:</p> <ul style="list-style-type: none"> • Google Classroom 101: Setting Up Google Classroom • Google Classroom 102: Creating Assignments • Google Classroom 103: Providing Feedback to Students • Differentiation with Google Classroom Grouping • Increasing Connectivity & Agency with Google Classroom Discussion Features
LINCspring Essentials Library	<p>LINCspring Essentials Library includes over 150 hours of self-paced, customizable content focused on preparing teachers for rich, student-centered classrooms. Cycles are listed online at http://linclearning.com/cycles.</p>

LINC Virtual Coach Access	LINCspring Virtual Coach: Teachers will have ongoing access to live LINC coaches via LINCspring on-demand coaching feature M-F 9am-6pm EST <i>unless otherwise negotiated.</i>
LINCspring Live! PD Workshops	LINCspring Live! PD Workshops: Opportunities to register for weekly synchronous and asynchronous virtual PD for LINCspring users, delivered by LINC coaches and/or partners.
LINC Pre-recorded Virtual Workshop	Virtual Workshop - Shifting to Remote Learning and LINCspring Onboarding: In this virtual workshop, teachers will be guided through the process of creating and modifying lesson plans for distance learning. Participants will be onboarded using LINCspring and begin to experience distance and blended learning as learners.

Scope of Work

To accomplish the district's goals of setting a shared understanding of and approach to blended, remote, and hybrid learning, LINC recommends three key components for a comprehensive implementation.

- **ONE: Reentry Planning and Implementation Assessment** - determine school and teacher readiness to ensure customized support
- **TWO: Leadership Planning and Preparation** - build the capacity of school and district leadership to plan, implement and sustain high quality remote and digital learning
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In addition, a series of **Summer Workshops** are outlined below. The workshops will provide opportunities for New Haven leaders to explore key strategies for remote and hybrid learning, better understanding of how to support and supervise remote learning, and to adopt key practices that ensure the necessary shifts in instruction. Given the significant portion of the school year that may be spent in online or hybrid learning, leaders must learn how to ensure high quality and equitable instruction for all students.

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Summer Workshop Proposal

LINC is providing a customized professional development plan for New Haven Public Schools to include Summer Workshops that are targeted towards leadership (6 total half day sessions) and teachers (10 total full days sessions) and 3 additional full day sessions during the school year..

Leadership Workshops- Leveraging LINCspring for Next Generation PD

3 Half Days (6 total)

Offered 2x: Week of July 6 & Week of Aug 3

	July 8 & Aug 3	July 9 & Aug 4	July 10 & Aug 5
9am - 12pm	9:00-10:15: Session 1 <i>Intro to LINCspring</i> 10:30-11:45: Session 2 <i>Creating Your LINCspring Implementation Plan</i>	9:00-10:15: Session 3 <i>Leveraging LINCspring for PD & PLCs</i> 10:30-11:45: Session 4 <i>Coaching and Supporting Teachers through LINCspring</i>	9:00-10:15: Session 5 <i>Blended Learning Look-fors</i> 10:30-11:45: Session 6 <i>Creating Original Content in LINCspring: A Guide to Cycle Writing</i>

Teacher Workshops: Delivering High Quality Blended Learning

5 Full Days (10 total summer teacher workshops)

Offered 2x: Week of July 20 & Week of July 27

	July 20 & 27	July 21 & 28	July 22 & 29
9am - 12pm (EL)	9:00-10:15: Session 1 <i>Understanding the Why & the What of Blended Learning</i> 10:30-11:45: Session 2 <i>Building 21C Student Mindset for Agency & Engagement</i>	9:00-10:15: Session 3 <i>Creating Agreements & Accountability Structures for Hybrid Learning</i> 10:30-11:45: Session 4 <i>Creating Self-Paced Units of Study</i>	9:00-10:15: Session 5 <i>Leveraging Flipped Learning & Face to Face Instruction</i> 10:30-11:45: Session 6 <i>Key Strategies for Digital Collaboration</i>
9am - 12pm (MS/HS)	9:00-10:15: Session 1 <i>Understanding the Why & the What of Blended Learning</i> 10:30-11:45: Session 2 <i>Building 21C Student Mindset for Agency & Engagement</i>	9:00-10:15: Session 3 <i>Creating Agreements & Accountability Structures for Hybrid Learning</i> 10:30-11:45: Session 4 <i>Creating Self-Paced Units of Study</i>	9:00-10:15: Session 5 <i>Leveraging Flipped Learning & Face to Face Instruction</i> 10:30-11:45: Session 6 <i>Key Strategies for Digital Collaboration</i>

	July 23 & 30	July 24 & 31
9am - 12pm (EL)	9:00-10:15: Session 7 <i>Creating Community in the Digital Classroom</i> 10:30-11:45: Session 8 <i>Empowering Student Engagement through the PAACC</i>	9:00-10:15: Session 9 <i>Personalizing Units to Address Learning Gaps</i> 10:30-11:45: Session 10 <i>Exploring Formative Assessment Tools</i>
9am - 12pm (MS/HS)	9:00-10:15: Session 7 <i>Creating Community in the Digital Classroom</i> 10:30-11:45: Session 8 <i>Empowering Student Engagement through the PAACC</i>	9:00-10:15: Session 9 <i>Personalizing Units to Address Learning Gaps</i> 10:30-11:45: Session 10 <i>Exploring Formative Assessment Tools</i>

3 Teacher Workshop days to be delivered during the school year:
 Deepening Your Blended Learning Practice - Dates to be determined

Within the Core model, LINC will provide an additional 3 days of open sessions for educators across the district throughout the year based on NHPS schedule. The morning and afternoon sessions can cover a wide range of topics at various skill levels designed to deepen and advance remote/hybrid instruction. LINC will collaborate with district leaders to determine what content would be most relevant for each group of teachers: those who are more advanced and who may go deeper into the pedagogy of blended learning, and those who may need more direct skill building around digital tools or strategies.

Pricing

LINCspring + Workshops	
6 - Half Day Leadership Workshops:	\$12,000
10 - Full Day Teacher Workshops:	\$40,000
3 - Full Day Workshops: Deepening Blended Learning Practice:	\$12,000
District Wide Access to LINCspring, LINCspring LIVE!:	\$205,000
Total: \$269,000	

Timeframe

LINC is prepared to launch when New Haven Public Schools is ready. Access to LINCspring can begin upon contract completion and NHPS furnishing LINC with the full names and emails of each school leader. Any coaches working across schools would need to be identified with name, email address, and school(s) served. Workshops will be scheduled in conjunction with NHPS to ensure proper calendaring.

LINC Contacts

Partnership Lead: Jordan Nemmers, Manager of School Partnerships, 218.821.6769 jordannemmers@linclearning.com	Implementation Lead: Meredith Lewis, Director of Operations, 917.428.4125 meredithlewis@linclearning.com
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