



## Governing Board Agenda Item

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Meeting Date: December 11, 2025

From: Kristin Reidy, Assistant Superintendent

Subject: Memorandum of Understanding with United Way of Tucson and Southern Arizona (Cradle to Career Partnership)

Priority: To provide rigorous, relevant, and innovative academics

Consent ☒ Action ☐ Discussion ☐

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### Background:

This is a renewal of the Memorandum of Understanding between Marana Unified School District (MUSD) and United Way of Tucson and Southern Arizona (Cradle to Career Partnership). This year, MUSD is participating in Empowered Teaching to strengthen literacy and mathematics instruction and achievement.

MUSD and United Way of Tucson of Southern Arizona (Cradle to Career Partnership) agree to collaborate in pursuit of these three shared goals:


1. To develop a network of faculty, staff, youth leaders, and community partners skilled in continuous improvement practices.
2. To identify and implement data-informed strategies that strengthen cradle-to-career outcomes.
3. To spread and scale effective, strategy-driven approaches that eliminate disparities across racial, ethnic, and socio-economic groups within and across systems.

This agreement articulates the roles and responsibilities of each organization in pursuit of these shared goals.

This agreement has been approved by District's legal counsel.

**Recommended Motion:**

I move that the Governing Board approve the Memorandum of Understanding between United Way of Tucson and Southern Arizona (Cradle to Career Partnership) and Marana Unified School District.

Approved for transmittal to the Governing Board:   
Dr. Daniel Streeter, Superintendent

*Questions should be directed to: Kristin Reidy, Assistant Superintendent  
Phone: (520) 682-4757*

## **Memorandum of Understanding Empowered Teaching to Improve Literacy and Mathematics K-12**

This Memorandum of Understanding (MOU) is made between Marana Unified School District and United Way of Tucson and Southern Arizona (Cradle to Career Partnership). Marana Unified School District is participating in Empowered Teaching to strengthen literacy and mathematics.

### **Goals of the Partnership:**

1. To develop a network of faculty, staff, youth leaders, and community partners skilled in continuous improvement practices
2. To identify and implement data-informed strategies that strengthen cradle-to-career outcomes
3. To spread and scale effective, strategy-driven approaches that eliminate disparities across racial, ethnic, and socio-economic groups within and across systems

Marana Unified School District and United Way of Tucson and Southern Arizona (Cradle to Career Partnership) agree to collaborate in pursuit of these shared goals.

### **Role and Responsibilities of Partnering Agencies:**

**A. United Way of Tucson and Southern Arizona (UWTSA)** houses the Cradle to Career Partnership (C2C), which serves as the backbone organization for Empowered Teaching. C2C's mission is to improve population-level outcomes and eliminate disparities among students in Pima County through the use of data and evidence-based strategies. Marana Unified School District is an active partner in this collaborative effort.

1. **Workshops and Collaboration:** C2C will convene workshops to introduce and deepen the use of continuous improvement tools, promote cross-district collaboration, and share best practices related to literacy and instructional improvement.
2. **Coaching Support:** C2C and StriveTogether coaches will provide monthly coaching to participating schools. Coaching will be tailored to the needs of each site and will support both District Continuous Improvement and Empowered Teaching efforts.
3. **Monthly School Team Sessions:** C2C will facilitate monthly sessions with identified Empowered Teaching school teams, focused on improving classroom instruction through rapid-cycle continuous improvement projects.
4. **Data Analysis and Visualization:** C2C will provide data analysis and user-friendly visualizations to support school teams in understanding short- and long-term trends in student performance.
5. **StriveTogether Learning Hub:** C2C will provide participants access to the StriveTogether Learning Hub for training and continuous improvement support.
6. **C2C Point of Contact:** The primary contact for Cradle to Career will be Amber Schlak, Program Director ([aschlak@unitedwaytucson.org](mailto:aschlak@unitedwaytucson.org)).

**B. Marana Unified School District** will identify the participating K-12 schools and participants in Empowered Teaching at the beginning of each semester. In accordance with this MOU, Marana Unified School District agrees to:

1. **Support School-Based Cohort Team Participation:** Permit participation in improvement science workshops, monthly Empowered Teaching meetings with C2C staff, and additional team meetings as needed.

2. Facilitate Coaching and Collaboration: Support school engagement with C2C and StriveTogether coaches, as requested and mutually agreed upon, to advance continuous improvement training and support.
3. Collaborate on Relevant Topics: Communicate with C2C regarding district and school-level priorities, instructional needs, and goals. Share areas of interest identified by teachers and administrators and align topics and improvement efforts with what is being taught in classrooms and prioritized across the district.
4. Share Student-Level Data for Improvement Projects: Provide student-level data identified by school-based teams and/or district leadership as necessary to support improvement efforts. Data will include:
  - District name
  - School name
  - Teacher name
  - Number of students in participating classrooms
  - Student matriculation or identification number
  - Literacy/ math baseline and assessment scores (e.g., NSGRA, Acadience, 95% Group, AASA, School City benchmark data) monthly or quarterly as applicable
  - Comparison data
    - Title I percentage
    - School demographics
    - Identify like schools with similar baseline data to serve as comparison to measure impact
  - Student demographics:
    - Ethnicity
    - Gender
    - Yes or no status
      - Special Education
      - Reading Intervention Support
      - English Language Learner
5. Submit Participant Names: Upon execution of this MOU, ensure each school principal/ CI coach submits the names of participating teachers and staff to C2C.
6. District Point of Contact: The primary contact for Marana Unified School District will be Kristin Reidy, Assistant Superintendent ([k.l.reidy@maranausd.org](mailto:k.l.reidy@maranausd.org)).

## **Notices**

Each party to this agreement will provide written notice to the other party of any change in the organization that may impact the collaborative activities outlined in this agreement. Such changes may include but are not limited to: changes in lead staff, changes in reporting requirements, and modifications to the design or scope of a jointly implemented program. Notice shall be provided via electronic mail or standard mail delivery to the designated point of contact for the other party.

## **Term of MOU**

This MOU is effective upon the date signed and executed by the duly authorized representative of the parties to the MOU and shall remain effective until June 30, 2028.

## **Reporting Requirements**

Reporting requirements shall include:

- Number of students impacted by the project,
- Number of teachers impacted by the project,
- Staff-identified student-level outcomes,
- Additional data as identified through collaborative improvement sessions.

## **Indemnification**

To the extent allowed by law, each party shall indemnify and hold harmless the other party from and against any and all losses, damages, liabilities, costs, expenses (including attorneys' fees) and any other claims whatsoever which the party may suffer arising out of or relating to this agreement or the services provided hereunder if the claim against the party arises out of negligent or intentional acts or omissions of the other party. Indemnification shall include all employees, agents, officers, directors, shareholders and contractors of the party.

## **Insurance**

During the term of the agreement, each party shall maintain, at its sole cost and expense, adequate workers' compensation, commercial general liability, errors and omissions, automobile, sexual/physical abuse and other forms of insurance, with policy limits sufficient to protect and indemnify the other party from any losses resulting from the insured party's conduct, acts, or omissions or the conduct, acts, or omissions of Community Impact Grantee's or United Way's agents, contractors, servants, and employees.

Marana Unified School District shall furnish United Way with certificates of insurance as required by this agreement. Marana Unified School District agrees to name "United Way of Tucson and Southern Arizona, Inc." as an additional insured under the policies, and will provide a certificate of insurance evidencing the coverage. Such coverage shall provide that Marana Unified School District and/or its insurance carrier(s) provide United Way with at least thirty-day (30) prior written notice of any change in such coverage or policy, or any proposed cancellation or non-renewal.

Policies shall contain a waiver of subrogation against United Way of Tucson and Southern Arizona, its board, its officers, officials, agents, and employees for losses arising from work performed by or on behalf of Grantees. Policies can be sent to [grants@unitedwaytucson.org](mailto:grants@unitedwaytucson.org).

## **Compliance with Immigration Laws**

To the extent applicable under A.R.S. § 41-4401, each party warrants compliance with all federal immigration laws and regulations that relate to its Arizona-based employees and, with regard to such employees, agrees to comply with the E-Verify requirements pursuant to A.R.S. § 23-214(A). A party's breach of the above-referenced warranty shall be deemed a material breach of this agreement. To the extent required by Arizona law, the parties each retain the legal right to inspect the papers and records of the other party to ensure compliance with this paragraph.

## **Student Records**

The parties acknowledge and agree that the confidentiality of personally identifiable education records of Marana Unified School District's students ("Student Records") is protected and regulated by a federal law commonly referred to as the Family Educational Rights and Privacy Act ("FERPA"). The parties agree that any disclosure and/or re-disclosure of Student Records shall be in compliance with the requirements of FERPA.

## **Amendment**

This MOU may be amended only by the written agreement of both parties.

## **Termination**

Either party may at any time cancel this agreement, with or without cause, by giving thirty (30) days' advance notice to the other party which shall commence on the date of mailing of the written notice by certified mail or personal delivery.

In addition to the above, in the event of a conflict of interest of the type described by A.R.S. § 38-511, the terms of which statute are deemed incorporated herein, this MOU may be terminated by Marana Unified School District.

Marana Unified School District, upon suspension or termination, will do all of the following:

1. Cease the performance of the suspended or terminated activities under this MOU.
2. Take all necessary steps to limit disbursements and minimize costs that include, but are not limited to, the suspension or termination of all contracts correlated to the suspended or terminated MOU activities.
3. Prepare and furnish a report to C2C Staff, as of the date Marana Unified School District received the notice of termination or suspension, that describes the status of all MOU activities and includes details of all activities performed and the results of those activities.
4. Perform any other tasks that the United Way of Tucson and Southern Arizona requires.

IN WITNESS THEREOF, the parties have affixed their signatures to this agreement on the date written below.

## **Signatures**

_____ Kristin Reidy Assistant Superintendent & Title IX Coordinator Marana Unified School District	_____ Date
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_____ Vanecia Kerr President & CEO United Way of Tucson and Southern Arizona	_____ Date
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Reviewed:	_____ Arika Wells Executive Vice President & Chief Operating Officer United Way of Tucson and Southern Arizona	_____ Date
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Reviewed:

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Allison Titcomb  
Senior Vice President, Community Development  
United Way of Tucson and Southern Arizona

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Date