



DRAFT
Racial Equity and Social Justice Plan
2018-19

Racial Equity and Social Justice (RESJ) Planning Goals:

1. Work to evolve PPS Racial Equity and Social Justice practices to a comprehensive, defined framework with clear system-wide equity and social justice actions and measurable results that lead to improved outcomes for all students.
2. Refine the PPS decision support tool (Equity Lens) and corresponding protocols that lead to measurable positive impacts for students.
3. Update the PPS Racial Equity and Social Justice policy to reflect new framework.
4. Recommend staffing and investment strategies to accomplish PPS Racial Equity and Social Justice framework.
5. Coordinate and align RESJ framework with PPS Visioning and subsequent Strategic Planning processes.

Approach:

- Develop and utilize the talent, expertise and experience of the PPS Community to contribute to the direction and development of the RESJ Plan process.
- Reach across all PPS Departments, school sites and community to form temporary teams to develop a comprehensive and inclusive review and planning process to develop a Racial Equity and Social Justice framework and subsequent strategies, goals and work plan.
- Coordinate, facilitate and surface innovation, strategies and plans and to vet these with a comprehensive and strategic set of stakeholders for feedback and revision.
- Focus on results in systemwide Racial Equity and Social Justice practices that lead to improved outcomes for all students.

PPS - Racial Equity and Social Justice Plan 2018-19

In 2011, Portland Public Schools launched a Racial Educational Equity Policy and Five Year Plan to change its practices to eliminate the racial predictability and disproportionality of which student groups occupy the highest and lowest achievement categories. The five year plan sunset in 2016 and PPS has the opportunity to continue this important work.

The RESJ plan intends to build on the successes of the initial Equity plan while also critically examining opportunities to increase the effectiveness of Racial Equity and Social Justice practices through organizational change and systemwide coordination. To improve outcomes for all students, a comprehensive set of strategies should be implemented across PPS. System change at this level requires an understanding and current assessment of where all parts of the organization are in the change process. This plan endeavors to examine all stages along the continuum of organizational change to assess strengths and opportunities for RESJ.

Stages of Organizational Change at Portland Public Schools – A Roadmap for Change



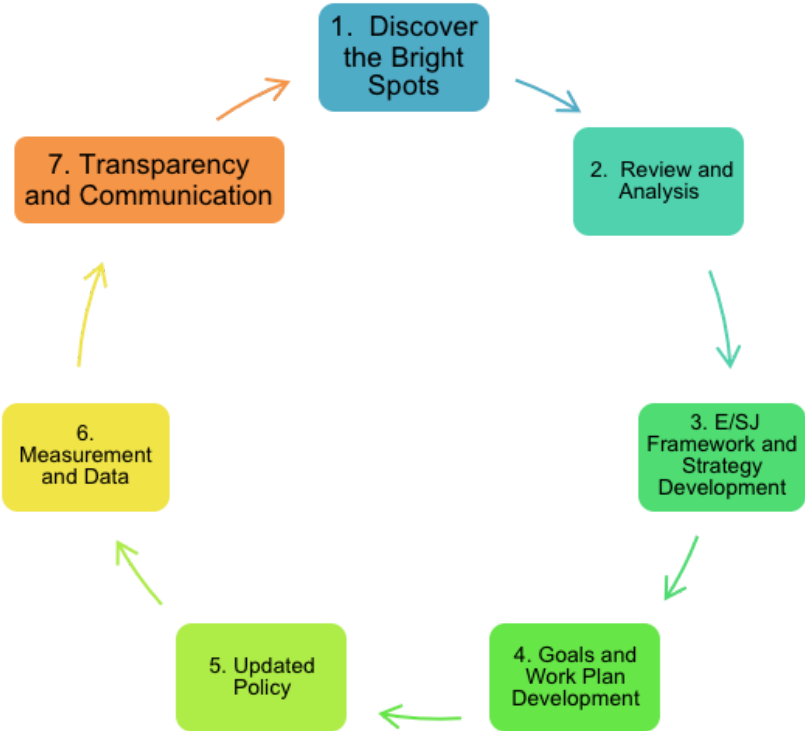
1. **Individual Readiness** – Individuals throughout the organization are self aware and proactively take personal responsibility to learn, grow and adapt to support Equity and Social Justice. Individuals are aware of the potential impact of Equity and Social Justice to drive meaningful change and increase outcomes and student success.
2. **Organizational Culture** – A culture that proactively works to counteract inequities inside and outside of the organization. The culture is transformative and relies on adaptive leadership to impact behaviors, mindsets, practices, programs and processes. Programs are culturally responsive and make explicit ties to Equity and Social Justice practices to increase outcomes and student success. Students, families and communities are valued as leaders and assets to the work.
3. **Equity and Social Justice Systems** – Equity and Social Justice practices and principles are embedded throughout all of the systems in the organization. Decision making, investments, continuous improvement efforts and policies reflect the values and principles of equity and social justice. Data and Research efforts incorporate those values and principles as well.

Sample “Levers” for Organizational Change

Existing in public institutions are several “levers” or strategic practices in an organization that can be leveraged to build momentum and drive change towards a more equitable and social justice oriented system. To move through the organizational stages for Equity and Social Justice a sample list of levers will be used to guide the process of developing an Equity and Social Justice framework and work plan for PPS. Below is a sample chart of identified levers.

Individual Readiness	Organizational Culture	Equity and Social Justice Operations
<ul style="list-style-type: none"> · Self Assessment · Professional Development · Supervision and feedback · Annual Review · E/SJ Competencies · Hiring Processes · Recruitment · Retention · Compensation · E/SJ Incentives, recognition · Affinity Groups 	<ul style="list-style-type: none"> · Data/Research: (collection, analysis, dissemination/reporting) · Communications · Frameworks · Community Engagement · Student and Family Leadership · Instruction/Pedagogy · E/SJ Leadership · Professional Development · Professional Learning Collaboratives/Communities of Practice · School and Community Climate 	<ul style="list-style-type: none"> · Data/Research: (collection, analysis, dissemination) · Decision Support Tool and Protocols · Policy · E/SJ Goals · E/SJ Work Plan · E/SJ Professional Development · Budget and Strategic Investments · Advocacy · School Board Alignment

Process and Timeline



1. **Bright Spots Discovery:** Using adapted appreciative inquiry method, identify programs, practices, and people experiencing equity and social justice success at PPS and throughout the country. Catalog successes using framework for organizational change and identified levers.

Draft Timeline: December 2018

Activities:

- Establish four temporary RESJ Teams: 1. Teaching and Learning; 2. Student Led Initiatives 3. Community Partnerships; 3. Talent Diversity
- ID national best and promising RESJ practices and programs and gather information
- Develop comprehensive RESJ Catalog of successful programs, practices and people
- Share RESJ Catalog with SLT
- Coordinate information gathering with PPS Visioning process and leverage respective activities

Deliverables

A. RESJ Catalog

B. RESJ Temporary Teams: Teaching and Learning, Student Led Initiatives, Community Partnerships Talent Diversity

2. **Review and Analysis:** Using adapted appreciative inquiry process, continue to discover by reviewing and analyzing RESJ Catalog in SLT and the temporary RESJ teams: 1. Teaching and Learning; 2. Student Initiatives; 3. Community Partnerships 4. Talent Diversity. Identify data sets and information to inform analysis. Identify the causes and conditions for success and analyze opportunities and challenges to leverage existing levers at relevant stages of organizational change at PPS.

Draft Timeline: December - January 2018

Activities:

- Schedule and develop agendas for weekly team meetings (3)
- Present updates at weekly SLT meetings and provide opportunities for SLT review and analysis
- Develop review framework in collaboration with team members (3)
- Review progress from PPS 5 Year Racial Equity Plan and corresponding data
- Review progress of ODE African American and Native American Student Achievement Plans and corresponding data
- ID opportunities to leverage existing levers at PPS
- ID potential challenges for adoption of practices, programs, strategies
- Develop and Draft RESJ Opportunities Document
- Present RESJ Opportunities Document to stakeholders and gather feedback.
- Incorporate feedback and develop final RESJ Opportunities Document
- Begin refinement of RESJ decision support tool (equity lens)
- ID opportunities for system wide decision support tool utilization.

Deliverables:

A. RESJ Opportunities Document

3. Racial Equity and Social Justice Framework and Strategy Development: Using analysis and RESJ Opportunities document, develop data and community driven Racial Equity and Social Justice Framework and corresponding prioritized strategies for PPS.

Draft Timeline: January - February 2019

Activities:

- In temporary RESJ teams develop and refine RESJ framework
- Coordinate with PPS Vision process to incorporate key vision elements for alignment with RESJ framework
- SLT refines and adopts proposed RESJ framework
- Temporary RESJ teams and SLT ID and prioritize RESJ Strategies
- Present RESJ Framework and Strategies to stakeholders and gather feedback
- Incorporate feedback and develop final RESJ Framework and strategies

Deliverables:

A. PPS RESJ Framework and Strategies

4. Racial Equity and Social Justice Goals and Work Plan Development: Work collaboratively across teams at PPS to develop RESJ Goals and corresponding work plan that draws from existing and innovative work across all departments at PPS. Coordinate timeline and activities with existing PPS wide planning processes such as the PPS Vision and Strategic Plan.

Draft Timeline: February – March 2019

Activities:

- ID department contacts for RESJ work plan development
- Meet with PPS Departments to review framework and strategies and gather feedback and input for RESJ goals
- Review department feedback and suggestions with SLT
- Finalize updated decision support tool (lens) and develop protocols for utilization
- Present updates to SLT for feedback and approval
- Draft RESJ Goals and Work Plan
- Present RESJ Goals and Work Plan with stakeholders and gather feedback
- Incorporate feedback and develop final RESJ Goals and Work Plan

Deliverables:

A. PPS RESJ Goals and Work Plan

B. PPS RESJ Lens and Protocols

5. **Update Racial Equity and Social Justice Policy:** Make recommended updates to existing PPS Racial Educational Equity Policy for adoption by PPS School Board.

Draft Timeline: April 2019

Activities:

- Draft recommendations for updated policy
- Follow board policy process

Deliverables:

A. Adopted RESJ Policy Update

6. **Measurement and Data:** Develop comprehensive data measurement protocols to support RESJ goals and strategies. This includes data protocols for collection, analysis and reporting for the duration of the RESJ Work Plan.

Draft Timeline: May – July 2019

Activities:

- ID quantitative and qualitative methods for RESJ data collection and analysis.
- ID opportunities for community led inquiry, research and analysis.
- Work collaboratively with educators, SLT, students, parents, and community members to inform RESJ practices to enhance PPS System Performance Dept's. ability to measure and track RESJ Framework, Strategies and Goals progress.
- Develop proactive strategies to address gaps in knowledge, information, data to measure and track RESJ Framework, Strategies and Goals progress
- Work collaboratively with PPS and stakeholders to convene "learning labs" to share knowledge and experience across RESJ Goals.
- ID and develop RESJ goal revision and adjustment process.
- ID and develop RESJ baseline data to inform RESJ Goal progress.

Deliverables:

A. E/SJ Measurement protocols

7. **Transparency and Communications:** Develop dashboard to report progress against RESJ Goals. Collaborate with PPS Communications to develop communications strategies to keep students, parents, community members and other interested parties informed about RESJ at PPS.

Draft Timeline: June - July 2019

Activities:

- Collaborate with Communications and Systems Performance Departments to develop RESJ reporting dashboard
- Update PPS Equity web page to include updated RESJ policy, Framework, Strategies, Goals and Work Plan.

- ID strategies tell RESJ stories utilizing the PPS Web site, newsletters, Superintendent's engagements, and media.

Deliverables:

- A. RESJ Communication Strategies
- B. PPS Equity Web Page

Temporary RESJ Team Descriptions

1. **Teaching and Learning** – This team will examine all aspects of instruction, support and student learning.
2. **Student Initiatives** – This team will examine all student led initiatives, conferences, leadership programs, mentoring and clubs to support student success.
3. **Community Partnerships** – This team will examine all of the culturally specific and culturally responsive networks of organizations and community groups that support student learning and success.
4. **Talent Diversity** – This team will examine all of the professional development, retention and recruitment efforts aimed at diversifying and strengthening the PPS workforce.