

## LETTER OF AGREEMENT

Christopher N. Maher  
Cambiar Education  
4653 Carmel Mountain Road, Ste 308-97  
San Diego, CA 92130

September 10, 2024

Indiana Department of Education  
100 N Senate Ave 9th Floor  
Indianapolis, IN, 46204

Dear Indiana Department of Education,

We are pleased to express our interest in collaborating with The Mind Trust on the State Charter School incubator. This letter serves as an acknowledgment of our shared intent to work together to achieve the goals outlined in our preliminary discussions. While this letter signifies our mutual interest, it does not constitute a legally binding contract

Our initiative to support K12 systems leaders - Cambiar Catalyst - works with leaders in school districts and K12 education organizations to support their growth and help them improve outcomes for the students they serve. Cambiar Catalyst has a strong record of improving the performances of senior leadership teams in public school districts, state education agencies, universities, and education nonprofit organizations throughout the country. We have supported hundreds of leaders in a diverse range of school systems and organizations.

While there are certainly universal challenges in public school systems, local and regional context is immensely important in understanding how to lead effectively in a district or a region. Cambiar Catalyst leverages all of our existing resources, curriculum, and materials that have been developed through the successful delivery of our national Catalyst Fellowship since 2013. The best practices we have cultivated over the years working with hundreds of systems leaders provide a foundation applicable to systems leadership across the country through regional or system specific professional development training Catalyst offers. In order to better prepare individuals in a district or a region for leadership roles, we customize aspects of the experience to reflect the realities of their local public education arena.

Some of the organizations that have partnered with us for leadership development support include: Yale University, Democracy Prep Public Schools, Purdue Polytechnic High School, Evansville-Vanderburgh School Corporation, Indianapolis Public Schools, New York City Public Schools, Chicago Public Schools, Miami-Dade County Public Schools, School District of

Philadelphia, Phoenix Union School District, District of Columbia Public Schools, Texas Education Agency, and more.

Scope of Services:

- Formal professional development and coaching around:
  - Board management, specifically the distinction between governance and management.
  - Board recruitment strategies and best practices.
  - Selecting a charter authorizer.
  - Review of performance frameworks from authorizers across the state of Indiana.
  - Authorizer management and relationship upkeep.

Possible remuneration for this work will be dependent on the final number of fellows and overall scope of sessions provided to meet the needs of Fellows and the makeup of each cohort.

Both parties understand that the official contract rate for the services to be provided under this Agreement will be established through mutual agreement. The rate will be determined based on the scope of work, the time commitment required, and any other relevant factors. We are committed to negotiating in good faith to reach a fair and equitable rate that reflects the value and effort required for this project.

Please note that this letter does not impose any legal obligations on either party, and no commitments or liabilities shall arise from this letter. The final agreement will be subject to the successful negotiation of the terms and the execution of a formal contract.

We appreciate the opportunity to collaborate with The Mind Trust and are excited about the potential impact of our partnership. If you have any questions or require further clarification, please do not hesitate to reach out.

Sincerely,



Christopher N. Maher  
Superintendent-In-Residence  
Cambiari Education  
[chris@cambiareducation.org](mailto:chris@cambiareducation.org)