

Award Notice and Memorandum of Agreement *Comprehensive Improvement Effort*

INTRODUCTION

Congratulations on becoming part of KASA AND The Center for Education Leadership's productivity and quality initiative for education. This initiative is a community of practice within Kentucky's Education North Star Community, a networking, professional development and best practice program. This agreement sets out the terms and conditions for participation in the program and acceptable use of the information that will be developed in the course of this professional learning initiative.

Through a Comprehensive Improvement Effort, your district will gain an understanding of Process Improvement Performance Excellence (PIPE), which begins with an examination of current processes to identify existing role models and strong practices, and to identify opportunities for improvement in effectiveness, economy, and efficiency. PIPE activities are used to design improvements, execute changes, analyze the impacts of change, share learning of strong practices, and develop controls to sustain improvements. PIPE helps leaders create a culture that seeks evidence-based process improvement and performance excellence in order to create a sustainable organization. This culture is based on key intended outcomes and measures of success, student and other customer engagement and innovation and high performance, mission achievement, improvement of organizational performance, performance leadership, and organizational and personal learning.

In the context of the grant process, PIPE focuses on management operations that support educational functions in order to add value by reducing costs and reallocating savings to better support educational services.

OUTCOMES OF COMPREHENSIVE IMPROVEMENT EFFORT (CIE)

Your school district will receive in-depth training for embedding PIPE in the district through hands-on project work facilitated by action teams. Your team will identify four to five areas that may benefit from a Process Improvement and Performance Excellence Comprehensive Improvement Effort (CIE). As a CIE participant, the Henderson County Schools will receive certain benefits and deliverables from a CIE Tier 2 Grant valued at \$40,000, including the following:

- Learning where to best deploy process improvement and performance management methodology
- Determining greatest needs for alignment of the work for the best possible return on investment

- Understanding governance systems that measure and monitor ongoing performance and identify improvement priorities
- Ensuring linkages of the district's strategic plan to department and campus plans—even to the classroom level
- Eliminating waste and non-value-added activities to increase ongoing savings
- Documenting and communicating core processes with personnel in your district

DISTRICT OBLIGATIONS FOR TIER 2 GRANT: COMPREHENSIVE IMPROVEMENT EFFORT

1. Agree to designate a manager for this study to serve as the primary point of contact for KASA and APQC. Our manager is Marganna Stanley.
2. Agree to provide leadership support to ensure this work receives appropriate priority and that onsite and virtual work is completed within the designated time frame.
3. Commit to a six-month process of learning and hands-on work.
4. Participate in a project planning call with APQC Education.
5. Agree to complete a minimum of three projects within the scope of this work that bring about financial savings or greater efficiencies, eliminate waste, or reduce risk for liability and/or have direct impact on student achievement.
6. Complete a questionnaire to determine baseline information about the district.
7. Participate in a one-day Strategic Overview Workshop for up to 25 members of the district's organization covering the following topics:
 - a. Introduction of Process Improvement Performance Excellence (PIPE) methodologies and results that other organizations in the North Star Community have seen through PIPE implementation
 - b. Creating PIPE leadership systems
 - c. Mapping of the district's current state for high level processes
 - d. Overview of project selection for process improvement and process redesign
 - e. Cost/benefit analysis measurement using PIPE—how to measure and maximize return
 - f. Review and respond to a short summary report from APQC Education with high level recommendations on where the district can best deploy PIPE methodologies to increase system efficiency and effectiveness
8. Participate in PIPE Project Action Team professional development as listed:
 - a. Participate in an initial planning call to identify four to five specific areas for PIPE projects.
 - b. Identify five to six team members to form teams to work on the identified projects. Maximum attendance for this work and training is 25 people.
 - c. Participate in three consecutive onsite days of PIPE professional development covering the following topics:
 - Introduction of PIPE methodologies and results that other organizations in the North Star Community have seen through PIPE implementation
(this is designed as an opening meeting for district leadership and will be delivered the first 2-3 hours of the first day of this component of work)

- Defining current state – understanding the problem, the process and customer requirements
 - Measuring performance and calculating current baselines
 - Analyzing the process, root causes and data
 - Action planning and timeline creation
9. Participate in two consecutive onsite days of PIPE professional development covering the following topics:
 - Creating and testing solutions to improve the process
 - Planning for implementation of new processes
 - Creating a control plan to sustain gains and internalize new processes
 - Planning for project closure
 - Note: These two days occur four to six weeks following the three onsite days outlined in item 8c.
 10. Participate in virtual coaching (via conference call and/or web-based meetings) for project action teams over the timeline of this agreement. Each project action team must participate in a one-hour coaching call per month.
 11. Submit monthly status reports, using the template provided, to the consulting firm and KASA/CEL by the 25th of each month (reports must include project storyboards, solutions to-date, and benefits).
 12. Review comprehensive findings report which outlines activities conducted, measures of success and lessons learned.
 13. Complete a post-analysis survey to indicate progress and next steps for embedding PIPE in the school district, as well as upload one best practice to the KDE (KY Department of Education) website.
 14. Agree to share project results at conferences and webinars when appropriate.
 15. Plan and show the district's sustained commitment to PIPE work.
 16. Participate in a brief survey regarding results and leaders' improved effectiveness.
 17. Provide in-kind services, including supplies/materials, administrative team members, auditor and/or board attorney services to support the work, if needed.
 18. Provide KASA access to requested information.
 19. Participate in and contribute to the Kentucky Education North Star Community, an online engagement platform that provides participating districts opportunity to collaborate and share information.
 20. Grant permission for all project-related data, reports and storyboards created by the school district for use by KASA and others involved in the work.
 21. Agree that training materials and methods of instruction are copyrighted intellectual property of APQC and that unauthorized use of copyrighted materials is a violation of U.S. and international laws and is strictly prohibited. As a participating school district, you agree not to misuse, misrepresent, or sell any of the information learned from the results of any other participating group.
 22. Agree to repay the grant in full should the three projects not be completed within the noted timeline.
 23. Complete the work by September 30, 2016.

KASA/CEL OBLIGATIONS:

1. Provide coordinated support and guidance for this work as it relates to helping the district carry out its obligations.
2. Ensure APQC personnel are highly qualified and credentialed to conduct and lead the school district through a Comprehensive Improvement Effort as described in this agreement.
3. Provide payment direct to APQC for all services received by the district.
4. Provide opportunity to the district to share project results at conferences and webinars when appropriate.

PER SIGNATURES BELOW PARTIES AGREE TO TERMS, CONDITIONS AND OBLIGATIONS AS OUTLINED IN THIS AGREEMENT.

Marganna Stanley
Marganna Stanley, Superintendent

2/5/16
Date

Rhonda Caldwell, Executive Director
The Center for Education Leadership

Date

Wayne Young, Executive Director
Kentucky Association of School Administrators

Date