



Curriculum
Services
Canada

Service des
programmes
d'études Canada

Letter of Agreement made as of the 15th day of May, 2017

between

Curriculum Services Canada (CSC)

and

**Universidad Tecnologica del Uruguay (UTEC)
Av. Italia 6201 Edificio Los Talas, Parque Tecnológico del LATU, Uruguay**

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of the premises, and the mutual covenants contained herein, the sum of \$10.00 now paid by each of the parties hereto to the other, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, each of the parties hereto covenants and agrees as follows:

Indemnity:

Curriculum Services Canada (CSC) shall be liable for, and agrees and covenants to indemnify and save harmless the Client against all manner of claims, demands, debts, actions, causes of action, damages, loss, costs, legal fees on a substantial indemnity basis, liability or expenses, arising from claims for damages based on, the use or infringement of any patent, registered industrial design, trade-mark, copyrighted work, trade secret, or other intellectual property right, and any costs or expenses (collectively, "Royalties") incurred as a result of the exercise by any person of any moral rights, that results from or is alleged to result from providing the Deliverables or the carrying out of the Services or from the use or disposal by the Client of anything furnished by CSC hereunder unless any such Royalties are claimed as a result of Client Content. For the purposes hereof, "Client Content" means any information, data, text, software, music, sound, graphic images, video messages or any other material provided by the Client to CSC for inclusion in the Deliverables or the Services. The Client shall be liable for and agrees to indemnify and save harmless CSC from and against any Royalties claimed as a result of Client Content.

Curriculum Services Canada (CSC) Project Process Policies:

CSC values its clients and therefore takes pride in assuring quality in our work performance on behalf of each client. In order to clarify our commitment to you that we will meet all deadlines *and* meet high standards as well, we want you to understand, as a client, what we need from you in order to honour our promises in our contractual agreement:

- a) CSC will deliver all elements of a contract with you, the Client, on time and meeting quality standards, subject to the provisions hereinafter set out. We will work with you to develop a mutually agreeable completion schedule to ensure this.
- b) CSC requires you, the Client, to deliver all elements of our agreement and associated completion schedule on time, fulfilling the standards agreed to.

- c) If you, as the Client, miss a deadline, CSC will be unable to meet the original deadline. For every day missed by our Client, there will be a minimum two business days' delay in the agreed-upon deliverable.
- d) If you, the Client, fail to provide CSC with any feedback you may have within thirty (30) days receipt of any draft material (e.g., written, video, website), you shall be deemed to have accepted same as is and as edited by CSC, and CSC shall have no further responsibility to you. If after such thirty (30) day period, you require CSC to further revise the deliverable then same shall be an additional expense to you at CSC's standard rates.
- e) If CSC requests of a client that a deliverable to CSC be in a certain agreed-upon format, we depend on that occurrence. If a format is different from the one agreed upon, then we experience a further delay of up to a minimum of two business days.
- f) Deliverables like web postings, video footage, and script completions that are highly time-sensitive and dependent on Client deliveries of content or editing, if not delivered on time, can seriously jeopardize a project or delay it completely with serious consequences to waiting users in the education sector. CSC is very concerned about supporting the positive image of our client to its publics, but if our Client does not deliver critical items on time, we are helpless to meet the public deadline.
- g) Notwithstanding anything elsewhere herein contained, neither party shall be responsible to the other party for delays resulting from Force Majeure. For the purposes of this Letter of Agreement, Force Majeure means any cause beyond the reasonable control of either party including, without limitation, fire, explosion, natural disaster, power failure, acts of God, military actions or actions of public enemies, any act or omission under any law, order, regulation, rule or requirement of any court, governmental or public authority or legal body having jurisdiction, labour action (such as strikes, slowdowns, picketing or boycotts). For greater certainty, Force Majeure shall also include the inability of CSC to perform its obligations hereunder in a timely manner due to health and safety concerns identified by the Government of Canada through Travel Advice and Advisories from time to time with respect to the location of the presentation and any required travel thereto. In no event shall lack of money, insolvency, any act of bankruptcy or any act or omission of a party claiming Force Majeure be an event of Force Majeure. Accordingly, if the Project is not complete on the Completion Date as a result of Force Majeure, then an extension must be negotiated by CSC and the Client in good faith to include the costs accrued for the period of the extension and revisions to the Deliverables and Completion Date as may be appropriate, giving due regard to the Force Majeure circumstances.

In addition, if there are no Force Majeure events and the Project is not completed on the Completion Date, then an extension must nevertheless be negotiated by CSC and the Client in good faith to include the costs accrued for the period of the extension and revisions to the Deliverables and Completion Date as may be appropriate, giving due regard to the non-Force Majeure circumstances.

Payment Terms:

- a) The Client shall strictly comply with the payment schedule as set out in Schedule "A" attached hereto and forming part of this Agreement. The timing of the payments is of the essence. In the event that any payment is not received in accordance with the payment schedule, such non-payment constitutes a material breach of this Agreement by the Client, and the Agreement shall be deemed to be cancelled as a result thereof. The acceptance by CSC of any payment after the due date shall not be construed as a waiver.

ACKNOWLEDGEMENT

The Client:

- a) will acknowledge, in a format approved by CSC, the role of CSC in all materials related to the Project(s); e.g. "Produced in collaboration with Curriculum Services Canada" and displaying the CSC seal; and
- b) will inform CSC of any public communication; e.g. interview, media event, report or presentation, and provide CSC the opportunity to be present where relevant and appropriate.

GOVERNING LAW

This Agreement shall be governed by, and construed and enforced in accordance with, the laws of the Province of Ontario and the federal laws of Canada applicable therein. Each party hereby irrevocably and unconditionally submits to the non-exclusive jurisdiction of the courts of such province and all courts competent to hear appeals therefrom.

ENTIRE AGREEMENT

This Agreement may be executed in one or more counterparts, each of which will be deemed an original, but all of which when taken together will constitute one and the same instrument. This Agreement sets forth the entire understanding between the parties; it shall become effective when a fully executed original is received by CSC. This Agreement may not be altered, changed, modified or waived in whole or in part except by another agreement in writing signed by both parties. An executed facsimile copy, email, or photocopy of this Agreement shall be deemed an original.

IN WITNESS WHEREOF, the parties hereto have signed this Agreement as of the date first above written.

CURRICULUM SERVICES CANADA
Per: _____

Amy Coupal, Chief Executive Officer

TECHNOLOGY UNIVERSITY OF URUGUAY
Per: _____

Dr. Rodolfo Silveria, Councilman
I have the authority to bind the organization

Per: _____

Dr. Pablo Chilibroste, Councilman
I have the authority to bind the organization

Per: _____
Graciela Do Mato

Dr. Graciela Do Mato, Councilwoman
I have the authority to bind the organization

Schedule "A"

Schedule "A" attached hereto forms part of this agreement and contains additional provisions and descriptions of the deliverables.

Project Name: High Yield Teaching Strategies & Assessment for Learning

CSC Contact: Debbie Davidson

Client Contact: Elianne Elbaum

Project Number: CSC815

Deliverables: (see attached proposal for details)

Three training days for up to 50 professors based on the provision of two CSC instructors, Anita Sherwin Hamer and Deirdre Kinsella Biss, for up to 50 teachers on-site at UTEC in Uruguay as outlined in the attached proposal.

Fee for Service to CSC: USD \$7,500

Travel and Accommodation Costs:

The Client shall pay to CSC, in addition to the Fee, all travel and accommodation costs for the two instructors including, without limitation, air fare, ground transportation, hotel accommodations and photocopying, as well as a reasonable expense allowance for meals. Without limiting the generality of the foregoing, CSC reserves the right to choose airlines, route of flights, and ancillary arrangements thereto, such as seat selections. Wherever possible, CSC will confirm such details and arrangements in advance with the Client.

Expenses will be invoiced once all receipts have been received.

Payment Schedule:

The Fee shall be due and payable upon signing of this Agreement, which shall in any event not be less than thirty (30) days prior to the scheduled arrival of the CSC consultant/presenter.

Start Date: May 15, 2017


Completion Date: July 15, 2017

High Yield Teaching Strategies & Assessment for Learning Proposal

Technology University of Uruguay (UTEC)



Submitted by
Curriculum Services Canada



Debbie Davidson
Director of International Partnerships



ddaavidson@curriculum.org
1-416-972-1309

December 22, 2016

December 22, 2016

Dear Elianne,

On behalf of Curriculum Services Canada (CSC), I am pleased to submit this proposal to support your ongoing capacity building efforts at UTEC.

For more than 20 years, CSC has been servicing Canadian educators and our international colleagues as an authority in education standards, practice, evaluation, design, and development. Our expert team combines educational and technical expertise to produce effective solutions for a variety of markets.

CSC is known for:

- Applying industry-leading practices in curriculum and pedagogy.
- Using innovative approaches to produce deliverables that meet the learner's needs.
- Custom-building solutions based on effective and audience-targeted learning principles.
- Offering proven processes and quality assurance built over 20 years in education solutions.
- Adapting our approach to the local context to ensure the greatest success.

CSC has supported educators from around the world in building capacity, executing new strategies, revising curriculum, and implementing system-wide educational reforms. CSC brings an educator's perspective to every project. We put learning first so content is interesting, accessible, and clearly linked to learning outcomes.

Depending on UTEC board approval of this proposal, we know that both you and your educators will be extremely well served. Please do not hesitate to contact me if you have any questions.

Sincerely,

Debbie Davidson
Director of International Partnerships
Curriculum Services Canada



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Curriculum Services Canada

Our Advantage

Authority: CSC has been an authority in the field of education since 1993. Using quality standards developed by our team of experts, we have supported the design, development, and evaluation of learning products, programs, and services across Canada and internationally.

Standards: CSC is an enterprising non-profit. We are driven by quality and clients, not by profits. The standards which inform our work are based on years of experience at various levels of the education sector from classrooms to ministries of education.

Perspective: CSC brings a unique educator's perspective to every project. Our team has firsthand knowledge of Canadian educational initiatives as well as a solid understanding of current pedagogical approaches which have been successfully used in international settings.

International Services

Development & Education

Curriculum, Resources, Programs

With more than 20 years in the education sector, CSC has established proven methods and processes for developing curriculum standards, learning resources, and programs that are driven by needs, focused on desired outcomes, and informed by the context. We bring together our broad expertise, from pedagogy to technology, to support the development of 21st century skills and competencies.

Consultations

Onsite, Virtual

CSC's skilled consultants bring a range of experience and expertise to each project. We work with you to gather evidence of your needs and to provide critical insights, meaningful recommendations, and actionable plans that will work for you and your team(s). Whether you are working on a short-term initiative or require ongoing support throughout a lengthy change process, we bring value and perspective to help you achieve your goals.

Assessments & Evaluation

Program Review, Policy & System Review

CSC serves as an authority in quality assurance for Canada and internationally. We are responsible for evaluating the quality of programs and resources across Canada and offer this service globally as well. Our work in education has also spanned many policy, system, and program reviews. As such, we have a wealth of knowledge to share about what works best and what pitfalls to avoid. Our reviews provide valuable data and include recommendations to inform the next steps in your improvement process.



Planning

Strategic Planning

We work with you to use available data, insights and goals to collaboratively plan for your school, district or territory. These plans include steps required to achieve targets that are actionable and measurable and opportunities to evaluate success. The strategic planning is people-driven, guided by the needs of the learners you serve and professionals who work with them.

Professional Development

Onsite & Virtual Training, Coaching & Support

CSC works with you to define areas of growth for your staff and customize training to meet those needs. It is well recognized in research literature that building the capacity of teachers in the classroom is best achieved through job-embedded learning where teachers have the opportunity to reflect on their practice and share these reflections with colleagues. We work with you to develop a model where teachers engage in reflective practice in their own setting, supported by onsite coaching and online meetings.

1.1.1 Types of Expertise

System-Level Reform: Our team can support a range of system-level reform initiatives including curriculum and policy development, staff capacity building, and resource evaluation.

Teacher Practice Improvement: Our team supports teacher capacity building through coaching, delivery of professional learning opportunities, support in developing professional learning communities, and the provision of professional learning resources. We also lead workshops for teachers, coaches and administrators.

Leading Pedagogical Practices: Our team of exemplary practitioners can help you support the development of research-based instructional practices within your school and/or system. From assessment to inquiry-based learning and blended learning, we can help you design a plan to increase the use of effective practices.

Curriculum Policy & Implementation: Our team can monitor curriculum delivery and operations, making recommendations for improvement and growth. All of our initiatives include gathering and analyzing data to inform realistic and actionable recommendations for school-based and system-wide implementation.

Special Education: Our team can support schools, districts and/or policy makers in improving special education resources and supports. This could include consideration of classroom design and layout, planning, student-specific programming, assistive technology, and models of program delivery.



Teacher Performance Appraisal: Our team can work with you to develop or refine standards of practice for teachers, as well as competencies and performance indicators reflecting these standards. Experience has taught us that a well-defined framework for teacher performance appraisal is crucial to the development of a common understanding, effective coaching, and wide scale improvement in performance.

Case Studies

With custom solutions for every part of the learning cycle, from assessment of needs to appraisal of results, Curriculum Services Canada has set the standard for learning that empowers individuals and transforms organizations through processes and products that promote continuous improvement. Our success stories include:

Schools on the Move: CSC helped establish a program to develop learning community networks and manage cultural change.

IT Research: CSC conducted a research investigation on the impact of digital technology in transforming teaching practices.

Special Education: CSC's consultant network has contributed to the development of a private school for autistic children designed to best meet their needs.

Teacher Resources: CSC produced a series of 57 videos and viewer's guides which demonstrate the implementation of a new Arts curriculum.

Institutional Evaluation: CSC's consultant network has conducted comprehensive evaluations of educational institutions in eight countries.

Approach & Methodology

Objectives of Your Project as CSC Understands Them

CSC is aware that a priority for UTEC is strategic planning and innovation with two main areas of focus for supporting subject area professors:

- 1) High yield teaching strategies, and
- 2) Assessment for learning.

As a new university operating for three days, UTEC is very focused on technology and innovation that supports rural provinces in accessing first class education standards linked to curriculum that is benchmarked to world standards with the highest quality teaching. Challenges have been to find teachers willing to live in the provinces, and if willing to live in the provinces, teachers may not have teaching experience. These proposed three days of training would start to build a foundation for enabling the highest level of teaching professionalism at UTEC.



How CSC Will Deliver

Foundational 3 Days for this Proposal

This proposal proposes to provide three days of foundational training focused on high yield teaching strategies and assessment for learning. A general content outline below for the three days includes Curriculum Planning and Design Content Considerations followed by an Overview of the Assessment Loop.

The following draft outline is for UTEC's review with input that will shape confirmed high yield teaching strategies and assessment for learning training.

Curriculum Planning and Design Content Considerations:

- Planning with Assessment in Mind
- Backward Design Planning
- Lesson Planning
- Unit Planning
- Know Your Students Learning Profiles and Needs
- Understanding Your Curriculum Documents
- Big Ideas
- Planning Simple and Rich Tasks
- Creating Assessment Tools and Tasks

An Overview of the Assessment Loop & Assessment for Learning:

Assessment for Learning:

- Learning Goals
- Success Criteria
- Anchor Charts
- Graphic Organizers



- Descriptive Feedback - Oral and Written
- Peer Assessment - Oral and Written

Extensions Provided as Follows for optional continued capacity building and teaching development...

Option 1: 3 Day Extension - Advancing Assessment as Learning & Assessment of Learning Teaching Strategies

Assessment as Learning:

- Self-Assessment Strategies
- Metacognition
- One on One Assessment - Interviews, Conferences

Assessment of Learning:

- Understanding the Purpose of Evaluation
- Evaluation Strategies
- Matching Evaluation Strategies to Learning Goals
- Growth Assessment and Portfolios

Option 2: 3 Day Extension - Planning & Facilitating Learning Outcomes

Planning & Facilitating Learning Outcomes:

- Classroom Organization
- Class Structure and Routines
- Class Climate and Class Environment
- Brain Based Learning and Student Needs
- Student Motivation and Learning



- Learning Styles
- Setting the Stage for Collaboration
- Effective Group Work

Option #3: Extension for UTEC & Continued Capacity Building

Benchmarking for all degrees can be done by experienced curriculum specialists with Curriculum Services Canada.

*Please Note: Customizing to the specific needs of UTEC would be done in consultation with planning for on-site delivery of professional learning following budget and proposal approval.

Our Team

CSC recommends one-person team for 20-25 participants; two Instructors for 50 participants. Recommended consultants for this project are:

Deirdre Kinsella Biss

Deirdre Kinsella Biss would be the primary consultant for 20-25 people and available for the tentative three day training timeline of June/July. If two Instructors for 50 participants, both Deirdre and Anita Sherwin-Hamer would be the recommended consultants with specialized expertise in both priority areas of high yield teaching strategies, assessment for learning.

Anita Sherwin-Hamer

If a secondary Instructor is required for 50 participants (or beyond the scope of 20-25 participants), Anita Sherwin-Hamer would be the second Instructor for this proposal.

To learn more about the experience and expertise of this project team, please see our team profiles provided as a separate attachment..



Budget

This budget is presented based on CSC's current understanding of the project scope and is subject to change based on feedback and/or additional information provided by UTEC and Eliane Elbaum..

Three Days of Professor Training in June/July 2017	
<p>Option One: One Facilitator (Three days to include up to 25 professors))</p> <p>Three days of professor training days based on the provision of one CSC Instructor for up to 25 professors on-site at UTEC as outlined above.</p> <p>In addition, this project will include project and travel expenses for one instructor (including but not exclusive to airfare, hotel, meals, photocopying etc)</p> <p>Note: Rates have been discounted to support the success and viability of this project.</p>	
<p>Regular Cost: \$5,000</p> <p>Discounted Sub-total: *\$4,000 USD</p>	<p>Plus TBD travel expenses for one instructor</p>
<p>Option Two: Two Facilitators (Three days to include up to 50 professors on-site at UTEC)</p> <p>Three training days for up to 50 professors based on the provision of two CSC Instructors for up to 50 teachers on-site at UTEC in Uruguay as outlined above.</p> <p>In addition, this project will include project and travel expenses for two instructors (including but not exclusive to airfare, hotel, meals, photocopying etc)</p> <p>Note: Rates have been discounted to support the success and viability of this project.</p>	
<p>Regular Cost: \$10,000</p> <p>Discounted Sub-total: *\$7,500 USD</p>	<p>Plus TBD travel expenses for two instructors</p>

Assumption: No additional taxes applicable.



Appendix: Team Profiles

(See separate attachment.)

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