



THE SCHOOL DISTRICT OF PALM BEACH COUNTY
School District Consultant Agreement

AGENDA ITEM NUMBER	BOARD MEETING DATE June 27, 2007
CONTACT Lisa Jessen, Director	PX 48233
SCHOOL / DEPARTMENT Organizational Effectiveness B-101	

Agreement between the School Board of Palm Beach County and Center for Nonprofit Excellence (PBC)

THIS AGREEMENT is entered into this 28 day of June 2007 by and between the SCHOOL BOARD OF PALM BEACH COUNTY, hereinafter referred to as "Board" and Center for Nonprofit Excellence (PBC), hereinafter referred to as "Consultant".

WHEREAS, the Board desires to enter into this Agreement with the Consultant, providing, among other things, for the Consultant's services to the Board; and

WHEREAS, the Consultant desires to enter into this Agreement with respect to his/her (hereinafter his) services to the Board, upon the terms and conditions hereinafter set forth.

WHEREAS, the Consultant is specially trained and possesses the necessary skills, experience, education and competency, and licenses or credentials to perform the required services.

NOW, THEREFORE, the Board and the Consultant agree as follows:

1. TERM

The term of this Agreement shall commence on June 28, 2007 and shall end on August 31, 2008

2. RESPONSIBILITIES OF CONSULTANT

A. The Consultant shall perform the following services:

Coordinate and administer the 17 Day Leadership and Management Institute Program delivered by the University of Miami.

B. Time, date, and location of services:

17 days of training throughout South Florida (3 days in August '07, 3 days in October '07, 3 days in November '07, 3 days in February '08, 3 days in April '08 and two days in June '08.

3. CONSULTANT BACKGROUND INFORMATION

Education Center for Nonprofit Excellence (PBC)

Position and Address 3111 So. Dixie Highway, Suite 244, West Palm Beach, FL 33405

Target Group/School/Department N/A

Approximate Number to be Served 3

4. EVALUATION/FOLLOW-UP METHOD

Evaluation of the Consultant shall be provided by Connie Gregory

TITLE OF THE CONSULTANT 'SUPERVISOR

of the District at regular intervals and in accordance with the attached evaluation tool, Exhibit "A".

FINANCIAL IMPACT

The financial impact is \$20,400.00 The source of funds is Operating Budget Organizational Effectiveness

DEPT	FUND	FUNC	ACCT	PROGRAM	BUDG. MGR.	LOCAL CODE	AWARD YEAR
9264	1000	7732	531010	0000	9264	000	

5. COMPLIANCE WITH POLICIES AND LAWS

The Consultant shall comply with all current School Board of Palm Beach County's Policies. The School Board's policies are located at <http://www.palmbeach.k12.fl.us/> or www.schoolboardpolicies.com and are incorporated herein. It shall be the Consultant's responsibility to comply with all School Board Policies as they may be modified from time to time during the term of this Agreement. The Consultant shall abide by all applicable federal, state and local laws.

6. **COMPENSATION**

A. The School Board shall pay the Consultant the maximum sum of (write out amount)

Twenty thousand four hundred dollars

(\$ 20,400.00), for a maximum of N/A hours which is based upon the following rate schedule.

Daily Rate: N/A Half Day Rate: N/A
Hourly Rate: N/A Flat Rate: \$6800 per participant

I grant permission for any or all parts of this presentation to be videotaped. [] Yes [X] No

B. No payment shall be made unless and until the Board verifies that all services for which payment is requested have been fully and satisfactorily performed. The Consultant shall submit to the Board any documentation necessary to substantiate the full and satisfactory performance of the services for which payment is requested. The administrator who will verify the services have been performed and approve the invoice is:

Connie Gregory

7. **CONFIDENTIALITY OF STUDENT RECORDS**

The Consultant is subject to all School District obligations relating to compliance with student records confidentiality laws. By signing this Agreement, the Consultant acknowledges and agrees to comply with the Family Educational Rights and Privacy Act (FERPA) and all State and Federal Laws relating to the confidentiality of student records.

- [X] Consultant will not receive student Information.
[] Consultant will receive student Information and Release or Transfer of Student Information (PBSD 0313) will be completed prior to Consultant receiving student information.
[] Consultant will receive student Information. Since parental consent will not be obtained and Consultant has legitimate educational interests in the information, Consultant shall hereby be deemed an "other school official" in accordance with School Board Policy 5.50 and shall enter into the Addendum concerning student information (Exhibit C) which is attached hereto and incorporated herein.

8. **BACKGROUND CHECKS/FINGERPRINTING**

The Jessica Lunsford Act: All individuals who are permitted access on school grounds when students are present, individuals who will have direct contact with children or any student of the School District, or who will have access to or control of school funds must be fingerprinted and background checked. Consultant agrees to undergo a background check and fingerprinting if he/she is an individual who meets any of the above conditions and to require that all individuals in the organization who meet any of the conditions to submit to a background check, including fingerprinting by the School District's Police Department, at the sole cost of Consultant. Consultant shall not begin providing services contemplated by this Agreement until Consultant receives notice of clearance by the School District. The School Board, nor its members, officers, employees, or agents, shall not be liable under any legal theory for any kind of claim whatsoever for the rejection of Consultant (or discontinuation of Consultant's services) on the basis of these compliance obligations. Consultant agrees that neither the Consultant, nor any employee, agent or representative of the Consultant who has been convicted or who is currently under investigation for a crime delineated in Florida Statutes §435.04 will be employed in the performance of this contract.

9. **INDEPENDENT CONTRACTOR**

The Consultant is, for all purposes arising under this Agreement, an independent contractor. the Consultant and its officers, agents or employees may not, under any circumstances, hold themselves out to anyone as being officers, agents or employees of the Board. No officer, agent or employee of the Consultant or Board shall be deemed an officer, agent or employee of the other party. Neither the Consultant nor Board, nor any officer, agent or employee thereof, shall be entitled to any benefits to which employees of the other party are entitled, including, but not limited to, overtime, retirement benefits, workers compensation benefits, injury leave, or other leave benefits.

10. **OWNERSHIP**

- A. All reports, studies, information, data, statistics, forms, designs, plans, procedures, systems, and other materials produced by the Consultant under this Agreement shall be the sole and exclusive property of Board. No such materials produced, either in whole or in part, under this Agreement shall be subject to private use, copyright or patent right by the Consultant in the United States or in any other country without the express written consent of Board.
B. Board shall have unrestricted authority to publish, disclose, distribute and otherwise use, copyright or patent any such materials produced by the Consultant under this Agreement.

11. INDEMNIFICATION/HOLD HARMLESS

The Consultant shall, in addition to any other obligation to indemnify the Palm Beach County School Board and to the fullest extent permitted by law, protect, defend, indemnify and hold harmless the School District, their agents, officers, elected officials and employees from and against all claims, actions, liabilities, losses (including economic losses), costs arising out of any actual or alleged bodily injury, sickness, disease or death, or injury to or destruction of tangible property including the loss of use resulting there from, or any other damage or loss arising out of, or claimed to have resulted in whole or in part from any actual or alleged act or omission of the Consultant, or anyone directly or indirectly employed by them, or of anyone for whose acts any of them may be liable in the performance of the work; or violation of law, statute, ordinance, governmental administration order, rule or regulation in the performance of the work; claims or actions made by the Consultant or other party performing the work. The indemnification obligations hereunder shall not be limited to any limitation on the amount, type of damages, compensation or benefits payable by or for Consultant under workers' compensation acts; disability benefit acts, other employee benefit acts or any statutory bar. Any cost or expenses, including attorney's fees, incurred by the Palm Beach County School District to enforce this agreement shall be borne by the Consultant. The Consultant recognizes the broad nature of this indemnification and hold harmless article, and voluntarily makes this covenant for good and valuable consideration provided by the School Board in support of this indemnification in accordance with the laws of the State of Florida. This article will survive the termination of this Agreement.

12. TRAVEL

Travel is is not allowable for this contract. Estimated travel expense is not to exceed N/A for the term of the contract. The Consultant agrees to submit all necessary documentation and proof of expenses in accordance with F. S. § 1 12.061 and School Board Policy #6.01. The Consultant further agrees that reimbursement for travel must be submitted on travel reimbursement forms with the rates determined by F.S. § 112.061 and School Board Policy 6.01 and must be authorized by the appropriate administrator(s).

13. AMENDMENT

This Agreement may be amended only with the mutual consent of the parties. All amendments must be in writing and must be approved by the School Board.

14. ASSIGNMENT

Neither the Consultant nor the Board may assign or transfer any interest in this Agreement without the prior written consent of the other party.

15. GOVERNING LAW AND VENUE

This Agreement shall be construed in accordance with the laws of the State of Florida. Any dispute with respect to this Agreement is subject to the laws of Florida, venue in Palm Beach County, Florida. Each Party shall be responsible for its own attorney's fees and costs incurred as a result of any action or proceeding under this agreement.

16. TERMINATION

The Board reserves the right to terminate this contract at any time and for any reason, upon giving thirty (30) days notice to the other party. If said contract should be terminated for convenience as provided herein, the Board will be relieved of all obligations under said contract and the Board will only be required to pay that amount of the contract actually performed to the date of termination with no payment due for unperformed work or lost profits. In the event School Board determines that the Consultant's services are not being performed as agreed upon, the Consultant shall be deemed to be in default and the School Board reserves the right to cancel this contract with five (5) days notice and to withhold all monies due the Consultant until such time as the Board, in its sole discretion shall determine whether to have the contract services completed by others or to cease obtaining the services. In the event that the Board determines to have the contract completed by others, the Consultant shall be liable for any costs of completion in excess of that called for in this contract. In the event that the Board determines not to have the contract completed by others, the Consultant shall be paid for the services that it satisfactorily performed prior to the termination but, in no event, shall the Consultant be paid for any work not actually performed or for lost profits.

In the event that it is determined that a termination for cause was unjustified, the termination shall be deemed a termination for convenience and the Consultant shall be entitled to payment only for work actually performed prior to the termination and to any additional sums.

17. MINORITY STATUS

The School District strongly encourages active minority/women business enterprise participation with all professional services. The Consultant certifies that:

This business is minority owned and operated (minimum 51%) Yes No
If a consultant not representing a firm, I am a minority. Yes No

If either statement above was checked yes, please indicate minority group.

Black or African American Asian Native Hawaiian or Other Pacific Islander Hispanic or Latino
 American Indian or Alaskan Native Disabled White Female Other

18. **LEGAL REVIEW**

The parties hereto represent that they have reviewed the Agreement and have sought legal advice concerning the legal significance and ramifications of the provisions contained herein.

19. **NOTICES**

Any notice *permitted or required* under this Agreement shall be in writing and signed by the party giving or serving the same, and shall be served either by personal delivery or *certified mail to the* following persons and at the following addresses:

Consultant	<u>Center for Nonprofit Excellence (PBC)</u>	SCHOOL BOARD OF
Address	<u>3111 So. Dixie Highway, Suite 244</u>	PALM BEACH COUNTY, FLORIDA
	<u>West Palm Beach, FL 33405</u>	Purchasing Department
		3300 Forest Hill Boulevard, Suite A 323
		West Palm Beach, Florida 33406
Telephone #	<u>(561) 214 - 7435</u>	Extension # <u>(561) 910-3206</u>
Consultant Email (required)	<u>www.nonprofit_excellencepbc.org</u>	

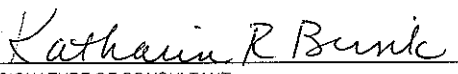
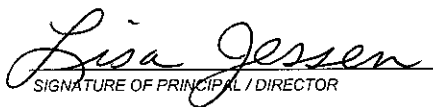
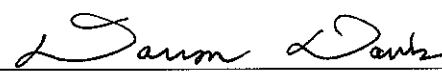

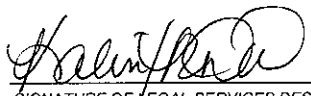
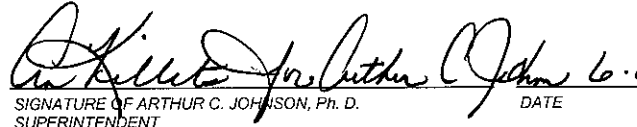
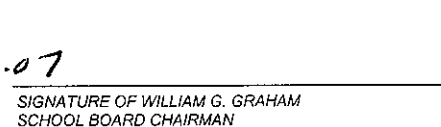
20. **MANDATORY CONTRACT DOCUMENTS (If contract is going to Board for approval)**

This Agreement includes the terms and conditions set forth in this document, and set forth in the following additional documents attached hereto and incorporate herein: (approval will not be granted without these **mandatory** attachments)

- "Exhibit A" - *Provide consultant evaluation (PBSD 2075)*
- "Exhibit B" - *Beneficial Interest and Disclosure of Ownership Affidavit (PBSD 1997)*

- \$2,500 or less requires consultant and principal/director signature only.
- \$2,501 to \$10,000 requires signature of consultant, principal/director, area/assistant superintendent, chief academic/operating officer and superintendent.
- All consultant contracts over \$10,001 must be approved by the Legal Department before going to the Board. The Board Chairman will sign the contract after Board Approval.

NOW, THEREFORE, the parties hereto have affixed their signatures on the day and year first above written.

 SIGNATURE OF CONSULTANT	<u>5/25/07</u> DATE	<u>Katharin R. Brink, Center for Nonprofit Excellence (PBC)</u> PRINT NAME OF THE CONSULTANT
 SIGNATURE OF PRINCIPAL / DIRECTOR	<u>5/25/07</u> DATE	<u>Lisa Jessen, Director</u> PRINT NAME OF THE PRINCIPAL / DIRECTOR
 SIGNATURE OF AREA / ASSISTANT SUPERINTENDENT	<u>6/8/07</u> DATE	<u>Darron Davis PHR/ Chief of HR</u> PRINT NAME OF THE AREA / ASSISTANT SUPERINTENDENT
 SIGNATURE OF CHIEF ACADEMIC / OPERATING OFFICER	<u>6.12.07</u> DATE	<u>Ann Killets</u> PRINT NAME OF THE CHIEF ACADEMIC / OPERATING OFFICER
 SIGNATURE OF LEGAL SERVICES DESIGNEE	<u>6/4/07</u> DATE	<u>Kalantua R. Dillard</u> PRINT NAME OF THE LEGAL SERVICES DESIGNEE
 SIGNATURE OF ARTHUR C. JOHNSON, PH. D. SUPERINTENDENT	<u>6.12.07</u> DATE	 SIGNATURE OF WILLIAM G. GRAHAM SCHOOL BOARD CHAIRMAN



**LEADERSHIP & MANAGEMENT INITIATIVE
PALM BEACH COUNTY**

Name: _____

Overall Program Evaluation

In order to improve the Leadership & Management Initiative for future groups, we would like your input in the following areas:

Instructions: Please check the box next to the relevant number to describe your answer:
1 (very low/ poor/ strongly disagree) to 5 (very high/ excellent/ strongly agree)

► EXPECTATIONS/ GOALS/ OBJECTIVES

- My overall expectations of the program were met. 1 2 3 4 5
 Comment:
- I set clear goals and objectives due to the program. 1 2 3 4 5
 Comment:
- My leadership skills improved as a result of the program. 1 2 3 4 5
 Comment:

► CURRICULUM/ CONTENT

- Each module of the program built on each other. 1 2 3 4 5
 Comment:
- The experiential exercises were relevant to the content. 1 2 3 4 5
 Comment: The experiential exercises were the best content
- The content helped me reformulate my assumptions. 1 2 3 4 5
 Comment:
- There was relevance between topics and my concerns. 1 2 3 4 5
 Comment:
- The element of collaboration was prevalent in the content. 1 2 3 4 5
 Comment:

► FACULTY/ INDUSTRY SPECIALIST

- I was listened to. 1 2 3 4 5
 Comment:

- I was given the chance to ask questions. 1 2 3 4 5
 Comment:
- I was challenged to think. 1 2 3 4 5
 Comment:
- Presenters' materials were appropriate and useful. 1 2 3 4 5
 Comment:
- There was uniformity in the delivery of each module. 1 2 3 4 5
 Comment:
- The lead faculty member (Hilda Martinez) provided consistency in relating core concepts from module to module. 1 2 3 4 5
 Comment:

► FACILITIES

- My expectations in terms of meeting rooms were met. 1 2 3 4 5
 Comment:
- My expectations in terms of lodging were met. 1 2 3 4 5
 Comment:
- My expectations in terms of dining services were met. 1 2 3 4 5
 Comment:

► PROJECTS

- The project concept was clearly explained. 1 2 3 4 5
 Comment: This took quite a while to become clear
- The project groups were well-chosen. 1 2 3 4 5
 Comment: The groups were randomly selected
- The amount of time given to work on the project was adequate. 1 2 3 4 5
 Comment:
- The presentation of the projects was a clear deliverable of the program. 1 2 3 4 5
 Comment: Not at first

► General Questions

- Describe what you consider to be the **strengths** of the program? Presenters were knowledgeable, experiential exercises were fun and a good learning technique, networking with other community leaders was great
- Describe what you consider to be the **weaknesses** of the program? Participants did not know why or how they were chosen for this leadership experience and were confused as to what the expected outcomes were.

Palm Beach County Leadership Institute

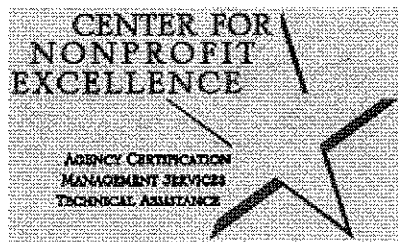
Recommendations:

I. Leadership and Management Institute – 2007/2008

- For participants from funding entities (such as Health Care District, Early Learning Coalition, governmental organizations): those organizations should pay $\frac{1}{2}$ of the cost of the training for their employees. The CSC grant will cover the other $\frac{1}{2}$ of the cost.
- Palm Beach County School District –2007 forward:
The School District will pay the cost of their participants' training, including a pro-rated share of the cost of venues, food. This can be either through a grant or per participant. Cost per person is \$6800.
- The cost for the 2007/2008 program has not yet been determined.

II. Senior Executive Leadership Institute – June 2007 and forward:

- The participants from funding entities will have $\frac{1}{2}$ of the cost of their training paid by their employers and $\frac{1}{2}$ will be paid by the CSC grant.
- Palm Beach County School District will pay for the cost of each participant from the School District. The cost per head of the Senior Executive training in 2007 is \$4,750.



About Us

Mission

The Center's mission is to promote quality and accountability in our nonprofit community through leadership development, education, and management services

Vision

A community in which nonprofit organizations achieve their highest level of success

The Center for Nonprofit Excellence has been eight years in the making. Funders in the community shared nonprofits' concerns about their own administrative capabilities. Some nonprofits, because of their size, have fewer resources to dedicate to administration; the skills, knowledge and abilities in that area have also varied greatly among agencies.

A coalition of public and private funders in Palm Beach County shared these concerns and created what has become the Center for Nonprofit Excellence whose goal it is to strengthen the administrative capacity of nonprofit agencies and promote best practices in nonprofit administration. Working with experts in the field, the funders created a uniform set of standards for certification of nonprofit agency governance and administration, finance and human resource management.

The Center has three major divisions designed to promote quality and accountability in the nonprofit sector:

Agency Certification, which promotes uniform standards for nonprofit administration and assists nonprofit agencies to carry out self-assessments of their compliance with mandatory standards and best practices, and helps agencies to develop organization improvement plans to achieve certification;

Education and Technical Assistance (E&TA), which offers comprehensive resources through education and training, organizational assessments, and consultant referral services to assist nonprofit organizations to implement best business practices and achieve mandatory standards;

Management Support Organization (MSO), which provides "back office" administrative services, such as financial and information technology management. In addition, MSO offers access to group purchasing and discounted payroll, personnel, insurance and benefit packages.

<http://www.nonprofit-excellencepb.org/index.cfm?fuseaction=pages.aboutus&x=7001888>

University of Miami
Division of Continuing & International Education

Corporate & Strategic Initiatives
P.O. Box 248005 Phone 305-284-2614
Coral Gables, Florida 33124-1610 Fax 305-284-6279

Proposal for

Palm Beach County Leadership Initiative:
Leadership Management Institute
Cohort Three

Presented by

Rafael E. Robles, Director
Corporate and Strategic Initiatives
March 30, 2007



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Leadership Management Institute

Palm Beach County Academic, Health, Human Services and Business Sectors

Assessment

The Leadership Management Institute (LMI) focuses on the evaluation and enhancement of participants' leadership strengths, as assessed through a series of instruments throughout the LMI implementation and engagement process. This will include, but is not limited to the following:

- Pre-Engagement One: Conduct an oral interview with each participant by telephone after candidate has submitted an admission application for the LMI. Report recommendations to Palm Beach leadership committee for candidate selection. Obtain a written "key responsibility" list from each participant as to his/her role as a manager.
- Pre-Engagement Two: Utilize a standardized instrument to determine leadership style. The UM team has selected an internationally known instrument which measures a broad range of leadership types from passive leaders, to leaders who give contingent rewards to followers, to leaders who transform their followers into becoming leaders themselves. The characteristics of a transformational leader are identified and individuals are assisted to discover how they measure up in their own eyes and in the eyes of those with whom they work. Success can be measured through a retesting program to track changes in leadership style.
- Pre-Engagement Three: The University will incorporate the High-Performing Organization (HPO) curriculum into the LMI experience in the following ways:
 - Module Three will consist of the actual HPO seminar training.
 - HPO training concepts will be incorporated into language utilized by UM faculty and trainers in the delivery of the LMI. Toward that end, UM will develop and deliver a summary presentation of HPO to all faculty and trainers to insure consistent incorporation throughout the LMI.
- Mid-Engagement: LMI administrators will gauge the effectiveness of the delivery method and pace, as well as faculty interaction and materials through standard evaluation processes.

- Individual Leadership Profile: LMI individual evaluation instrument provided to each participant at the culmination of the program that focuses on his/her strengths, weaknesses, and LMI recommendations for continued leadership enhancement. A subsequent written assessment or focus group six (6) months post LMI will address how participants have implemented the training in their day-to-day work lives, how they have progressed toward their goals, and how that process could be improved.
- Coaching provided via a consultancy and collaborative role shared through an alignment with the Executive Service Corps and the Advisory Board.
- Ongoing dialogue and continued review of program with participating faculty members and project managers to quickly assess, recalibrate, and adapt to changes and input provided by program participants and board members.
- Negotiate with Advisory Board members to observe select course delivery modules.

Leadership Challenge

Intrasector Team Work

Developing capacity building – improving your human and financial capital – is important, but measuring what matters will be dependent upon the specific outputs defined by the Leadership Initiative staff and advisory council members. It is crucial that community dialogues – new conversations that challenge assumptions – continue as individuals learn more about themselves and their situation. Organizations don't change; people do.

The Leadership Challenge, a team-oriented “transfer of learning” project, will be an expectation of the program. Designed to plainly convey key concepts or competencies presented in the program to junior managers and staff at the home organizations, this project will allow participants to work across sectors on developing presentations that highlight a specific goal/issue/aspect affecting an organization/agency and apply the learnings of the leadership initiative and “transfer” it to their organization. This teaching component will contribute to the capacity building of all the organizations represented in the leadership initiative. Participants will participate in the transfer of learning project throughout the latter part of their residence in the program. Specifically, the Leadership Challenge will:

- Focus on the ultimate objective of the LMI curriculum which is to create solutions and communicate strategies that assist leaders, managers, and staff within an organization and across sectors to promote and enhance the health, education, and welfare of children in Palm Beach County.
- Consist of five (5) teams of no more than six (6) members with a minimum of three departments represented in each group.
- Provide opportunity for participants to learn from each other via presentation of project in the Alliance Performance Module of the LMI.
- Return on Investment (ROI): In an age of accountability, return on investment is how expenditures are often evaluated. We may attempt to assess changes within the learner, but changes within the community will be more subtle and long-term.

- Primarily, information is needed on learner satisfaction, information retention, skill translation to job (output) and business/community outcomes and impact. Specifically UM will measure points one (1) through three (3) and the client may want to evaluate points four (4) and five (5) as follows:
 1. Measure of enrollment, activity, and completion: showing up, moving through the course, conclusion
 2. Measure of initial reaction to training: curriculum and trainer evaluations
 3. Provide Palm Beach leadership summary data assessed via the evaluation process
 4. Analyze deliverables/outputs: turnover, promotions, significant changes
 5. Measure long-term organizational outcomes and impact through a logical framework approach

Leadership Lab

- “Customized Discovery Learning” offers a participant the opportunity to discover leadership and management styles and skills, and improve communication through experiential learning exercises. Our facilitators will engage participants by creating genuine challenges that simulate and stimulate “real-life” situations.

Online Enhancement Component

Utilizing a University of Miami Instructional Advancement Center platform (Blackboard), LMI participants will have unlimited and personalized online access to a LMI course content site equipped with pre/post material resources, articles, assignments, and chat capabilities. This allows for LMI participants to review and prepare at their own pace and on their own time for the core modules.

Format Options

To create a more effective learning environment and provide a sound building block component that is both challenging and rewarding for the participants, the LMI has set forth the following format options for its delivery:

Module	Date	Duration
Individual and Team Performance	August 29-31, 2007	3 days
Leadership Organizations	October 17-19, 2007	3 days
HPO	November 14-16, 2007	3 days
Organizational Performance	February 13-15, 2008	3 days
Business Performance	April 9-11, 2008	3 days
Alliance Performance	June 12-13, 2008	2 days

UM Project Manager

The LMI will offer an onsite UM professional to oversee every aspect of the delivery, implementation, and evaluation of the program. This individual will serve as project managers to ensure:

- On-target and on-time performance of faculty and industry professionals
- Availability of materials for the daily program
- Relevance and focus on core objectives determined in this proposal

Section

2

Curriculum

The LMI has been designed to create synergies in competencies allowing for better delivery and learning to occur via the **Socratic Method**—a collaborative learning strategy whereby participants arrive at new knowledge collectively by reflecting and learning from each others' experience. LMI faculty members therefore serve a facilitative role rather than merely a lecturing one. They will also ensure that the HPO model frames the context of the topics they present. The following topics have been clustered into six (6) modules:

Module	Topic(s)	Duration	Instructor(s)	Location(s)
ONE: Individual and Team Performance	<ul style="list-style-type: none"> • Effective Communication and Interpersonal Relations • Building Internal and External Coalitions • Partnering • Leadership Introduction and Creating a "Code of Team Behavior" • Creative Thinking Skills • Experiential Learning Component 	Three Days	Hilda Martinez, Gino Cocamir and Fred Rosenzweig	Miami
TWO: Leadership Performance	<ul style="list-style-type: none"> • Interpersonal Styles Workshop • Peer Coaching from MLQ • Conflict Resolution and Results Model • Creating Future Leaders • Five Components of Emotional Intelligence (EQ) • Ethics and Values for Critical Thinking 	Three Days	Hilda Martinez and Anita Cava	West Palm Beach

<p>THREE: High Performance Organizations HPO Model</p>	<ul style="list-style-type: none"> • Evolution of the Nature of Work • Leadership Philosophies & Functions • Vision & Values to Strategy • Strategic Thinking in HPO Model • Operating in Parallel Organizations 	<p>Three Days</p>	<p>Larry Kokklenberg and Hilda Martinez</p>	<p>West Palm Beach</p>
<p>FOUR: Organizational Performance</p>	<ul style="list-style-type: none"> • Systems and Strategic Thinking • Critical Thinking • NGT: Barriers to Change at Work • Directing and Managing Change • Avoiding Resistance to Change and Organizational Defenses • Overcoming Resistance to Change • Motivational Approaches to Change • Replacement Planning 	<p>Three Days</p>	<p>William Werther and Hilda Martinez</p>	<p>West Palm Beach</p>
<p>FIVE: Business Performance</p>	<ul style="list-style-type: none"> • Productivity and Results Orientation through a Logical Framework Approach • Business Acumen • Non-Profit Sustainability and Entrepreneurship • Personal Leadership Style for Results • Experiential Learning Component 	<p>Three Days</p>	<p>George Montalvan, Alan Carsrud, Hilda Martinez and Gino Cocamir</p>	<p>West Palm Beach</p>
<p>SIX: Alliance Performance</p>	<ul style="list-style-type: none"> • Outputs and Outcomes through Program Summary • Creating Your Future as Developmental/Transformational Leaders • Commitment Model/Scale • Strength Acknowledgement and Celebration • Experiential Learning Component • Project Presentations 	<p>Two Days</p>	<p>Hilda Martinez</p>	<p>Miami</p>

Program Delivery and Cost

UM will offer a **seventeen-day leadership and management training program** for the Executive Service Corps in Palm Beach County. The program will be delivered in six modules at varied intervals throughout the year (see Chart). All modules will have a two or three-day duration, and each session will consist of eight hours per day. There will be a total of 136 hours of class time and classes will take place in Miami-Dade and Palm Beach Counties.

Program Cost

Deliverables include:

- Leadership management training program in above-mentioned topics
- Partial HPO Training cost of **maximum \$4,800**
- Instruction by UM faculty and industry specialists
- UM Advantage components outlined in Section One of this proposal
- Course materials and supplies
- AAA Four-Diamond hotel accommodations (single rooms), 3 meals per day (continental breakfast, lunch and dinner) in Modules One and Six
- Classroom facility at UM location
- Refreshments at each class meeting for Modules One and Six
- AV equipment, as needed for Modules One and Six
- UM Certificate of Completion

Complete program cost (maximum of 30 students): **\$192,290**
 2.5% increase from last fiscal year's contract due to faculty and hotel fee increases.

Confidentiality Statement

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