



**The Indorf Group builds, grows,
and strengthens exceptional
learning organizations.**

Contract for Consulting Services

This Consulting Agreement (“Agreement”) is entered into by **Indorf Group, LLC** (“Indorf Group”) and **Great Hearts Texas (“GHTX”)**, whose address and phone number are listed in the signature page and is effective as of **October 2, 2023**.

1. Indorf Group agrees to perform the **Consulting Services** for **GHTX** set forth in the Statement of Work. Indorf Group is in the business of providing **Consulting Services**, is fully able to perform the Services in accordance with the highest professional standards and will perform the Services on such schedule and in such form or manner as set forth in the Statement of Work.
2. In consideration of the services rendered by **Indorf Group**, **GHTX** agrees to pay compensation in the amounts and on the schedules set forth in the Statement of Work. Indorf Group will provide an invoice of services rendered, starting on the date listed in the Statement of Work.
3. **Indorf Group** acknowledges that it is a contractor of **GHTX**, not an employee. **Indorf Group** services will be used by **GHTX** on an as-needed basis, and **GHTX** has no continuing obligation to use its services.
4. **Indorf Group** agrees not to disclose information about any work it performs for **GHTX** to any third party unless authorized by **GHTX** to do so. **Indorf Group** is permitted to acknowledge the existence and nature of the relationship with **GHTX**.
5. This Agreement may be terminated by either party – the GHTX Superintendent/Board Chair and/or Indorf Group CEO – upon 60 days prior written notice with or without cause, provided **Indorf Group** shall be paid for services rendered under this Agreement prior to the effective date of its cancellation.
6. The laws of Texas shall govern this Contract.
7. This Agreement and the Statement of Work constitute the entire agreement of the parties pertaining to the subject matter hereof and supersedes all prior and contemporaneous agreements, understandings,

negotiations, and discussions of the parties, whether oral or written. This Agreement may be amended only by a writing signed by all of the parties.

8. This Agreement may be executed in counterparts, each of which shall be deemed an original, but all of which together shall be deemed to be one and the same agreement. Execution and delivery of this Agreement by electronic signature shall have the same force and effect as execution and delivery by original signature.

Statement of Work

Effective Dates: Oct 2, 2023 Start Date

The core purpose of this consulting agreement is to improve the future performance, stability, and missional attainment of Great Hearts Texas academies. Therefore, the work will focus on the vitally important yet not immediately urgent domains that ultimately drive academic excellence.

Academic Strategy: Improve Great Hearts Texas Academic Strategy

- Analyze, diagnose, and improve the academic strategy of Great Hearts Texas
- Partner closely with the Executive Directors, Data Strategy Team, Academic Services Team, and other stakeholder to take requisite action to improve academic performance
- Develop data-informed structures, habits, and cultures to identify, diagnose, and act on learning gaps across classroom, school, and systems
- Build and facilitate the meeting systems and structures to advance a coherence academic strategy across GHTX
- Align with the GHTX Superintendent on diagnosis and recommendations and with his authority and approval partner with stakeholders to lead vision, change, and strategic implementation

School Culture: Strengthen Student-Focused Schools

- Diagnose the extent to which schools are focused on mission/vision and students in equal measure
- Propose system-wide actions to strengthen the focus on students and families as the end-user of the organization and create a culture where mission/vision is not in competition with servant leadership of students and families
- Strategically implement levers to improve a student-focused culture, thereby strengthening student learning, family retention, and system competition
- Implement regular dashboard reviews within and across schools with various stakeholders to remain clear-eyed about what students and families are saying and what they need
- Align with the GHTX Superintendent on diagnosis and recommendations and with his authority and approval partner with stakeholders to lead vision, change, and strategic implementation

Executive Development: Coach and Develop Executive Directors so they Thrive and Excel in their Role

- Build the skill and ability of Executive Directors to fully step into their principal manager positions within the context and culture of Great Hearts Texas
- Lead coaching site-visits to model Head of School development and Executive Director power moves
- Create an Executive Director position playbook and develop and manage Executive Directors against this implementable vision
- Align with the GHTX Superintendent on diagnosis and recommendations and with his authority and approval partner with stakeholders to lead vision, change, and strategic implementation

Special Student Services: Strategize and Support the Ongoing Transformation and Improvement of Special Student Services

- Continue to identify and clarify the central problems-to-solve in GHTX Special Student Services, from staffing ratios and funding mechanisms to staffing/hiring and compliance.
- Partner with the Executive Director in-charge and the Special Education team to design a strategy that is sensitive to the needs of academies and delivers increasing levels of reliability and performance into the future
- Align with the GHTX Superintendent on diagnosis and recommendations and with his authority and approval partner with stakeholders to lead vision, change, and strategic implementation.

First Two Months: While subject to change given conversations with the Superintendent, pressing needs, and insights gleaned, the following milestones will guide the first two months of engagement:

- **Oct 2nd – Oct 27th**
 - Analysis of relevant data for a data-informed state-of-the-schools
 - Listening tour alongside all XDs with Headmasters to hear their pain points, challenges, needs, strengths, and wins
 - Side-by-side work with XDs to understand their time, priorities, strengths, and needs
 - One school visit per XD to their “biggest priorities school”
 - Deliverable: Hypothesis on level of urgency/important of need; Hypothesis on focus areas of need; Hypothesis on XD Readiness and Need; Hypothesis on Path Forward
- **Oct 30th – Dec 1st**
 - Analysis of Data-Informed Instruction Systems & Capacity, SPED/Special Student Services Systems and Capacity, Student Culture Systems and Foci, and Leadership Capacity
 - Co-Design Site-Visit Day with each XD and implement site-visit to build capacity
 - Implement Stronger Data-Informed-Instruction structures and mechanisms to increase focus and transparency
 - Deliverable: Diagnosis of current state, SWOT analysis, strategic levers, and a proposed roadmap for strengthening across the year

Fees and Milestone Timeline

A fee of \$12,000/month is due based on the timeline below. \$12,000 a month is based on 40 hours of work a month at \$300/hour, a \$50/hour discount from Kurtis Indorf’s \$350/hour rate. This contract is automatically renewed monthly until terminated by either party upon 60 days prior written notice with or without cause.

Payment is based on the timeline below.

- Invoiced by the 15th of each month for the current month
- Paid by the end of the month for the current month

Indorf Group will submit an invoice for each pay period.

Time and Materials

Due to the dynamic nature of this project, each month will have a detailed hourly invoice process allowing us to track project hours and any additional time, materials, or travel as on budget and/or needs approval.

Hours needed beyond the agreed-upon monthly amounts will be reviewed and communicated two weeks prior to the end-of-month billing for adjustments by Superintendent Brendan Minitier. Additional hourly support is not to exceed \$3,000 per month without written approval of Superintendent Brendan Minitier. Consulting services above 40 hours / month will be billed at \$350/hour.

Signatures

Great Hearts Texas

Mailing Address: 12500 San Pedro Ave #500, San Antonio, TX 78216

Phone Number: 210-888-9475

Email Address: Brendan.Minitier@greatheartstxschools.org

Signature, Great Hearts Texas

By: _____  _____ 9/15/2023
Brendan Minitier Date

Signature, Indorf Group, LLC

By: _____  _____ 9/13/2023
Kurtis Indorf Date