

Oak Park and River Forest High School District 200

201 North Scoville Avenue • Oak Park, IL 60302-2296

TO: Board of Education
FROM: Amy Hill, Director of Assessment and Research
DATE: June 22, 2017
RE: Hanover Research Client Services Agreement

BACKGROUND

At the June 13 meeting of the Board of Education Committee of the Whole, the administration presented a proposal to partner with Hanover Research. The proposal is included here in its entirety along with additional information in response to questions raised in committee.

Earlier this spring, administrators began a conversation with Hanover Research, an information services firm that became known to us through our MSAN colleagues in Arlington, VA and Shaker Heights, OH. Hanover offers a range of supports for long-term, data-driven planning and solutions. We believe a partnership with Hanover would provide essential support for the full implementation of the strategic plan and other key initiatives, including instructional coaching.

SUMMARY

The attached documents provide details regarding the types of projects Hanover can conduct and specific possibilities connected to our strategic plan goals and strategies. The proposed arrangement is for one year but includes termination rights for either party in the event of an uncured material breach of the terms and conditions of the Client Services Agreement. The District also retains the right to terminate the agreement in the event of dissatisfaction which has been communicated in writing and which has not been cured within 30 days. The cost for a full year is \$36,500 (reflecting a discount of \$3000 for MSAN member districts), which will be split into equal payments in July and February, pending Board approval of the Client Services Agreement.

Discussion at the COW meeting included questions about how the relationship with Hanover would fit with ongoing work and whether there are examples of work the company has done on behalf of other MSAN districts that has helped reduce achievement gaps. Communications with MSAN colleagues have provided several examples of current and recent Hanover projects, summarized below.

Birmingham, Michigan (K-12, multi-school district)

- Analysis of student achievement data across the district with reports disaggregated by race and other demographic factors. The analysis highlighted buildings that were showing significantly lower achievement than others. The data serves as both a baseline in the first year and an annual measure for determining progress in improving student outcomes.
- Identification of data sources to measure progress on each of four Key Performance Indicators in the district's strategic plan, and development of instruments to measure components related to character education, social emotional learning, and safety.

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Alexandria City Public Schools, Virginia (K-12, multi-school district)

- Review of district policies through an equity lens.

Arlington Public Schools, Virginia (K-12, multi-school district)

- Audit of staff culture and recommendations for diversity training for staff, administration, and teachers targeting ways to change the daily interactions across each group in the district. This work was part of the district's ongoing effort to develop cultural competency among all staff.

Shaker Heights City School District, Ohio (K-12, multi-school district)

- The district has partnered with Hanover for several years and finds the literature reviews very helpful in providing a research context for decisions. Shaker administrators have also used the online education research library for similar purposes.
- Hanover worked with the district and a subcontractor (at an additional cost to the district) to develop and implement a phone climate survey of parents which resulted in increased participation that was also more representative of the city's overall population.

Board members also acknowledged that the District can benefit from outside support as we implement the strategic plan and expressed interest in specifics regarding an OPRFHS partnership with Hanover. While we have not finalized a list, Hanover has provided the following potential projects, each of which would provide specific supports for the District's initiatives:

Evaluation of Instructional Coaching

- What are ways OPRFHS can measure the instructional coach's impact on student achievement?
- What types of observation instruments are most appropriate for capturing the impact on instruction?
- What is a recommended evaluation framework for measuring the impact of instructional coaches?

Strategic Plan

Holistic Community Education

- Strategy 1:
 - Best practices on supporting school transitions
 - Survey of stakeholders to assess effectiveness of transition programs
- Strategy 2: Develop a tool to assess the effectiveness of communications

Equity

- Strategy 1: Analysis of students' course taking patterns
- Strategy 3: Climate survey with stakeholders
- Strategies 1 and 3: Benchmarking study of how peer districts address equity and improve culture and climate

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Supportive Learning Environment

- Strategy 1:
 - Best practices in creating an inclusive and supportive school environment
 - Gap analysis between our programs and best practices

Transformational Teaching and Learning

- Strategy 1: Benchmarking study on the creation of power standards and common assessments
- Strategy 2: Best practices study of strategies to improve access to AP and Honors courses for students of color

Transformational Leadership

- Strategy 1: Evaluation of CARE initiative
- Strategy 2:
 - Administrative professional development needs assessment;
 - Best practices on delivering professional development
 - Evaluations of professional development initiatives

Facilities and Finances

- Benchmarking analysis of long-term budget and reporting processes at peer districts

RECOMMENDATIONS

Move to approve the Hanover Client Services Agreement as presented.



**HANOVER RESEARCH
PARTNERSHIP PROPOSAL FOR
OAK PARK AND RIVER FOREST HIGH SCHOOL**

Contact:

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K-12 EDUCATION PRACTICE

Hanover Research Partnership Overview

Hanover Research (Hanover)'s K-12 Education Practice collaborates with over 325 local school districts, regional education agencies, independent schools, state education agencies, and educational service providers across the United States, aiding these clients in the achievement of academic and operational objectives.

Hanover's partnership model encourages and supports long-term, data-driven planning and solutions. For a fixed annual fee, clients may request research projects that are completed consecutively, drawing from a variety of research capabilities. Custom work is completed in a sequential fashion; however, clients may submit research requests at any time. Further questions that arise from initial projects may be pursued on demand, at no additional cost, providing access a full scope of work to support a client's strategic vision.

In addition to Hanover's full scope of custom research solutions, client organizations have unlimited access to an online archive of 875+ educational reports on a variety of topics. No other education research firm provides the breadth of research solutions or the level of project customization offered by Hanover Research.

RESEARCH SOLUTIONS & APPROXIMATE TIMELINES FOR DELIVERY

Research projects are conducted individually and sequentially, delivered according to the following timelines, based on the size, scope, and methodology of each project:

- ❖ **Data Analysis (5-12 weeks)** — program evaluation; descriptive statistics; strategic plan progress-monitoring; coding and segmentation; predictive analytics; conjoint analysis; linear regression; data mining; data visualization
- ❖ **Primary Research/Stakeholder Feedback (6-12 weeks)** — survey design, administration, and analysis
- ❖ **Secondary Research (4-10 weeks)** — best practices; industry news and updates; trends analysis; literature review; vendor profiling
- ❖ **Peer Benchmarking & Primary Research (6-12 weeks)** — in-depth interviews and profiling of peer- or aspirant- districts on topics as diverse as organizational structure, staffing, compensation, program implementation, and practices; SWOT analysis; comparative analysis; qualitative data coding

OAK PARK AND RIVER FOREST HIGH SCHOOL & HANOVER RESEARCH – POTENTIAL AREAS FOR COLLABORATION

The following scope of work outlines potential collaborations between the Oak Park and River Forest High School (OPRFHS) & Hanover Research. OPRFHS and Hanover may adjust the project methods throughout the partnership as new findings are uncovered, and OPRFHS’ priorities evolve.

- ❖ **Holistic Community Education**
 - **Potential Project:** Best practices on supporting school transitions

- ❖ **Equity**
 - **Potential Project:** Climate survey with stakeholders
 - **Potential Project:** Benchmarking study of how peer districts address equity and improve culture and climate
 - **Potential Project:** Analysis of students’ course taking patterns

- ❖ **Holistic Community Education**
 - **Potential Project:** Evaluation framework for CARE Initiative

SAMPLE FIRST-YEAR RESEARCH QUEUE

Based on the potential research topics listed in the previous, the chart below represents our suggested timeline of project completion during OPRFHS’ one (1) year partnership. Please note that each green box month represents **one (1) month** and that the scope or arrangement of projects can be rearranged based on OPRFHS’ priorities.

Project Title													
Best practices on supporting school transitions													
Climate Survey													
Benchmarking study of how peer districts support transitions													
Analysis of students’ course taking patterns													
Evaluation framework for CARE initiative*													

*This project will carry over into the next partnership term.

WHY DO DISTRICTS PARTNER WITH HANOVER RESEARCH?

- ❖ **Access to a Team of Experts:** Tap into a team of 200+ research analysts with specialized skill sets. Experts include statisticians, survey design experts, primary research analysts, and generalist researchers with content-area expertise.
- ❖ **Student Outcomes:** Make informed decisions whether to discontinue or continue to invest in a program based on outcomes for students.
- ❖ **Resource Allocation:** Discontinue programs that are ineffective, and justify further investment in programs proven to benefit students.
- ❖ **Time Efficiency:** Rather than having staff members spend hours researching best practices or analyzing data, have staff login to Online Education Research Library for immediate access to 875+ reports on a variety of topics or request that one of Hanover's statisticians perform the analysis.
- ❖ **Cost Effectiveness:** Hanover's fixed-fee partnership model enables organizations to complete a variety of research projects that might be cost prohibitive if contracted separately.
- ❖ **Independent Perspective:** Present objective findings by a third-party research firm on program effectiveness, progress against county goals, or stakeholder feedback.

ONLINE EDUCATION RESEARCH LIBRARY

Hanover provides clients unlimited access to an archive of 875+ reports on best practices and trends related to a multitude of curricular, operational, programmatic, and administrative topics. New reports are added to the online archive each week, and emailed with key findings to all client staff registered for Library access. Clients are encouraged to share these studies internally to inform critical decisions and contribute to professional learning within their organization.

SAMPLE LIBRARY CONTENT AVAILABLE TO CLIENTS:

Technology Integration

Professional Development for Technology Integration
Digital Content in the Classroom
Evaluating 1:1 Device Programs in Elementary and Middle Schools

College & Career Readiness

Guidance Services to Increase Graduation Rates
Postsecondary Opportunity Programs – Models & Outcomes
Best Practices in K-12 College & Career Readiness

English Literacy

Effectiveness of READ 180 & Alternative Reading Programs
Best Practices in K-3 Reading Instruction and Interventions
Review of Literacy Progress Monitoring Tools

Mathematics Curriculum

Supporting and Integrated Mathematics Curriculum
Universal Math Screeners in Elementary School
Best Practices in Math Interventions & Program Profiles

Stakeholder Engagement

Strategies for Increasing Parental Involvement
Parental Engagement in Career & Technical Education
Best Practices in Family & Community Engagement

Student Wellbeing

Best Practices in Coordinating School-Based Mental Health Care
High School Stress & Extra Curricular Activities
Best Practices in Bullying Preventions and Responses

School Climate

Strategies to Promote Connectedness in High School
Best Practices in Assessing School District Customer Service
School Climate, Implementation, & Academic Achievement

Special Education

Best Practices in Special Education Delivery and Interventions
Providing ELL Students with Special Education
Best Practices for Special Education Administration

Early Childhood Education

Long Term Impacts of Full Day Kindergarten
Pre-Kindergarten Foreign Language Instruction
Early Childhood Indicators and Family Engagement

Professional Development

Research-Based Professional Development Programs
Measuring Teacher Engagement
Best Practices in Developing Campus Leaders

Student Engagement & Achievement

Impact of Teacher Mentoring on Student Achievement
Class Size & Student Achievement
The Impact & Effectiveness of Student Attendance Policies

Scheduling

Optimal Scheduling for Secondary School Students
Implementing Block Scheduling & Team Teaching
Best Practices in Middle School Scheduling

Multi-Tiered Support Systems

Equitable Discipline through PBIS
Best Practices in Multi-Tiered Support Systems
RTI Assessment Tools and Practices

English Language Learners

A Meta-Analysis of Research on English Learners
Best Practices in Inclusive Instruction for English Learners
Best Practices in School Climate & Support Services for ELLs

Leadership

Best Practices for Developing Campus Leaders
Best Practices in Superintendent Transitions
Principal Leadership in Turnaround Schools

Operations

Best Practices in School District Facilities and Maintenance
Practices for Anticipating District Growth
Building Re-Design and Student Achievement

PARTNERSHIP TERMS OVERVIEW

Partnership between Oak Park and River Forest High School (“CLIENT”) and Hanover Research would run for 12 months from the start date. Partnership comprises the authority of CLIENT to request research on any topic, drawing from research capabilities which may include, but are not limited to, the following:

- ❖ **Quantitative and Qualitative Data Analysis** — program evaluation; descriptive statistics; strategic plan progress-monitoring; coding and segmentation
- ❖ **Primary Research/Stakeholder Feedback** — survey design, administration, and analysis; in-depth interviews
- ❖ **Secondary Research** — best practices; industry news and updates; trend forecasting; literature review; vendor profiling
- ❖ **Peer Benchmarking** — profiling of peer- or aspirant- districts on topics as diverse as organizational structure, staffing, compensation, program implementation, and practices

All project-production services are available to CLIENT administrators in an unlimited amount within the confines of one (1) sequential queue (one project completed at a time). Partnership also includes unlimited access to central office employees and principals to Hanover’s Online Education Library. We ask that clients not distribute materials from the Online Education Research Library to those outside of their organization. The Contract Amount covers all labor costs across each annual term, as well as the cost of all Hanover Research Library registrations for central office staff and principals.

Partnership Fee: \$36,500 for 12-month partnership (\$3,000 discount applied for MSAN membership)

Client Research Services Agreement

Date of Agreement: July 1, 2017

The Hanover Research Council LLC (“Hanover”) is pleased to provide the Board of Education of Oak Park and River Forest High School District 200 (“Client”) the Research Services as described below:

1. Agreement Term

Effective Date: 7/1/2017

End Date: 6/30/2018

2. Term & Renewal Terms

This agreement (“Agreement”) with Hanover runs for a subscription period from the Effective Date to the End Date (the “Term”). During the Term of this Agreement, Client will be able to access the research services provided by Hanover (the “Research Services”) in accordance with the terms and conditions set forth below. Client will have the authority to request Research Services on any topic throughout the Term within the confines of one (1) sequential queue(s), i.e., Hanover will work on one (1) Research Services project at a time. The only exception to this is that either party may terminate this Agreement should the other party materially breach the terms and conditions of this Agreement, and such breach goes uncured for a period of thirty (30) or more days after the non-breaching party has notified the breaching party in writing.

3. Research Services

All Research Services are available to Client on a subscription basis in an unlimited amount within the confines of a sequential research workflow, in that Hanover will perform one (1) Research Services project at a time. Client shall, in its discretion, prioritize the research projects that form the basis of the Research Services as it deems appropriate. Although work is completed in a sequential fashion, Client may submit requests at any time. Individual Research Services projects will generally be commenced by the submission of a project request that will describe the project, the expected Deliverables (as defined below), any information or materials to be provided by Client and any other information anticipated to be relevant to the proposed project. The parties will negotiate in good faith and agree upon the proposed Deliverables, approach and timetable for the project, subject to assumptions regarding the availability of information and any third party participants and materials. If Hanover anticipates that it will not be able to provide the Research Services on the agreed upon schedule, Hanover shall keep Client regularly informed of the status of the Research Services and any substantial delay in delivery or any proposed revised schedule of delivery. Hanover will not be responsible for any delay in timelines due to (i) Client’s modification of a project’s goals or proposed Deliverables, (ii) Client’s delay in providing relevant materials or responses or (iii) in the provision of any third party materials with respect to the Research Services.

Research Services may include, but are not limited to: custom research reports, survey design, administration and analysis, interviews with industry/issue experts; secondary research; data analysis; and benchmarking (product/service comparison, key performance and efficiency metrics). Client also has full access to phone based consultations with a Hanover account team member. Client agrees to designate a primary point of contact who will, to the best of his/her ability, conduct periodic calls with the assigned Hanover account team member to review performance against our shared objectives, prioritize projects within the queue, and discuss current and future projects.

The Research Services may also include Client's membership in Hanover's research library and client portal (the "Client Portal"). The Client Portal uses Hanover's extensive research capabilities to provide an archive of redacted and/or anonymized reports to supplement the research commissioned by Client as well to assist in idea generation for new research. If Client's partnership with Hanover includes access to the Client Portal, then Client understands and agrees that any reports provided by Hanover to Client under this Agreement may be used by Hanover for distribution on the Client Portal, so long as Hanover appropriately deidentifies and/or anonymizes any Confidential Information of Client.

4. Intellectual Property Rights

Hanover acknowledges and agrees that Client owns the Deliverables provided to Client as part of the Research Services under this Agreement, except as may otherwise be set forth in this Section 4. Hanover Deliverables are defined as publications, surveys, data, reports, and other Hanover information and services that are custom commissioned by and for Client. Client acknowledges and agrees that Hanover owns all intellectual property rights in the methodologies, processes or trade secrets used by Hanover to create the Deliverables and Research Services ("Hanover IP"). Hanover grants Client a non-exclusive, royalty-free, worldwide, irrevocable, non-transferable license to use, reproduce, and distribute the Hanover IP for its internal business purposes solely to the extent contained within the Deliverables. Client may not modify, reverse engineer or use the Hanover IP in any way to provide services that would be in competition with the Research Services. Deliverables may also contain third party materials, which Hanover or its third party may transfer or sublicense to Client, subject to any restrictions conveyed by Hanover or such third party provider to Client, and Client agrees to comply with any such restrictions. Client also acknowledges and agrees that it will not own any publicly sourced information contained within the Deliverables, but that it may use such information in accordance with applicable law, including fair use under Section 107 of the Copyright Act. Client may distribute the Deliverables on an ad-hoc basis, so long as it is in compliance with the terms of this Agreement and that such Deliverables are attributed to Hanover if Client distributes a Research Services project in its entirety. Client may not modify any of the disclaimer language included in any Deliverables, and Client agrees not to resell or commercially utilize the Deliverables in any way.

If Client's partnership with Hanover includes syndicated materials and information provided by Hanover (including any materials on the Client Portal) ("Syndicated Materials"), Client agrees that it will not distribute the Syndicated Materials and that such Syndicated Materials are for its internal use only. Syndicated Materials may not be published or reproduced without Hanover's prior written consent, unless required by law. Hanover retains a non-exclusive, royalty-free, worldwide license to use, reproduce, and distribute the data or information created or developed by Hanover in the service of this Agreement, so long as Hanover does not repurpose or use any Confidential Information of Client.

5. Service Fees, Invoicing & Additional Services

The fee payable by Client for the Term is \$36,500.00* (the "Service Fee"). Client agrees to pay the Service Fee in accordance with the below invoicing schedule and net 30 days from receipt of an accurate invoice. Failure to pay promptly may result in project postponement.

Fees, Invoicing & Incidental Costs

Year One	
7/1/2017	\$18,250.00
2/1/2018	\$18,250.00

Client understands and agrees that there may from time to time be incidental costs not included in the Service Fee set forth above ("Additional Services"). Such Additional Services may include purchased database access, panel costs, survey incentives, translation costs, postage/printing for mass mailings, etc. In the event such incidental costs are required to complete a project for Client, Hanover will discuss the details with Client and obtain written approval prior to engaging in those Additional Services. Client agrees to pay for all such Additional Services to either Hanover or directly to such third party vendor if requested. If Additional Services are estimated to cost more than \$5,000, Client shall either (1) contract directly with the third party vendor(s) for such Additional Services, or (2) pre-pay to Hanover the estimated costs for the Additional Services prior to the project kick-off.

6. Warranties; Liabilities

Hanover hereby warrants that the Research Services shall be performed in a competent and professional manner in accordance with industry standards by qualified personnel. Hanover agrees to indemnify and hold Client harmless against any and all claims that the Deliverables infringe the intellectual property right of a third party, provided that the relevant claim: (i) does not arise from any modification of the Deliverable, (ii) does not arise from the combination of the Deliverable with any other information, services, products or technology not supplied by Hanover, Client must provide prompt notice of such claim to Hanover. Client agrees to indemnify and hold Hanover harmless against any and all claims that any materials provided by Client infringe the intellectual property or privacy rights of a third party, provided that Hanover provides prompt notice of such claim to Client. EXCEPT AS OTHERWISE PROVIDED IN THE AGREEMENT, THE RESEARCH SERVICES ARE PROVIDED ON AN "AS IS" BASIS AND THERE ARE NO EXPRESS OR IMPLIED WARRANTIES, INCLUDING THE IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE. IN PARTICULAR, HANOVER DOES NOT WARRANT THE ACCURACY OR COMPLETENESS OF THE DATA PROVIDED AS PART OF THE RESEARCH SERVICES. CLIENT'S SOLE AND EXCLUSIVE REMEDY FOR ANY MATERIAL BREACH OF PERFORMANCE UNDER THIS AGREEMENT SHALL BE, AT CLIENT'S OPTION EITHER: (1) RE-PERFORMANCE OF THE DEFECTIVE RESEARCH SERVICES OR (2) A REFUND OF MONIES PAID FOR THE DEFECTIVE RESEARCH SERVICES. CLIENT AND HANOVER BOTH AGREE THAT NEITHER PARTY SHALL BE LIABLE TO THE OTHER FOR ANY LOST PROFITS, LOSS OF BUSINESS OR OTHER CONSEQUENTIAL, SPECIAL OR INCIDENTAL, PUNITIVE, OR INDIRECT DAMAGES UNDER THIS AGREEMENT. CLIENT AND HANOVER ALSO AGREE THAT NEITHER PARTY SHALL BE LIABLE TO THE OTHER PARTY IN ANY EVENT FOR AN AMOUNT GREATER THAN THE CURRENT YEAR'S SERVICE FEE UNDER THIS AGREEMENT.

7. Confidentiality & Non-Disclosure; FERPA

The parties acknowledge and agree that as part of this Agreement, certain Confidential Information of the parties will be exchanged. "Confidential Information" means, with respect to the disclosing party, any non-public, commercially proprietary or sensitive information or materials of that party, including any proprietary intellectual property of that party. Confidential Information shall not include information which (i) is already in the public domain at the time of disclosure or becomes so at any time thereafter though no act of the receiving party, (ii) is already lawfully in the receiving party's possession at the time of disclosure, (iii) is received independently by the receiving party from a third party free to make sure disclosure, or (iv) is independently developed by the receiving party. Each party under this Agreement shall hold the Confidential Information of the other party in strict confidence using at least the same degree of care as the receiving party uses to protect its own Confidential Information.

If Hanover has access to student records in connection with the Research Services, Hanover agrees to comply with the Family Educational Rights and Privacy Act of 1974 ("[FERPA](#)"), and the Illinois School Students Records Act, 105 ILCS 10/1 ("[ISSRA](#)") and all requirements imposed by FERPA, ISSRA or pursuant to regulation of the Department of Education [and any applicable local regulation] with respect to the privacy of student information. The provisions of FERPA and ISSRA include, but are not limited to, ensuring that: (i) no identification of students or their parent/guardians by persons other than representatives of Hanover is permitted; (ii) the individual student data will be destroyed when no longer needed for the purpose(s) for which they were obtained; (iii) no access to individual student data shall be granted by Hanover to any other person, persons, agency or organization without the written consent of Client, except for sharing with other representatives of either Client or Hanover so long as those persons have a legitimate interest in the information. Hanover recognizes and agrees that such access will be extended by Client in reliance on representations made in this assurance, and that Client shall have a right of revocation of such access (including return of all physical forms of such data and destruction of all such electronic data) immediately upon evidence of noncompliance by Hanover.

Upon written request by the disclosing party, the receiving party shall return or destroy, at the disclosing party's option, all tangible materials that disclose or embody the Confidential Information; Hanover may use the name of Client to be referenced as a client of Hanover, but Hanover may not use Client's logo without Client's prior written consent.

Notwithstanding the foregoing, the receiving party may disclose Confidential Information as required by law, including any governmental, judicial, or administrative order, subpoena, discovery request, regulatory request or similar method,

8. Governing Law

This Agreement shall be governed by, construed, and enforced in accordance with the laws of the State of Illinois without regard to conflict of law principles. Jurisdiction and venue for all disputes hereunder shall be the Circuit Court located in Cook County, Illinois, or the federal district court for the Northern District of Illinois.

9. Records and Audit

Hanover will maintain complete records of its operations and its arrangements with any subcontractors for Additional Services, and will provide such records to Client upon reasonable request for audit and review in accordance with applicable law.

10. Service Guarantee

Hanover is committed to ensuring that Client will derive surplus value from our Research Services. As a demonstration of this commitment, in the event of dissatisfaction which has been communicated in writing and which has not been cured within thirty (30) days, Client may then terminate this agreement and will be entitled to a pro-rated refund for the Term remaining.

11. Confirmation

Each person signing this Agreement represents and warrants that he or she is duly authorized and has legal capacity to execute and deliver this Services Agreement.

Both parties understand and agree that the contractual obligations of payment and services being rendered shall apply to any entity that acquires all or substantially all of either Hanover or Client's assets as a successor to the business.

Signature:

Sidney L. Phillips
Chief Development Officer

THE HANOVER RESEARCH COUNCIL LLC
4401 Wilson Boulevard, 4th Floor
Arlington, VA 22203

Mr. Tod Altenburg
Chief School Business Official

Oak Park and River Forest High School
201 North Scoville Ave.
Oak Park, Illinois 60302
