Since 1998, the Lighthouse research of the Iowa School Boards Foundation has shown that school boards and superintendents can lead districts to higher levels of student achievement. The research has identified activities and workshops that have helped school board/superintendent teams to develop their leadership in this area. Beginning in 2009, the Lighthouse Multi-State project is taking the findings of the Lighthouse Project and testing them across eight or more partner states and participating school districts.

This agreement, between WSSDA and the Omak School District (hereafter referred to as “the District), describes the roles and responsibilities of each party and the commitments of the state association and school district that are part of a 5-year collaboration (two years of facilitation and data collection followed by three additional years of data collection) to develop board/superintendent team leadership for high and equitable student achievement, building on and testing the results of the Iowa Lighthouse Research to date.

Purpose

The purpose of the Lighthouse Project is to explore what is possible to accomplish when local boards of education, school administrators, and WSSDA work together for district-wide improvement of teaching and learning.

Assumptions

WSSDA and the District commit to a 5-year collaboration, as described below. In the workshops and activities associated with the project, WSSDA will introduce research based or best practice tools and processes that improve board/superintendent leadership skills for improving student achievement. The school board and superintendent of the District will use the materials and tools introduced in the workshops and activities to guide their leadership in the district, as described in more detail below.

Both WSSDA and the district will participate in the annual collection of survey responses and student achievement data. Data gathered over the course of the project will measure the degree to which the district is developing the beliefs and “7 conditions” that are characteristic of self-renewing districts that consistently have higher levels of student achievement. Data will also measure changes in student achievement itself.

Role of WSSDA

WSSDA will:

• Over the course of two years, provide up to 12 half-day (3-4 hours) work sessions with the board/superintendent team. Sessions are designed to improve leadership for high and equitable student achievement district-wide;
• Compile and report project-related data that help the board/superintendent team monitor changes in the school district and make effective decisions. At a minimum, this includes:
  o Student achievement data, and
  o “Beliefs” and “7 Conditions” surveys;
• Coach the board/superintendent team on implementing the concepts and practices introduced in the workshops;
• Provide guidance on working with leadership from within the school district to coordinate efforts;
• Support policy development and monitoring to ensure lasting implementation of the leadership decisions;
• Commit to revisit the project agreement each year;
• Follow the guidelines below for use of data in communications and publications.

Role of Participating District

The board/superintendent team of the District will:
• Participate as a full board/superintendent team with WSSDA in the Lighthouse Project for 5 years (two years of facilitation and data collection followed by three additional years of data collection in the form of annual surveys and student achievement data);
• Attend all regularly scheduled Lighthouse workshops and work sessions for the purpose of improving board/superintendent team leadership for high and equitable student achievement district-wide;
• Allow taping of all Lighthouse sessions by the facilitator, to be shared with WSSDA and ISBF for facilitator monitoring and coaching purposes.
• Annually administer the “Beliefs” and “7 Conditions” surveys to the full board, superintendent, central office administrators, building principals and teachers throughout the district;
• Allocate time to apply learning from the project at the board level and in the school district;
• Support, through the calendar and budget, decisions of the board/superintendent team resulting from Lighthouse training. These often include:
  o Implementation of an initiative(s) with the focus of raising student achievement in a content area(s).
  o Implementation of quality and sustained professional development that includes theory, demonstration, practice, and coaching.
  o Study and implementation of action research that involves work with both student achievement and improvement initiatives.
  o Vision development.
  o Leadership development training.
• Establish a leadership team that is able to meet regularly and is composed of, but not limited to building principals, central office administrators, and lead teachers;
• Participate in ongoing training and development;
• Design strategies for two-way communication for people at all levels of the system and community;
• Commit to revisit the project agreement each year;
• Provide to WSSDA student achievement data sufficient to support project objectives.
The District Leadership Team will:

- Meet regularly for the duration of the project;
- Study school improvement;
- Select an initiative(s) to improve instruction in the identified content area and recommend it to the board;
- Provide ongoing leadership to faculty to sustain initiative implementation. Activities will include, but not be limited to the following:
  - Meet regularly and frequently.
  - Engage in the study of school improvement.
  - Engage in the study of data, both student achievement and implementation, and support the continuous use of data in decision-making and instruction.
  - Plan for quality professional development to improve instruction (based on data) for school staff with initiative trainer(s) and Lighthouse Team members.
  - Attend all professional development events provided.
  - Attend ongoing Lighthouse training and development.
  - Implement instructional strategies being learned.
  - Participate in peer coaching.

Use of Data

Student Achievement Data

The District will provide to WSSDA student achievement data sufficient to support project objectives.

- WSSDA will provide the student achievement data to the Iowa School Boards Foundation for analysis and reporting, following the General Data Reporting guidelines described below.
- As part of the project activities, WSSDA and the District board, superintendent and leadership team will study the data and use it to guide decisions.

Lighthouse Conditions and Beliefs Survey Data

- On an annual basis, the District will administer the Lighthouse “7 Conditions” and “Beliefs” surveys to the full board, superintendent, central office staff, building principals and teachers throughout the district.
- WSSDA will provide the survey data to the Iowa School Boards Foundation for analysis and reporting, following the General Data Reporting guidelines described below.
- As part of the project activities, WSSDA and the District board, superintendent and leadership team will study the data and use it to guide decisions.

General Data Reporting

- Participating school district data will be coded and pseudonyms used so that no individual district, district staff, school board member, or student will be identifiable.
- Unencoded data, as described above, will be seen only by researchers and ISBF executive director. Identifiable data will be housed in a locked file in the researcher’s possession and
Publication Rights

- Individual partner states retain the right to publish the results of their individual state projects.
- ISBF retains the right to publish the collective results of the individual state projects, giving due credit to the individual state partners.

Intellectual Property and Confidentiality

- ISBF has proprietary rights to the training materials and methods, surveys, and other tools used in Lighthouse training.
- The District shall refrain from sharing or using Lighthouse materials or strategies with other districts, other than for information-sharing about the Lighthouse project on a general level.

Fees and Payment

- The District agrees to a two-year facilitation process at a cost of $7,200. An initial payment of $1,800 is due to WSSDA upon signing the service agreement, with the remaining payments of $900 each to be invoiced quarterly over two years.
- Facilitation requested by the District over and above the agreed 12 half-day (3-4 hours) work sessions shall require an additional fee of $600 per half-day (3-4 hours), payable to WSSDA upon completion of the work session. The District and the Facilitator shall each notify WSSDA in writing in advance of this additional work to verify mutual understanding that these are additional fees.
- It is understood, that if the district requests additional services from the facilitator, fees will be charged at the hourly rate of $125 and are payable to WSSDA upon completion of the service. The District and the Facilitator shall each notify WSSDA in writing in advance of this additional work to verify mutual understanding that these are additional fees.
- The District shall, under all circumstances above, pay the reasonable travel and subsistence expenses of the WSSDA Facilitator, who shall make travel arrangements directly with the District.
- If a work session is cancelled by the District, within thirty-six (36) hours of its scheduled time, the district shall pay WSSDA $300 per half-day cancelled. This cancellation fee provides the Facilitator minimal compensation for lost consulting revenue and is not included in the $7,200 Lighthouse Project fee. In addition, any non-refundable travel expenses already incurred by the Facilitator for the cancelled session shall be reimbursed directly to the Facilitator by the District. Cancellations prior to thirty-six (36) hours before the scheduled work session and cancellations by the Facilitator are not compensable.

Duration

Expected length of the project is 5 years beginning November 1, 2010.
**Term and Renewal of Agreement**

This agreement shall be effective for a term of five years (two years of facilitation and data collection followed by three additional years of data collection) beginning November 1, 2010. The agreement may be renewed upon its completion by mutual agreement of the parties.

**Termination**

This agreement may be terminated by either party for breach of this Agreement upon 60 days written notice to the other party. Termination of the Agreement shall not affect the rights of WSSDA to receive payments on any unpaid balance of the compensation earned prior to the termination.

In the event the Facilitator is not able to complete the assignment, WSSDA will work with the District to assign another Facilitator. The District shall assign no rights or responsibilities under this agreement without prior written consent.

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It is mutually agreed and understood that no alteration or variation of the terms of this agreement shall be valid unless made in writing and signed by the parties thereto, and that no oral understanding or agreements not incorporated herein, unless made in writing between the parties hereto, shall be binding.

The signatures below indicate agreement to the terms outlined in this document.

__________________________________________  ______________________________
Authorized Signature, School District        Dr. Jonelle Adams
Executive Director, WSSDA

__________________________________________  ______________________________
Date                                          Date