



THE ASPEN CHALLENGE

MEMORANDUM OF UNDERSTANDING

This memorandum of understanding ("MOU") sets the terms and understanding between the Aspen Institute (the "Institute") and the Jefferson County Board of Education, doing business as the Jefferson County Public Schools District ("JCPS") to implement the Aspen Challenge Louisville, Kentucky with dates to be determined by both parties.

Background

The Aspen Challenge (the "Challenge") is a program of the Institute created in partnership with the Bezos Family Foundation ("BFF"). The Aspen Challenge exists to transform communities by elevating youth voice. In order to do that work, the Aspen Challenge partners with large, urban districts and works in partnership with outside partners and the district to build capacity around deeper learning and student agency. While the Challenge itself is focused on elevating youth voice, our partnership with JCPS seeks to build educator capacity to help scale this work across JCPS, which we believe has three outcomes:

- *Transformed students* as evidenced by higher outcomes, greater confidence and the ability to have their voice impact their community;
- *Transformed educators* as evidenced by teachers with the competence and confidence to implement deeper learning in their classes; and
- *Transformed community* by virtue of the impact of the challenges.

The Aspen Challenge exposes young people to some of the greatest leaders and thinkers of our time. Through a highly-produced opening forum, participants will hear from notable speakers and leaders who will issue challenges. Teams, equipped with tools and resources, will have eight weeks to: 1) select a challenge 2) apply for and receive seed funding 3) design a solution 4) implement and test that solution in their community and finally 5) present their work to a panel of judges. Some teams are selected to advance to the Aspen Ideas Festival in Aspen, Colorado or a comparable conference. Professional learning supports before, during and after the challenge will target and support an increasing number of teachers across the JCPS with a focus on instructional and assessment strategies and practices necessary to grow project-based learning and student agency which are core elements of the challenge.

A Scaffolded Partnership

Over a three-year time period, the Institute will provide a set of comprehensive supports, designed to implement the challenge and build teacher capacity to do this work at a greater scale across the JCPS

- In Year One (Y1), the Institute and BFF will provide comprehensive and complete support and 100% of funding to execute the program. Select winning teams will attend the Aspen Ideas Festival.
- In Year Two (Y2), the Institute and BFF will enable a Louisville community partner to observe how we execute the program operations and we will continue to provide staff support and 60% of funding. The Aspen Institute and JCPS leaders will work together to secure the remaining 40% of funding. Prizes will vary. The parties acknowledge that should the District expend funds in the future to carry out the terms of the MOU, the District is bound by Kentucky state law regarding expenditures, including, but not limited to, procurement and contract requirements.
- In Year Three (Y3) and beyond—and as the Aspen Challenge launches in a new school district every year—the Aspen Challenge staff will provide guidance and connections to help JCPS (or community partner) take ownership and help build a robust, local support network to ensure a "local Challenge," separate and apart from the Aspen Institute, that will continue for years to come. This support can take on many different forms: in-kind donations, funding, connections to events and platforms,

logistical and training support, etc. On the professional learning side, the Institute will work collaboratively with JCPS leadership in Y1 & Y2 to build the appropriate capacity to support teachers driving this work in their classroom in Y3 & beyond.

A budget with estimated costs for Y2 and beyond is included in addendum 1

Program Scope & Guiding Principals

The Aspen Challenge guiding principles are as follows:

Transformed Students

- Provide tangible opportunities for youth to participate in collective action and grow their skills, knowledge and confidence to become tomorrow's leaders.
- Expose students to opportunities they would not otherwise have. Target students for whom this opportunity would not be readily accessible, those who stand the most to gain from this kind of unique and powerful opportunity. The program should engage new participants each year.
- Win or lose, offer opportunities for students to gain the confidence to address and solve some of our country—and the world's—most pressing issues. Along the way, they will also develop and strengthen the skills to address these problems as part of a team and in a larger community.

Transformed Educators

- Provide high quality opportunities for teachers to develop their teaching and leadership through additional workshops and training focused on the instruction and assessment of project-based learning and student agency.
- Provide opportunities for teachers to obtain PD credit through the work of the Aspen Challenge

Transformed Communities

- Establish a more engaged and informed youth community and create an opportunity for students to gain lifelong skills as change agents for their community and society at large.
- Inspire local financial sustainability while maintaining high-caliber programmatic and production offerings.
- Provide teams with support to expand their impact beyond the 8-week timeframe of core program offering.

The Aspen Challenge requires that the program is implemented with fidelity to the following criteria:

- Challenges must be concise, compelling, and digestible for the high school audience.
- Speakers for the opening forum must have robust experience with the theme or challenge they will be addressing and be comfortable working with high school students.
- Speakers must be amenable to working with the Aspen Challenge staff to best articulate a challenge for the high school audience.
- The Aspen Challenge does not pay honoraria to talent, but will cover travel, food, and lodging expenses as arranged by the Institute.
- Workshops for students and educators must pertain to the program content, and can encompass design practices, time management, public speaking, and presentation tools.
- Support materials for Aspen Challenge teams must be made available to all teams.
- Teams must adhere to competition rules and program policies as outlined in the Playbook.
- All solution design and implementation must be student-driven. Support and encouragement from coach, school, and other collaborative entities are highly encouraged.

The Aspen Challenge requires the following criteria for school and team eligibility:

- The teams are representative of the overall district composition (charter, magnet, pathway, traditional, and neighborhood demographics).
- Participating schools must have a student population with 25 percent (or more) qualifying for free or reduced lunch.
- Participation should amount to 20 teams from 20 schools for stated reasons below.
 - *Curriculum and Program Design*
To provide the highest level of quality, the program is designed to include 20 teams. Each team is formed from one school and includes eight students, two coaches (teachers). For various reasons—including student feedback, capacity within the program and the district, and presenter impact—200 students and educators from each district is the ideal number to provide a quality program for each participant.
 - *Level of Support*
This program is about empowering students to make change in their own communities in an eight-week time period. To ensure students' success and to provide a high quality learning experience, maintaining a cap of 20 teams ensures that high-level support can be provided successfully.
 - *Experience for Participants*
Both the opening forum and the student competition event are designed to energize, inspire and empower every participant. Exceeding or having less than 20 teams can hinder this experience. In addition, by having more teams, time for on-stage presentations can be compromised.
 - *Participating Teachers*
 - There is an expectation that all teachers will participate in before, during and after challenge training to deepen their understanding of the challenge, support their knowledge and skill gain as it relates to core challenge elements like PBL and Student Agency.
 - All participating teachers will be eligible for PD credit upon successful completion of the Aspen Challenge. The program will work with the district to assess how to best position for participating teachers.

Standards of Procedure

Following are the Standards of Procedure with corresponding roles and responsibilities for the first year of the Aspen Challenge. It is the responsibility of each partner head to ensure that these Standards of Procedure are followed. If a partner head becomes aware that the Standards are not being met or has concerns related to the program, the partner head is responsible for communicating such information to Institute lead executives. Upon completion of the first year of the Aspen Challenge, JCPS will take further ownership of program design, school support, and event management in order to adopt best practices for future implementation.

Aspen Institute (the Institute)

Lead program design and implementation in Year One; co-lead program design and implementation with JCPS in Year Two

Aspen Institute will obtain criminal history and child abuse and neglect record information as required by KRS 160.380 that relates to an employee, applicant for employment, or agent of the Aspen Institute if the employee, applicant, or agent has or will have continuing duties related to the contracted services; and the

duties are or will be performed on school property or at another location where students are regularly present. The Aspen Institute shall certify to the District before beginning work and at no less than an annual basis thereafter that criminal history record information has been obtained and shall provide letters from the Kentucky Cabinet for Health and Family Services as required by KRS 160.380. Aspen Institute shall assume all expenses associated with the background checks and the letters, and shall immediately remove any employee or agent who was convicted of a felony, or misdemeanor involving moral turpitude, as defined by Kentucky law, or has a finding of substantiated child abuse or neglect, from District property or other location where students are regularly present. District shall be the final decider of what constitutes a "location where students are regularly present." The Aspen Institute's employees, agents, and subcontractors shall be identified by a photographic identification badge, issued by a District approved third party company at the Aspen Institute's expense. The third party company shall verify the criminal record history information, and may be used to verify compliance with the federal Drug Free Workplace Act of 1988 or its successor, and the federal Education Department General Administrative Regulations, current edition, in its testing and review process. Aspen Institute's violation of this section shall constitute a substantial breach of this Agreement.

General Administrative

- Primary financial responsibility as BFF grant recipient for Year One of the program and 60% of funding for Year Two.
- Lead executives and staff at the Aspen Institute.
- Administration support (Accounting, Legal, IT)
- Grant making oversight to teams in partnership with local foundation
- Funding oversight to teachers and for substitute costs
- Oversee Aspen Challenge Memo of Understanding with adherence to Program Scope and Guiding Principles

Programming and Operations

School Recruitment and Support

- Production of Aspen Challenge Playbook with all materials, online resources, and cameras for each school
- Facilitation of orientation with the teams during the initial forum (ground rules and discourse for program implementation)
- Facilitation of team support throughout the 8-week period

Programming

- Lead contact for speaker arrangements, including program preparation, and all associated logistics planning
- Lead advisor on challenge content creation
- Support with local partner collaboration

Event Management

- Lead design of programming, décor and event flow management for opening forum and competition

Communications

- Full exposure of programming on Aspen Challenge website
- External communications strategy and support

Jefferson County Public Schools

Support program design and implementation in Year One; co-lead program design and implementation in Year Two with the Institute

Jefferson County Public Schools will be responsible for providing supervision and ensuring the safety for the teams and individual students at all times during their participation in Aspen Challenge programming.

General Administrative

- Assist in forming relationships with community organizations and foundations to carry the Aspen Challenge work forward beyond Year Two.
- Adherence to Guiding Principles, Program Scope and Policy
- Staff support for programming, team support, and operations, with majority of time in planning phase
- **Guide coach funding dissemination** in partnership local foundation and associated substitute teacher costs for event attendance
- Guide team grant dissemination in partnership with local foundation and the Institute

Programming & Operations

School Recruitment and Support

- Support and management of school/team selection process (application process is team-based and representative of the entire JCPS)
- Continued support for the teams including but not limited to regular site visits and calls with teams to ensure they are moving forward and have what tools they need along with past coach mentor support and reports on said support submitted to the Institute
- Development of mentorship program between first and second year school participants — coaches and students
- Distribution and collection of all required signed documents needed for students to participate in all Aspen Challenge programming, including but not limited to, media releases, field trip permission slips, code-of-conduct agreements, sign-up sheets with team profiles and contact information
- Supervise and assume sole responsibility for the teams and individual students at all times during their participation in Aspen Challenge programming

Programming

- Programmatic ideas for challenge content and local talent

Event Management

- Assistance with securing event venues (potential for in-kind donation) as needed
- Securing volunteer staff for logistics (loading busses, greeting students teams, setting up the venue space) for the events
- Student transportation to and from the events (potential for in-kind donation)

Communications

- Promotional efforts related to the Aspen Challenge, including but not limited to facilitating relationships with press, promoting the program via social media outlets, support in gathering information to help promote the team's work (monitoring social media)
- Photography and video documentation support (potential for in-kind donation)

Evaluation

The Institute and JCPS will participate in an evaluation meeting following the major events (opening forum, competition, and Aspen Ideas Festival) to review the program and seek to identify best practices

Program Timeline

The Challenge program is developed in close coordination with the JCPS and may be structured as follows:

- School and Team Recruitment: Spring/Fall
- Program Design: Spring/Fall
- Curriculum Design: Spring/Fall
- Opening Forum: Fall or Winter
- Team Design Period: 8 weeks
- Competition: Fall or Spring
- Winning teams, showcase their work at community event


Institute Trademarks

Except for the limited purposes set forth in this MOU (if any), the Institute does not authorize the use by JCPS of the trademark "The Aspen Institute" or any related trademark or logo of the Institute without the prior written consent of the Institute.

Terms of Agreement

This MOU is at-will and may be modified by mutual written consent of authorized officials from Jefferson County Public Schools and the Aspen Institute. The parties acknowledge and agree that this MOU is not legally binding. It is not the parties' intention to create, and nothing shall be construed as creating legal rights and obligations. This MOU shall become effective upon signature by the authorized officials from the both partners and will remain in effect until July 30, 2019 or modified or terminated by any one of the partners by mutual written consent. This MOU shall end on July 30, 2019.

Signature



Date

8/29/18

Katie Fitzgerald

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Signature

Date

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Addendum 1**Estimated Aspen Challenge Operational Budget**

<u>GENERAL ADMINISTRATIVE</u>	
Staff Time,	1 fulltime staff September >April
Teacher/Coach Funding (\$1,000 per school to pay for teacher's service outside normal work hours, up to \$500 per teacher. 40 coaches @ \$500	\$20,000
<u>Aspen Institute</u> Includes programmatic and operational lead support, including staff time, website, administrative costs and Aspen Challenge brand	\$100,000
<u>PROGRAM / PRODUCTION</u>	
<u>Speaker Expenses</u> Speaker Meals/Lodging/Travel for three non-local people	\$6,000
<u>Meeting / Conference Expenses</u> Event Production Consultant [as needed – tremendous on the ground]	\$10,000
Production / Meeting Expenses [venue rental, supplies, décor, staging]	\$37,000
Audio/Visual [recording of events and editing was district-led; AV management on-site was hired company and AI-led]	\$30,000
Participant Meals [Meals at all events and training session led by district]	\$17,400
Participant Lodging [in Aspen during AIF for one team]	\$6,000
Participant Prizes	\$6,000
Participant Tools [Playbooks with Cameras]	\$8,500
Participant Travel [Buses for event day and transportation to Aspen]	\$25,000

Grants for teams [20 @ \$500)	\$10,000
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TOTAL BUDGET	\$275,900
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