



NEW HAVEN PUBLIC SCHOOLS
AGREEMENT COVER SHEET

Cover Sheet is an Internal Document for Business Office Use

Please Type

Contractor full name: Noble Story Group Reframing the Narrative

Doing Business As, if applicable:

Business Address: 1813 Kilbourne Place, NW, Washington DC 20010

Business Phone: 203-675-4177

Business email: info@noblestorygroup.com

Funding Source & Acct # including location code: 2547-6108-56694-0420

Principal or Supervisor: Edith Johnson, Director of Professional Learning Leadership Development

Agreement Effective Dates: From 01/22/24 to 6/30/24

Hourly rate or per session rate or per day rate. \$325 hourly rate
Total amount: \$100,500

Description of Service: Please provide a one or two sentence description of the service. Provide leadership training to all members of the executive team that will introduce and apply (both individually and collectively) a framework of adaptive leadership grounded in emotional intelligence theory that lives in every-day work over 8 in person sessions. Provide Director of Professional Learning Leadership Development training to be a certified 5 Square Coach to turnkey and build capacity amongst district leaders in 7 virtual session workshops and practicum hours.

Submitted by: Edith Johnson Phone: (475) 220-1574



NEW HAVEN PUBLIC SCHOOLS

Memorandum

To: New Haven Board of Education Finance and Operations Committee
From: Edith Johnson, Director of Professional Learning Leadership Development
Date: December 15, 2023
Re: Noble Story Group Professional Learning

Please **answer all questions and attach any required documentation as indicated below.** 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. **Contractor Name:** Noble Story Group LLC

2. **Description of Service:**

Provide leadership training to all members of the executive team that will introduce and apply (both individually and collectively) a framework of adaptive leadership grounded in emotional intelligence theory that lives in every-day work. Provide Director of Professional Learning Leadership Development training to be a certified 5 Square Coach to turnkey and build capacity amongst district leaders.

- Executive Team Training will be 8 three-four hour sessions that will introduce and practice a cohesive language of adaptive leadership that the team will use together in daily work, and that will become a common language over time.
 - Introduce and apply (both individually and collectively) a framework of adaptive leadership grounded in emotional intelligence theory that lives in every-day work.
 - Create individual, differentiated adaptive leadership growth plans for each leader that can be used individually, as a community of practice, and in 1-1 development meetings with managers.
 - For Assistant Superintendents, apply and deepen the above personal leadership learning plans 1-1 with Noble Story Group coaches.
- Train Director of Professional Learning Leadership Development to be a certified 5-Square coach, in order to build internal capacity to develop district leadership using the 5-Square Model.
 - Experience their own social-emotional leadership coaching
 - Internalize the Noble Story Group's 5-Square—our framework and coaching approach that operationalizes Emotional Intelligence to build social-emotional leadership competencies.

- Learn foundational coaching skills, from building the coaching relationship to building differentiated leader growth plans, to facilitating coaching conversations that lead to transformative growth
 - Practice coaching with both peer coaches and actual direct reports under the direction of a mentor coach.
 - Earn Continuing Education Credits from the International Coaching Federation (ICF).
 - seven half-day (4 hour) virtual cohort sessions with pre- and post- work and a coaching practicum that includes 7 coaching sessions with direct 1-1 coaching supervision (planning, observation and feedback cycles).
3. **Amount** of Agreement and hourly or session cost: \$100,500.00
4. **Funding Source** and account number: 2547-6108-56694-0420
5. **Continuation/renewal or new Agreement?** New
Answer all questions:
- a. If continuation/renewal, has the cost increased? If yes, by how much?
 - b. What would an alternative contractor cost?
 - c. If this is a continuation, when was the last time alternative quotes were requested?
 - d. For new or continuation: is this a service existing staff could provide. If no, why not?
This is not a service that existing staff members could provide. This professional learning opportunity is very specific and requires certified instructors to train executive team members specifically in coaching leaders and grow their leadership skills.
6. **Type of Service:**
Answer all questions:
- a. Professional Development? Yes
 - i. If this is a professional development program, can the service be provided by existing staff? If no, why not? No. This is not a service that existing staff members could provide. This professional learning opportunity is very specific and requires certified instructors to train executive team members specifically in coaching leaders and grow their leadership skills.
 - b. After School or Extended Hours Program? No
 - c. School Readiness or Head Start Programs? No
 - d. Other: (Please describe)
7. **Contractor Classification:**
Answer all questions:
- a. Is the Contractor a Minority or Women Owned Business? No
 - b. Is the Contractor Local? No
 - c. Is the Contractor a Not-for-Profit Organization? If yes, is it local or national? No
 - d. Is the Contractor a public corporation? No
 - e. Is this a renewal/continuation Agreement or a new service? New Service

- f. If it is a renewal/continuation has cost increased? If yes, by how much? N/A
- g. Will the output of this Agreement contribute to building internal capabilities? If yes, please explain: This agreement is an investment in our current leadership. It will contribute to building internal capabilities for every member of the executive team, who work directly to support all 41 schools and programs. This program will create individual, differentiated adaptive leadership growth plans for each leader that can be used individually, as a community of practice, and in 1-1 development meetings with managers. This will also provide the Director of Professional Learning & Leadership Development the tools to provide specific coaching skills for all administrators, teacher leaders and teachers. This is also a recommendation from the Retention Committee based on the exit survey data from educators/leaders who have left the district.

8. Contractor Selection:

Answer all questions

- a. What specific skill set does this contractor bring to the project? If a new contractor, please attach a copy of the contractor's resume.
 - i. <https://noblestorygroup.com/about/>
Noble Story Group works with district & school leaders to unleash leadership potential through the power of emotional intelligence in order to promote, sustainable thriving learning organizations that encourage and enable educators to grow their practice and thus positively impact student achievement. The focus on emotional intelligence provides a framework to build a more equitable and inclusive learning organization that focuses on adaptive challenges.
- b. How was the Contractor selected? Quotes, RFP/RFQ, Sealed Bid or Sole Source? Quote
- c. Please describe the selection process including other sources considered and the rationale for selecting this Contractor:
Met and interview other companies that provide leadership development services. In the past we have worked with Leadership Academy and ACES PDSI. They did not focus on emotional intelligence leadership with a focus on adaptive challenges. This program also provides a structure for members to turkey information and continue to build internal capacity. The output and feedback from previous experiences did not prove to have the larger impact for district level administration.

9. Evidence of Effectiveness & Evaluation

Answer all questions

- a. What specific need will this contractor address and how will the contractor's performance be measured and monitored to ensure that the need is met?
NHPS charge is to effectively educate all students well. During this unprecedented time recovering from a 3 year long pandemic, nationwide teacher shortage and low test scores, it is critical that the adults in our learning organization learn how to address challenges that are happening across our district. The top leadership of our learning organization needs to be able to learn best practices around improving their leadership practices to coach, grow and support school leadership and build a pipeline to grow and retain our talent pool. The approach for the Nobel Story Group effectively operationalizes emotional intelligence to make it accessible to leaders in a way that can

be used to solve adaptive challenges in their day to day work. Performance will be measured through surveys, stakeholder feedback and retention of leadership.

See Appendix for results data Noble Story Group provided from other clients

- b. If this is a renewal/continuation service attach a copy of the evaluation or archival data that demonstrates effectiveness.
- c. How is this service aligned to the District Continuous Improvement Plan?
The service Noble Story Group is providing is in direct alignment with the NHPS strategic plan:
Core Value #2: A culture of continuous improvement will ensure all staff and learners are reflective practitioners.
Priority Area 2 Culture & Climate: Strengthen and sustain safe, engaging, responsive environments within each of our schools & all district departments.
Priority Area 4: Talented Educators
 - 4.1: Recruitment
 - 4.2: Retention: restructure, refine and implement an efficient professional learning and performance system in order to retain high quality staff.
 - 4.3: Professional Learning: Offer individualized professional growth opportunities to support all staffPriority Area 5. Operational Efficiencies: Network Support, continue, strengthen, and refine the School Support network Model by adopting formal data cycles of inquiry and school reviews.

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

As a learning organization, it is our responsibility to not only educate students, but the adult learners. This agreement is an investment in staff retention and growth. It is also a way to directly response to feedback data collected from the Human Resources Retention Committee from educators who have left our organization. Members of the executive team deal with very complex unprecedented challenges that impact the entire district. In order to address these challenges members of this learning organization need to engage in continuous improvement and thoughtful adaptation to change circumstances that many of our students and educators are facing. This professional learning opportunity will provide training to ensure that all leaders are equipped to understand, provide and nurture supportive learning environments at the district and school level. The focus on emotional intelligence is a proven method to improve relationships across the organization. This type of training is transformative in nature as we know relationships are key when working with leaders, teachers and students. This agreement will provide concrete learning processes and practices for district leaders. It will also provide specific leadership behaviors that reinforce learning and the ability to address the adaptive challenges that we face in NHPS. We know that the core work of the educational enterprise is teaching and learning. We must provide that to our leaders and teachers in order to grow.

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

Not approving this agreement will not support the growth of the executive leadership team. We will continue to lose our top talent.

Rev: 8/10/2020

AGREEMENT
By And Between
The New Haven Board of Education
AND

(Noble Story Group)

FOR DEPARTMENT/PROGRAM:

(Office of Academics: Professional Learning Leadership Development)

This Agreement entered into on the 22nd day of January 2024 effective (*no sooner than the day after Board of Education Approval*), the 30th day of June 2024, by and between the New Haven Board of Education (herein referred to as the “Board” and, Noble Story Group LLC_ located at, Washington DC 20010

Compensation: The Board shall pay the contractor for satisfactory performance of services required the amount of \$325 an hour for a total of \$100,500.

The maximum amount the contractor shall be paid under this agreement: (\$100,500).
Compensation will be made upon submission of an itemized invoice which includes a detailed description of work performed and date of service.

Fiscal support for this Agreement shall be by Alliance Grant **Program** of the New Haven Board of Education, **Account Number:** 2547-6108-56694 **Location Code:** 0420.

This agreement shall remain in effect from January 22, 2024 to June 30, 2024.

SCOPE OF SERVICE: *Please provide brief summary of service to be provided.*

Provide leadership training to all members of the executive team that will introduce and apply (both individually and collectively) a framework of adaptive leadership grounded in emotional intelligence theory that lives in every-day work over 8 sessions

. Provide Director of Professional Learning Leadership Development training to be a certified 5 Square Coach to turnkey and build capacity amongst district leaders.

- Executive Team Training will be 8 three-four hour sessions that will introduce and practice a cohesive language of adaptive leadership that the team will use together in daily work, and that will become a common language over time.
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 - Earn Continuing Education Credits from the International Coaching Federation (ICF).
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Exhibit A: Scope of Service: Please attach contractor's detailed Scope of Service on contractor letterhead 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**. Contractors 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

1/5/24

Date

Date

Matthew B. Taylor
Contractor Printed Name & Title



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.

EXHIBIT A



Madeline Negron, Superintendent
New Haven Public Schools
54 Meadow Street
New Haven, CT 06519

September 29, 2023

Dear Madeline:

The Noble Story Group is extremely excited about the prospect of working with your Executive Team this year. As you know, the city of New Haven and NHPS are near and dear to my heart personally and I am grateful for this next opportunity to serve.

Based on our conversation, our leadership development partnership should achieve the following goals:

1. Introduce and practice a cohesive language of adaptive leadership that the team will use together in daily work, and that will become a common language over time.
2. Introduce and apply (both individually and collectively) a framework of adaptive leadership grounded in emotional intelligence theory that lives in every-day work.
3. Create individual, differentiated adaptive leadership growth plans for each leader that can be used individually, as a community of practice, and in 1-1 development meetings with managers.
4. For Assistant Superintendents, apply and deepen the above personal leadership learning plans 1-1 with Noble Story Group coaches.
5. Train Director of Professional Learning, Edith Johnson to be a certified 5-Square coach, in order to build internal capacity to develop district leadership using the 5-Square.

We believe this work will strengthen the bonds of your team. We also believe that this can be a first powerful step in creating a district-wide culture of adaptive leadership. Your senior leaders will quickly see how they can apply the language, competencies and individual learning plans in their coaching of their direct reports as well. It is our hope that, over time, we can support you to cascade this development to school principals and then assistant principals, and other district leaders.

You have chosen to begin this work at the level that we have found to be most effective: senior leadership. When senior leaders deeply understand, speak the language, and walk the walk of adaptive leadership competencies, they create the conditions for the next level of leaders to thrive.

Below is the scope of work we discussed with pricing. Note that we are offering two options: one with cohort sessions fully in-person and one partially remote.

PROPOSED STRUCTURE, DELIVERABLES, AND FEES.

Service	Fee
Executive Team 8-session professional development series, in person, with two facilitators (includes Noble School Leader books, leadership assessments, personal leader 5-Square learning plans)	\$60,400.00
1-1 coaching (8 sessions) for Superintendent and Assistant Superintendents	\$20,000.00
5-Square Coach Development Training Program for Edith Johnson	\$9,500.00
Travel	\$10,600.00
Total:	\$100,500.00

PAYMENT, TERMS AND CONDITIONS.

Payment Terms:

Noble Story Group will invoice a nonrefundable fifty percent (50%) of the total fee upon execution of this Statement of Work (SOW). The balance, including any additional fees, will be invoiced upon achieving the mid-point of completion of the Services or Work Product or three (3) months after execution of the SOW as determined by the Noble Story Group in its discretion; provided, however, that any SOW with estimated fees of less than or equal to \$5,000 will be invoiced one hundred percent (100%) upon execution of a SOW. All invoices are due upon receipt. Overdue payments may be subject to late fees. Delivery of any payment under this SOW will constitute acceptance of the Agreement, including the Terms and Conditions incorporated by reference.

I look forward to engaging with you to move our partnership forward from here.

Best,
Matt Taylor
CEO, Noble Story Group