CENTER FOR EXPANDING LEADERSHIP & OPPORTUNITY

Memorandum of Understanding

Multi-Institutional Study of Leadership (MSL), Secondary Education

Study Year 2026–2027 | Release Version 2.0, October 2026

This Memorandum of Understanding ("MOU") is made between the **Center for Expanding Leadership & Opportunity** ("CELO"), a nonprofit research organization that operates the Multi-Institutional Study of Leadership ("MSL"), and the **school or school district identified in the signature block below** (the "School"). It takes effect on the date of the last signature.

1. Purpose

This MOU sets out the collaboration between CELO and the School to implement MSL Secondary Education during the 2026–2027 academic year. The Parties share an intent to produce valid, comparable measures of student development, civic engagement, and related educational outcomes, and to put those measures to work in the School's own improvement efforts.

2. Background

MSL is a national research initiative that CELO leads and that John P. Dugan, PhD, directs as Principal Investigator. The study administers a web-based survey to high school students in grades 9 through 12 to measure developmental learning outcomes. Participation gives each school its own data, analysis tools, and consultation to inform practice and improvement.

MSL is research and continuous-improvement infrastructure. It does not assess, grade, or evaluate individual students, and no result is used for any decision about an individual student's academic standing, discipline, or program eligibility.

Heartland Institutional Review Board, LLC provides independent ethical oversight. Heartland IRB approved the MSL Secondary Education protocol on February 3, 2026 (HIRB Project No. 02032036-1316) through expedited review, and CELO maintains that approval through Heartland IRB's continuing review process for as long as it collects data from the School.

3. Roles and Responsibilities

3.1 CELO will provide

- Access to the MSL Onboarding System, with implementation guidance throughout the Study Year.
- All survey instruments, data management systems, and training materials, including the MSL Codebook (Secondary Education), which lists every item the survey asks.
- The opportunity for the School to add up to ten (10) of its own questions to the survey.

- Reports, interactive dashboards, and consultation on findings.
- Participation in the Data-to-Impact Journey, CELO's improvement cycle of roughly monthly virtual sessions that carries a school from its results to a defined first move, at no cost to the School.
- IRB oversight through Heartland Institutional Review Board, LLC, together with the site authorization and reliance materials the School's own review process may require.
- Compliance with FERPA, COPPA, the Protection of Pupil Rights Amendment, and the student data privacy law of the School's state, on the terms of the Student Data Privacy Agreement described in Section 4.
- A participation honorarium of two thousand dollars ($2,000), as Section 3.3 describes.

3.2 The School will

- Designate a school contact to coordinate MSL implementation.
- Provide accurate sample information for students in grades 9 through 12.
- Review the MSL Codebook before administration and run any parental notification, consent, opt-out, or survey-review process that its own policy, its state law, or the Protection of Pupil Rights Amendment requires, as Section 5 describes.
- Support survey administration, whether synchronous during class time or asynchronous. Administration takes approximately 30 minutes of student time.
- Use MSL data ethically and protect student confidentiality.

3.3 Cost and Honorarium

CELO charges $7,500 per school to run MSL. For MSL Secondary Education, CELO absorbs that full cost through philanthropic and earned revenue, so the School pays nothing to participate. There is no separate charge for the Data-to-Impact Journey.

CELO also pays the School a participation honorarium of two thousand dollars ($2,000) to recognize the staff time that a successful collaboration requires. CELO pays the honorarium after the School's survey window closes, through the payment process that the Parties confirm during onboarding. This obligation binds CELO, as Section 8 provides.

4. Data Ownership, Privacy, and Security

The School owns and controls all student education records and all student data collected through MSL. CELO acts as a school official and data processor on the School's behalf, for the limited purposes of this Study. CELO holds no ownership interest in the School's student data.

The Student Data Privacy Agreement governs all data terms. The Parties enter into the MSL Student Data Privacy Agreement ("SDPA"), which this MOU attaches and incorporates by reference. The SDPA sets out, in full, the terms for data ownership, authorized and prohibited uses, confidentiality, security, subprocessors, incident response, retention, and destruction. Where this

MOU and the SDPA differ on any of those subjects, the SDPA controls. The School is the "District" as the SDPA uses that term, and the School completes Exhibit A of the SDPA.

The SDPA, rather than this MOU, states how long CELO keeps data and when CELO destroys it. This MOU sets no separate retention period, so that one schedule governs and the two documents cannot conflict.

In summary, and subject in every case to the SDPA:

- CELO never discloses an individual student's survey responses to the School, to school staff, or to any third party. All reporting to the School is aggregate or de-identified.
- CELO never sells student data, never uses it for advertising, and never uses it to build a profile of a student outside the research purpose.
- CELO encrypts data in transit and at rest, and stores the information used to deliver the survey separately from survey responses.
- CELO does not connect to the School's student information system and does not request access to academic, disciplinary, or other administrative records.
- The School may request deletion of its students' data at any time, on the terms the SDPA sets.

5. Parental Notification, Consent, and Survey Review

For students under 18 years of age, the School secures parental or guardian consent, or uses an approved opt-out process, consistent with its own policy and with local, state, and federal law. CELO provides the Parental Notification Template and the Assent Form for Secondary Education, both approved by Heartland IRB, and provides the MSL Codebook so that the School can review every survey item before administration.

The Protection of Pupil Rights Amendment, 20 U.S.C. § 1232h, requires the School to give parents notice and an opportunity to opt out for a survey that collects information in the protected categories the statute lists. MSL Secondary Education receives no funding from the U.S. Department of Education. CELO supplies the complete item set in advance so that the School can make its own determination and run its own process, and CELO will not add an item to the School's administered form after that review without the School's written approval.

CELO does not contact students directly without the School's authorization.

6. Deliverables

The School receives the following from CELO:

- Access to the MSL Onboarding System, with periodic progress updates through the system during the survey window.
- An SPSS-compatible dataset of the School's own responses, de-identified.
- An electronic final report summarizing findings for the School, with national benchmark comparison.

- Interactive dashboards and consultation sessions.
- A place in the Data-to-Impact Journey cohort, with optional per-school debrief calls.
- Invitations to national webinars and optional collaboration groups.

7. Timeline

Milestone	Timing
Study Year	Academic Year 2026–2027
Onboarding and preparation	From the Effective Date through the start of the School's survey window
Data collection	Within CELO's annual September through December collection period. The Parties confirm the School's specific survey window during onboarding.
Results delivered	Within approximately 90 days after the School's survey window closes
Data-to-Impact Journey	Roughly monthly virtual sessions across the cohort cycle that follows data collection

8. Status of this MOU

This MOU is a statement of mutual intent and collaboration as to the programmatic terms it describes, and those terms do not create a legally binding obligation on either Party.

Three commitments are binding and enforceable, and the Parties intend them to be:

(a) the Student Data Privacy Agreement, in full, which binds both Parties according to its own terms;

(b) CELO's obligation to pay the participation honorarium described in Section 3.3; and

(c) each Party's obligations of confidentiality with respect to student data.

The Parties have drawn this distinction deliberately. A school's legal counsel should be able to rely on the data privacy terms as enforceable commitments, and nothing in this Section qualifies them.

9. Term, Withdrawal, and Amendment

This MOU remains in effect through June 30, 2027, unless the Parties extend it by mutual written consent. Either Party may withdraw from participation on written notice to the other.

The Student Data Privacy Agreement survives the expiration or withdrawal of this MOU and continues to govern the handling, retention, and destruction of data that CELO has already collected, for as long as CELO holds that data. Withdrawal does not shorten or extend the retention and destruction schedule the SDPA sets.

The Parties may revise this MOU at any time by mutual written agreement.

10. Governing Law

The laws of the state in which the School sits govern this MOU, without regard to conflict-of-laws principles, consistent with Section 20 of the Student Data Privacy Agreement. Nothing in this MOU requires a School that is a public entity to waive any sovereign or governmental immunity, or to accept any term that the law governing that School prohibits.

11. Points of Contact

CELO	John P. Dugan, PhD, Co-Founder and Chief Research & Development Officer Center for Expanding Leadership & Opportunity john.dugan@expandingleadership.org | 301.395.8618 msl@expandingleadership.org | www.expandingleadership.org
School	Name and title: _____ School or district: _____ Email and phone: _____

12. Signatures

By signing below, both Parties affirm their understanding of and agreement to this Memorandum of Understanding, including the binding commitments identified in Section 8.

CENTER FOR EXPANDING LEADERSHIP & OPPORTUNITY	SCHOOL OR SCHOOL DISTRICT
Signature: _____	Signature: _____
Printed name: _____	Printed name: _____
Title: _____	Title: _____
Date: _____	Date: _____
	School or district name: _____

Attachment: MSL Student Data Privacy Agreement (Secondary Education), Release Version 1.0, October 2026, incorporated into this MOU by reference under Section 4.