

**Board Special Meeting**  
**Oversight Work Session: Equity, Partnerships & Engagement**  
Wednesday, April 24, 2019, 4:30 – 6:00 p.m.  
Auditorium, John Stanford Center  
2445 3<sup>rd</sup> Avenue S, Seattle, WA 98134



**Agenda**

**Call to Order**

4:30pm

**Oversight Work Session: Equity, Partnerships & Engagement**

4:30pm

**Adjourn**

6:00pm\*

*Special meetings of the Board, including work sessions and retreats, may contain discussion and/or action related to the items listed on the agenda. Executive sessions are closed to the public per RCW 42.30. \*Times given are estimated.*



# Oversight Work Session: Equity, Partnerships & Engagement (EPE)

April 24, 2019

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For questions and more information about this document, please contact the following:

Dr. Brent Jones  
Chief; Equity, Partnerships & Engagement  
[bjones@seattleschools.org](mailto:bjones@seattleschools.org)

Annual report on the work of the division of Equity, Partnerships and Engagement, as required by School Board Policy 1010: Board Oversight and Management.



# Seattle Public Schools



Photos by Susie Fitzhugh

***Every Student. Every Classroom. Every Day.***  
**Oversight Work Session: Equity, Partnerships & Engagement**  
**April 24, 2019**

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# Agenda

- Department Functions
- A.S.W.O.T. Analysis
- Department Accomplishments
- Organizational Chart
- Department Goals & Objectives
- Key Performance Indicators (KPIs)
- Budget & Staffing
- Benchmarking
- Policies & Procedures
- Internal and External Controls
- Major Outside Service Contracts
- Information Technology Systems
- Looking Forward/Next Steps

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# Department Functions

**Functions of the Department** *(What services does your department offer to teachers, principals, staff, schools, parents or community groups in supporting academic outcomes? Please place an asterisk next to those services that support the goals achieving the Strategic Plan)*

- SMART Goal 2 (Eliminating Opportunity Gaps)\*^
- SMART Goal 4 (Engagement)\*^
- Community Partnerships\*^
- Native Education^
- Innovation
- Improvement science
- Elevating promising practices
- Adult capacity building
- Meeting standards
- Problem solving
- Organizational development

# EPE ASWOT

Accomplishments (A)	Strengths (S)	Weaknesses (W)	Opportunities (O)	Threats/Risks (T)
<p>Tactfully and graciously socialized racial equity as urgent and imperative – the issue of our time. Managed internal and external stakeholder expectations and concerns, while staying laser focused on the elimination of opportunity gaps</p> <p>Promoted tenets of policy 0030, Ensuring Educational and Racial Equity, and operationalized them into practice</p> <p>Improved community credibility; seen as a trusted advocate through engagement efforts on the Strategic Plan</p>	<p>Through a laser focus on equity and advocacy we have created more opportunities and developed strategies to remove barriers and create more access to student learning and learning supports</p> <p>Seasoned and experienced team members are supporting cross-divisional initiatives. Collaboration is a strength</p>	<p>Shoestring budget limits the productivity and achievements necessary to eliminate opportunity gaps</p> <p>Severely understaffed</p> <p>Need to promote more good things happening – we don't take credit. Need to show the "return on investment" and promote success stories to public, media, communities of color, and underrepresented populations</p>	<p>Continue to do "friendraising" + telling stories of our processes, strategies and what we are learning. Publish what works – market to staff and public</p> <p>Continue to find ways to build in awareness and accountability around racial equity with staff and the public</p> <p>Take leadership on implementing "practice-based evidence"; continue to make adjustments to meet the everchanging needs of SPS</p>	<p>Uncertainty around Strategic Plan funding</p> <p>Rushing into the work of the Strategic Plan without thoughtful planning and/or a "business as usual" approach</p> <p>Discussion, reflections, dialogue on race, privilege and power are often supercharged and can make the stewards of this work vulnerable and targets resulting from discomfort, fragility, insecurity and fear</p> <p>Reporting obligation impacts time to reflect, recalibrate and make needed adjustments for delivery improvements</p>



# EPE Accomplishments



EOG Gallery debuted August 2018



District-wide focus on Welcoming Environments

RACIAL EQUITY TEAM COACHING on learning 30, 40, 90...	SCHOOL CALENDAR INFORMATION:
Regular Meetings: DREA 4x monthly Wednesday meetings 9:30-12:00am. Collaborative Team (SRA) Tuesday 9:30-12am	WEDNESDAY MEETINGS - TESTING AND GRADES
Regular coaching log information to collect:	
1 <sup>st</sup> team prior knowledge Key learning from research, recognitions and observation notes.	2 <sup>nd</sup> coaching essential questions (part of coaching - eg. A. Great team reflections)
30... Meet, greet, and message Make introductions to school head administrative executives and administrators to principals... in person	3 <sup>rd</sup> recommended instructional resources Collect recommended resources to post to Schoology and ShareDrive for net archiving.
40... Establish your DREA climate speech about SPS racial equity & the strategic plan's why? And DREA services provided to schools.	40... Uphold for forward momentum Work on upholding or anchoring NETs. Healthy communication and trust. Identify strong leadership skills that will support conversations about where not work continues to keep momentum.
Establish a method of communication and regular scheduled (time dependent) intervals for check in with net logs.	50... Look for common data and trends throughout the teams to inform DREA data that can be collected to inform and partner with school boards.
Schedule attending the parent/audience net meeting for alignment with all year teams.	60... Bring forward information about next year plans and how that impacts our themes and objectives as a DREA and SPS for work through the summer.
Provide the NET action plans, CSPs, and facilitated professional development to the teams to establish prior knowledge of messaging and shared language.	70... Buildout the net teams understanding of those and common shared district strategic planning and local equity analysis. Track into strategies for alignment to their work with DREA common practices.
	80... Look towards anticipating needs for next year and work with leads to set agendas that are forward thinking as the school year is closing.
	90... Push out end of year surveys and facilitate DREA/partnership data collection methods.
	Checklist for net team participation about progress (Enabling systems for maintaining traditional knowledge)

50 Racial Equity Teams with year-long PD plan



### 3. City of Seattle Families and Education Levy

The overarching goals of the City of Seattle's Families and Education Levy are to ensure all of Seattle's children will

1. Enter kindergarten prepared to succeed
2. Achieve academically
3. Graduate from high school prepared for college or career, and that the achievement gap will be reduced

### SPS/City of Seattle FEPP alignment

## Since Time Immemorial Curriculum Training

'More than a Month': Educators Trained in Since Time Immemorial Curriculum  
Posted on 03/15/2019



Education Resource Room at Edmond Meany Middle School for a day of learning about Since Time Immemorial (STI) curriculum.

## 'More than a Month': Educators Trained in Since Time Immemorial Curriculum

Since Time Immemorial is a state-mandated Tribal history and culture curriculum, hosted online by the Office of Superintendent of Public Instruction (OSPI), to support the teaching of tribal sovereignty, tribal history, and contemporary tribal affairs for students in grades K-12. On the morning of March 12, educators gathered in the Native American

服務計劃交流會 2019年1月

我們希望聽取你們的意見

西雅圖校區 邀請你參與這個會議

改進和強化 策略計劃

2019年1月18日 下午5:00 - 6:30時

Chinese Information & Service Center 仁人服務社 (CISC)  
611 S. Lane Street  
Seattle 98104

各校區應即向學校計劃指導委員會提出建議和優化計劃。一份西雅圖校區策略計劃指導委員會、社區參與與學習服務部所發出的擴充事宜影響了該計劃的草案。

## Successful Strategic Plan Community Engagement with historically underserved communities

### AAMAC Council of Elders



Dear Superintendent Leadership Team,

Just a reminder that we have Extended Cabinet, Tuesday, March 26th 10:00 AM - 12:00 PM. This will continue our work with DREA focused on interrupting institutional racism. We will engage in Part II of the case study with a focus on bridging the gap between central office leadership and building leaders through:

- Perspective-taking;
- Considering stakeholder engagement; and
- Examining - *How is our SPS central office organized to support the role of school leaders?*

### Extended Cabinet learning aligned to supporting school leaders

## Ethnic Studies at Seattle Public Schools

## Strategic Plan Adopted

2019-24 Seattle Public Schools Strategic Plan Adopted  
Posted on 03/28/2019

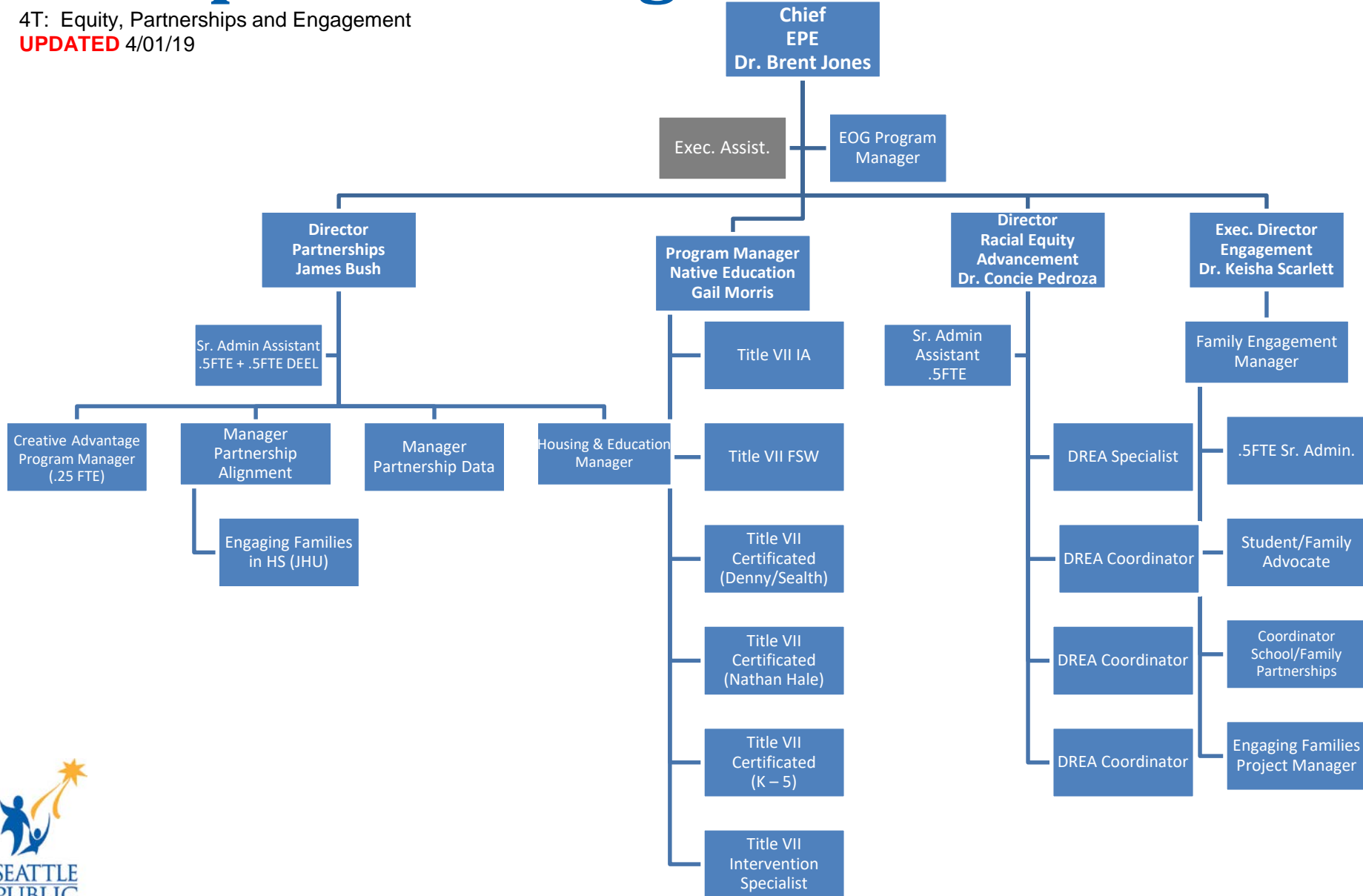


## 2019-24 Seattle Public Schools Strategic Plan Adopted

On March 27, 2019, the Seattle School Board unanimously approved the district's 2019-24 Strategic Plan during the regular board meeting. The five-year plan sets the course for the district and will help us focus our resources, work, and initiatives. Watch a recording of the March 27 School Board Meeting.

# Department Organizational Chart

4T: Equity, Partnerships and Engagement  
**UPDATED** 4/01/19





# Department Goals and Objectives

Goal or Major Initiative	Relation to Current Goals
Apply positive alternatives to discipline by increasing instructional time and student engagement	<b>Goal 2 – Eliminating Opportunity Gaps</b>
Build adult capacity and efficacy to empower adults to create the conditions for learning	
Create identity safe spaces so that our students know they are supported and invited to be engaged	
Communications: Two-way Engagement	<b>Goal 4 - Engagement</b>
Community Engagement Model: School-based Implementation	
Family Engagement	

# Key Performance Indicators (KPIs)

Goal 2 Key Strategy	Measure	Target	Performance to date (April 2019)
<b>Apply positive alternatives to discipline by increasing instructional time and student engagement</b>	Missed Instructional Time	Proficient	<b>Distinguished</b>
	Restorative Practices	Proficient	Proficient
<b>Build adult capacity and efficacy to empower adults to create the conditions for learning</b>	Ethnic Studies	Proficient	<b>Distinguished</b>
	Since Time Immemorial	Proficient	Proficient
	EOG Digital Toolkit	Proficient	Proficient
	Racial Equity Teams	Proficient	<b>Distinguished</b>
	Racial Equity Analysis Tools	Proficient	Proficient
	PBIS	Proficient	<b>Distinguished</b>
<b>Create identity safe spaces so that our students know they are supported and invited to be engaged</b>	SEL & Trauma Response	Proficient	<b>Distinguished</b>
	Wrap-Around Case Mgmt.	Proficient	<b>Distinguished</b>
	Mentoring Practices	Proficient	Proficient
	Welcoming Environments	Proficient	Proficient
	School Climate	Proficient	Proficient

# Key Performance Indicators (KPIs)

Goal 4 Key Strategy	Measure	Target	Performance to date (April 2019) & Notes
Communications: Two-way Engagement	Number of families engaged and increase in underrepresented families over time. A reduction in dissatisfaction related to Family Climate Survey data item: The district reaches out to parents when decisions important to families need to be made.	Proficient	Proficient  Historically underserved/under-heard families were an integral focus of the Strategic Plan Community Engagement Tour in January 2019
Community Engagement Model: School-based Implementation	Train principals on consensus building facilitation. Select 9-10 schools to support. Work with schools to audit current practice; create a vision; multi-year action plan to improve areas of focus.	Proficient	Proficient  Training on consensus-building facilitation has been completed for nine (9) school leaders who are implementing the method in ways above and beyond Goal 4 work
Family Engagement	Family Engagement PD is identified and integrated as key elements in trainings across district initiatives	Proficient	Proficient

# Department Budget/ Staffing Overview

Department	# FTE	Lead	Staffed in Baseline	Staffed in Goal or Other Funds	Notes
<b>EPE</b>	2	Brent Jones	2	0	
<b>Community Partnerships</b>	5.25	James Bush	5*	.25**	*1.0 grant funded **.75 staffing is staffed with Visual & Performing Arts
<b>Dept. Racial Equity Advancement (DREA)</b>	5.5	Concie Pedroza	4.5	1	
<b>Family Engagement</b>	6	Keisha Scarlett	5*	1**	*includes two .5FTE **grant funded
<b>Total</b>	<b>17.75</b>				

# Benchmarking

District	Division/ Dept. Name	Inception Date	Focus Area(s)	More Information:
Seattle	<b>EPE</b>	<b>2016</b> (as Strategy & Partnerships)	<ul style="list-style-type: none"> <li>• African American Males (AAM) and other student furthest from educational justice</li> <li>• Community Engagement</li> <li>• Community Partnerships</li> <li>• Family Engagement</li> <li>• Native Education</li> </ul>	
Oakland Unified	Office of Equity	2016	<ul style="list-style-type: none"> <li>• AAM Achievement</li> <li>• African American Female Excellence</li> <li>• Student, Family &amp; Community Engagement</li> <li>• Asian/Pacific Islander</li> <li>• Latinx</li> </ul>	<a href="https://www.ousd.org/cms/lib/CA01001176/Centri-city/Domain/4433/Equity%20Report%20Download.pdf">https://www.ousd.org/cms/lib/CA01001176/Centri-city/Domain/4433/Equity%20Report%20Download.pdf</a>
Denver	Culture, Equity & Leadership Team	2011 (policy adoption)	African American Equity Task Force	<a href="https://celt.dpsk12.org/equity/african-american-equity-task-force/">https://celt.dpsk12.org/equity/african-american-equity-task-force/</a>
Montgomery County	Equity Initiatives Unit	unk.	Advance racial justice and cultural proficiency by interrupting systems of bias (implicit and explicit), oppression, and inequity in our policies, practices and procedures	<a href="https://www.montgomeryschoolsmd.org/departments/clusteradmin/equity/index.aspx">https://www.montgomeryschoolsmd.org/departments/clusteradmin/equity/index.aspx</a>

A review of Highline, Kent, Tacoma, Tukwila, Portland and Chicago Public Schools did not provide comparable benchmarks, although it is recognized that demographics between Seattle and Chicago are not homogeneous.

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# Policies & Procedures that Guide EPE's Work

## Board Policies

- 0010: Instructional Philosophy
- 0030: Ensuring Educational and Racial Equity
- 4129: Family Engagement
- 4265: School and Community Partnerships
- 4270: Lead Community Partner Policy

## Superintendent Procedures

- 4120SP
- 4265SP
- 4270SP



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# Key Internal and External Controls

## Internal

- **Policy 0030:** Ensuring Educational and Racial Equity
- **Policy 4129:** Family Engagement
- **Policy 4265:** School & Community Partnerships
- **Policy 4270:** Lead Community Partner Policy
- **SPS Formula for Success**

## External

- **HB 1541:** Close the Educational Opportunity Gap  
<https://app.leg.wa.gov/billsummary?BillNumber=1541&Year=2015>
- **SB 5433:** Since Time Immemorial  
<http://www.k12.wa.us/IndianEd/TribalSovereignty/>

## Audit or Review Efforts

- None

# Major Outside Service Contracts

Major Contract	Brief Description	Contract Amount
Cyborg Mobile	<p>Developers of the EOG Digital Toolkit (EOG DTK), Cyborg Mobile built the original DTK. For FY19, Cyborg managed the migration to a new platform and are in the process of finishing three new modules (Ethnic Studies, Culturally Responsive Teaching, and Racial Equity Analysis Tools.) They will also provide assistance in developing a module for SPS volunteers, as part of the volunteer onboarding process.</p> <p>Cyborg Mobile is a locally-owned, independent minority business. As a direct outcome of their work for SPS, they have been engaged to develop other equity-focused projects such as Microsoft’s New Technologists Summer Academy as well as EOG DTK-like modules for Bellevue and North Shore School Districts.</p>	<p>\$78,650 (migration)</p> <p>\$98,700 (new development)</p> <p><b>Total:</b> <b>\$177,350</b></p>

# Key Information Technology Systems

## EOG Digital Toolkit

### Three new modules in 2019:

- Ethnic Studies
- Culturally Responsive Teaching
- Racial Equity Analysis Tools

### New 2019 outreach:

- Nutrition Services staff (anticipated August 2019)
- Volunteers (a modified version that will be bundled with Adult Sexual Misconduct (ASM) training as part of volunteer onboard training)
- The EOG DTK is part of the New Hire digital onboarding for all new employees.

EOG Digital Toolkit

### Toolkit Release

Readily Available Toolkit Inclusive for ALL Staff



#### ANYTIME

Tools that allow people or companies to create, share, or exchange



#### ANYWHERE

Tools that allow people or companies to create, share, or exchange



#### ANY DEVICE

Tools that allow people or companies to create, share, or exchange



# Looking Forward/Next Steps

- Policy 0030: Develop procedures
- Policy 4129: Family Engagement
- Policy No. 1810(P): Develop procedures that include racial equity analysis

## **Focus Areas:**

- Racial equity across the institution, from the boardroom to the classroom
- Our district's obligation to students and families furthest from educational justice
- Vision for, and implementation of, the new Strategic Plan with cross-departmental coordination

## **Emerging Trends:**

- Moving to systemic implementation of racial equity through targeted universalism