

SDP FELLOWSHIP AGREEMENT  
between  
KELLER INDEPENDENT SCHOOL DISTRICT  
and  
PRESIDENT AND FELLOWS OF HARVARD COLLEGE

This Agreement (“Agreement”) is entered into by Keller Independent School District with offices located at 350 Keller Parkway, Keller, TX 76248 (“Client”) and President and Fellows of Harvard College, acting through the Harvard Graduate School of Education and the Center for Education Policy Research (“Harvard”), with offices at 50 Church Street, 4<sup>th</sup> Floor, Cambridge, MA 02138.

RECITALS

Since 2008, the Strategic Data Project (“SDP”) at the Center for Education Policy Research at Harvard University (“CEPR”) has partnered with school districts, charter school networks, state education agencies, nonprofit education organizations, and, more recently, postsecondary systems and institutions to bring high quality research methods and data analysis to bear on strategic management and policy decisions. SDP was formed on two fundamental premises: (1) policy and management decisions can directly influence schools’ and teachers’ ability to improve student achievement; and (2) valid and reliable data analysis significantly improves the quality of decision making.

The SDP Fellowship is a program that develops and trains talented data strategists in client agencies where they take on an important data or analytic project identified by the partnering agency. In some cases, the program recruits and selects researchers and data strategists to act as “SDP Fellows.” In other cases, the agency selects and nominates employees who work with data to join the program as “SDP Fellows.” Regardless of their pathway, all Fellows receive training and supports designed to boost skills and knowledge in three key areas: (1) measurement and analysis, (2) leadership and change management, and (3) education policy in order to carry out the work of the agency. Most importantly, partners become part of a national network of data strategists and researchers making an impact in education reform through research and data.

In addition to the terms and conditions contained herein, the following document is attached hereto and made a part of this Agreement:

Attachment 1 – Fellowship Program

1. FELLOWSHIP PROGRAM

Harvard will prepare 1 SDP Fellow to conduct research projects for Client with the characteristics described in Attachment 1 (“Fellowship Program”). Harvard and Client each agree to undertake their respective responsibilities as described in Attachment 1.

2. PERIOD OF PERFORMANCE

The overall Period of Performance of this Agreement will fall between September 1, 2025 (“Agreement Start Date”) and August 31, 2027 (“Agreement End Date”).

3. TOTAL COST

The total cost to Client for Harvard’s performance of its responsibilities under Attachment 1 is \$49,500 (“Total Cost”). This cost covers 1 SDP Fellows hired at \$49,500. Client agrees to pay a recruitment fee of

\$4,500 per SDP Fellow to defray SDP's costs should Client decide to break its commitment to hiring a Placed SDP Fellow prior to the Cohort 17 onboarding and kick-off in Fall 2025.

Harvard will invoice the client directly for \$24,750 by September 1, 2025 and \$24,750 by September 1, 2026.

Payment due within forty-five (45) days of invoice receipt.

#### 4. PROJECT DIRECTORS

Harvard Project Director:

Miriam Greenberg  
Sr. Director, Strategic Data Project  
Center for Education Policy Research at Harvard University  
Telephone: 617-496-4950  
Email: [miriam\\_greenberg@gse.harvard.edu](mailto:miriam_greenberg@gse.harvard.edu)

Supervising Project Director:

Dr. Michelle Somerhalder  
Executive Director of Human Resources  
Keller Independent School District  
Telephone: 817-744-1063  
Email: [michelle.somerhalder@kellerisd.net](mailto:michelle.somerhalder@kellerisd.net)

#### 5. ADMINISTRATIVE CONTACTS

Harvard Administrative Contact:

Alison Guerriero  
Associate Director, SDP Partnerships and Outreach  
Center for Education Policy Research at Harvard University  
Telephone: 617-496-0384  
Email: [alison\\_segal@gse.harvard.edu](mailto:alison_segal@gse.harvard.edu)

Client Administrative Contact:

Dr. Michelle Somerhalder  
Executive Director of Human Resources  
Keller Independent School District  
Telephone: 817-744-1063  
Email: [michelle.somerhalder@kellerisd.net](mailto:michelle.somerhalder@kellerisd.net)

#### 6. PUBLICATIONS; COPYRIGHT

Harvard has the right to publish and otherwise publicly disclose non-confidential information derived from work conducted under this Agreement. Harvard shall own the copyright in any works it originally authors under this Agreement.

#### 7. USE OF NAME

Neither party shall use the name of the other in any form of advertising or promotion of this program without the prior written approval of the party whose name is requested to be used.

#### 8. INDEPENDENT CONTRACTORS

For the purposes of this Agreement and all services to be provided hereunder, each party shall be, and shall be deemed to be, an independent contractor and not an agent or employee of the other party. Neither party shall have authority to make any statements, representations nor commitments of any kind, or to take any action which shall be binding on the other party, except as may be explicitly provided for herein or authorized by the other party in writing.

#### 9. ASSIGNMENT

This Agreement may not be assigned by either party without the prior written consent of the other party. Any and all assignments made without such consent shall be void.

#### 10. TERMINATION

Either party may elect to terminate this agreement, providing that it gives advance notice to the other party, in writing, a minimum of 30 (thirty) days prior to date of termination. In the event of early termination of the project, Harvard shall be entitled to reimbursement in full for the costs incurred up to the date of such termination and for costs incidental to the orderly liquidation of its services, including those non-cancelable obligations properly incurred prior to the effective date of termination.

#### 11. MODIFICATIONS

This Agreement shall be modified only in writing signed by duly authorized representatives of both Client and Harvard.

#### 12. ENTIRE AGREEMENT

This Agreement constitutes the entire understanding between Client and Harvard concerning the Cohort 16 Fellowship Program and supersedes all other understandings between the parties concerning that Program.

This Agreement shall be effective when signed by duly authorized representatives of both parties.

**PRESIDENT AND FELLOWS OF HARVARD COLLEGE**

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**CLIENT**

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**Attachment 1**  
**SDP Program**

**I. A DESCRIPTION OF THE STRATEGIC DATA PROJECT PROGRAM**

The purpose of SDP is to create new capacity for high-quality data analysis and decision making. The Fellow's responsibilities will include three areas:

1. **Professional Development and SDP's National Efforts (5%).** The Fellow will participate in work-relevant training and consulting, including meetings, conference calls and working group meetings, webinars, readings, assignments and presentations. Additionally, the Fellow will participate in a network of education professionals with similar skills and responsibilities.
2. **Focus Issue and Related Projects (20%).** For the duration of his/her fellowship, the Fellow will be assigned a focus project—identified early on by agency leadership in collaboration with the SDP leadership as described below. A focus issue should represent an opportunity for the Fellow to take a leadership role, develop deep knowledge, and contribute substantially to the agency's needs. A focus issue should also be an issue that benefits particularly from quantitative analysis.

Over the course of his/her fellowship, the Fellow will engage on a number of discrete tasks in service of pursuing a broader, substantial core piece of work around their focus issue, referred to as their capstone or "strategic data project.". The collection of tasks comprising a core piece of work should be reasonably possible to complete by the conclusion of the fellowship. In order to matriculate through the program, Fellows will need to write a final impact story about their focus issue project which will require final approval from Client.

3. **Additional Issues and Projects Identified by Agency Leadership as They Arise (75%).** During the fellowship, the Fellow will devote substantial time to additional discrete analyses and other research and data projects identified by agency leadership. Some of these areas may be known before the fellowship begins, but most will develop in the normal course of agency management and policy development. Such analyses may require as little as a few hours' work, or as much as a few weeks.

The objective is for the Fellow to provide analytic support for pressing agency issues.

**II. HARVARD'S RESPONSIBILITIES REGARDING "SDP FELLOWS" IF CLIENT IS HIRING AN SDP FELLOW**

1. **Recruiting candidates.** Harvard will be responsible for recruiting applicants that meet the Strategic Data Project's fellowship eligibility and competency standards and selecting those of most promise to forward to Client. Harvard will make reasonable efforts to attempt to replace a Fellow if a sitting Fellow leaves the position during the first year of the Fellowship. Clients can advance an internal, nominated candidate for a vacated role to complete the fellowship.
2. **Training and support.** Harvard will provide work-relevant training for the Fellow(s) over the course of the Fellowship. The Fellow will also receive ongoing support, training, and mentoring on strategic problem solving, leadership, communication and analytic methods from SDP staff at CEPR, Expert Advisors, and online sessions. Harvard will also provide the Fellow's Supervisor

(1 per Fellow) with training at the onset of the fellowship to support the Fellows' launch efforts, as well as participation at both annual spring Convenings.

- 3. Agreement on Fellow issue and project responsibilities.** Client will be the employer of the Fellow and thus decide on workstreams, Client and Harvard agree to work together to identify and agree upon the Fellow's project work.

### **III. CLIENT'S RESPONSIBILITIES REGARDING "SDP FELLOWS" IF CLIENT IS HIRING AN SDP FELLOW**

- 1. Hiring.** Client agrees to hire at least one SDP Fellow from among the candidates identified by Harvard and employ each Fellow for a period of two years. Client will provide a yearly salary between \$75,000 and \$95,000 and standard benefits for each Fellow for the entirety of the fellowship role. CEPR recommends the Client to provide a salary that is reasonable for the region's cost of living and competitive for the market. CEPR recommends the Client provide a stipend for relocation of more than 50 miles to cover relocation of household items and immediate family travel for the initial move, if applicable. Harvard recommends candidate interviews take place virtually, and Client is encouraged to cover travel and lodging if they prefer to interview candidates in-person.
- 2. Use of hiring materials.** Client will not modify or use SDP hiring materials outside of the SDP hiring process.
- 3. Agreement on workstreams.** Client and CEPR agree to work together to identify and agree upon each Fellow's focus issues and deliverables. All SDP Fellows will serve in a role focused on tasks and projects related to research and data.
- 4. Release time.** Client agrees to provide the Fellow with release time for job-relevant training and network development. In particular, the Fellow will be released to actively participate in 6 virtual and in-person fellowship trainings over the course of the Fellowship. Exact dates for these trainings will be identified at the beginning of the Fellowship. The events are an integral part of the fellowship and CEPR expects that all SDP Fellows attend, and that the fellow's Supervisor attend 3 of the meetings. Additionally, Client will support the Fellow in preparing for the events, by supporting the Fellow's allocation of time to complete pre-readings and pre-work during the two weeks before each event.
- 5. Access to agency leadership.** Client will ensure that the Fellow has the opportunity to participate in working teams involved in projects that are of high importance to the organization. Client will also ensure that the Fellow has an opportunity to present their work to senior agency leadership. The frequency and quality of such interactions will depend on the quality of work and level of trust developed by the Fellow.
- 6. Working with other Fellows and sharing of analyses.** To achieve the SDP goals of fostering a national network and spreading SDP-like analyses and approaches to non-partner agencies, Client will allow the Fellow to share in confidence his/her analyses with CEPR, Advisors, and the other participating agencies. In particular, the Fellow will be encouraged to interact with Fellows at other districts and state education agencies. All parties recognize that there may be some exceptions that require strict confidentiality within the district.

7. **Feedback.** Client will provide feedback to CEPR about the candidates forwarded, the support provided by CEPR staff, and the Fellow's impact in the agency. In addition, CEPR hopes that the agency will share suggestions and ways in which the program could be improved. The feedback will be collected in regular intervals by SDP staff at CEPR through semi-annual reviews, annual surveys, and other more informal mechanisms.
8. **Management and supportive environment.** Client will take appropriate measures to integrate the Fellow into the agency generally and their team or department specifically. Agency leaders will provide individual support and mentoring for the Fellow. Although CEPR will provide substantial training, Client will provide additional training as Client feels appropriate.
9. **Management involvement in SDP.** Client will work to ensure that Fellow(s)' supervisor(s) participate in relevant events, such as check-in calls, preliminary training (orientation), annual SDP Convening, and final presentation of results.
10. **Capstone Reports.** Client will support the Fellow's completion of the capstone report/impact story (will review the final draft for approval).