

**ACTION AGENDA ITEM
BOARD MEETING
February 14, 2017**

**TOPIC: APPROVE DISTRICT-WIDE RACIAL EQUITY TRAINING AND
PROGRAM SERVICES**

BACKGROUND:

In order to support the success of ALL Fort Worth ISD students and to ensure all students are prepared for College, Career, and Community Leadership, the Superintendent has established the Division of Equity and Excellence. The Division will ensure equity in all practices and at all organizational levels in FWISD by providing professional development that will offer staff the opportunity to engage in thoughtful dialogue about race and equity, and its impact on student achievement. These systemic professional development opportunities will provide the knowledge, skills and capacity to achieve district-wide equity transformation.

This work requires comprehensive knowledge and experience in large-scale systemic racial equity advancement, as well as experience working with marginalized communities, including but not limited to Latino, African American, African and other diaspora. Therefore, a Request for Proposals was posted according to FWISD guidelines.

Initial proposals were reviewed by FWISD representatives and two vendors stood out as meeting all criteria and being able to address the needs of our large district. A committee of FWISD campus and central office staff then reviewed the finalists' proposals and recommended Pacific Educational Group.

STRATEGIC GOAL:

1-Increase Student Achievement

ALTERNATIVES:

1. Approve District-wide Racial Equity Training and Program Services
2. Decline to Approve District-wide Racial Equity Training and Program Services
3. Remand to staff for further study

SUPERINTENDENT'S RECOMMENDATION:

Approve District-wide Racial Equity Training and Program Services

FUNDING SOURCE***Additional Details***

Special Revenue	255-13-6299-0PD-999-24-528-000000-17F28	\$75,000.00
General Fund	199-13-6299-001-999-99-336-000000	<u>\$69,700.00</u>
		<u>\$144,700.00</u>

(For year one only)

It is anticipated that in years 2 through 5 of this agreement that the costs associated with the funding will be a joint partnership with the General Fund and Federal Special Revenue Funding. However, since federal funding is allocated annually, it is unknown at this time the annual amount that will be contributed to this purchase from the general fund and federally funded special revenue.

COST: -

Year 1/2016-17	\$ 144,700.00
Year 2/2017-18	\$ 333,700.00
Year 3/2018-19	\$ 391,500.00
Year 4/2019-20	\$ 331,500.00
<u>Year 5/2020-21</u>	<u>\$ 177,850.00</u>
Total Cost:	\$1,379,250.00

VENDOR:

Pacific Educational Group (PEG)

PURCHASING MECHANISM

Bid/RFP/RFQ

Proposal Statistics

Number 17-051

Number of Proposals received: 5

HUB Firms: 1

Complaint Proposals: 5

This purchase is in accordance with the Texas Education Code section 44.031 (b) regarding specifications, pricing, performance history, etc. The Request for Proposal asked each vendor for a 3-5 year plan/timeline to develop district-wide systemic racial equity program and include a summary of fees and total projected cost. The recommended vendor is listed above.

Purchasing Support Documents Needed:

- Bid – Bid Summary / Evaluation
- Inter-Local (IL) – Price Quote and IL Contract Summary Required
- Sole Source – Price Quote and Notarized FWISD Sole Source Affidavit
- Emergency – Price Quote and Emergency Affidavit

PARTICIPATING SCHOOL/DEPARTMENTS

All FWISD Departments and Campuses.

RATIONALE:

FWISD recognizes that major historical and societal factors have impacted the inequity in student achievement that exists within our schools. Purposeful action must be taken to acknowledge and overcome the disparities that students face throughout their educational career. Specific training for employees at all levels of the organization is required to eliminate these disparities and disproportionalities.

Pacific Educational Group will provide professional development services for the purpose of developing organizational capacity to engage in sustainable systemic equity transformation and eliminate racial educational disparities in FWISD.

While the overall investment is significant, it does not supersede the investment in our students' academic achievement.

INFORMATION SOURCE:

Kent P. Scribner
Sherry Breed



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FORT WORTH INDEPENDENT SCHOOL DISTRICT

Five-Year Proposed Plan And Fee Summary

November 9, 2016

Pacific Educational Group (PEG) will provide the following professional development, coaching, and consulting services to Fort Worth Independent School District during the 2016-2021 school years for the purpose of developing and accelerating the district's capacity to engage in systemic equity transformation and eliminate racial disparities in Fort Worth schools. Note that this plan scaffolds a phased rollout of programming, starting with a selected "Beacon Schools" cohort, then moving to Cohort 2 (1/2 of remaining schools) and finally Cohort 3 (final remaining schools)

Component	Dates	Description	Participants	Fee
1-1: Beyond Diversity Seminar	Two, 2-day seminars, January, 2017	The 2-day Beyond Diversity seminar is designed to help teachers, students, parents, and administrators understand the impact of race on student learning and investigate the role that racism plays in institutionalizing achievement disparities.	New Cabinet members, Instructional leaders and Coaches, Special Education Leaders, Beacon principals	\$22,300
1-2: District Executive Equity Leadership Team (DELT)	Four days, dates TBD, scheduled at 4 - 6 week intervals	DELT training, coaching, and support is focused on building executive capacity and accountability for leading and implementing district equity transformation and creating the district's Systemic Equity Transformation Plan.	Superintendent, Cabinet and other executive leadership	\$24,000
1-3: Leadership for Racial Equity Development (LEADS), Beacon Cohort	Six days, scheduled at 4 - 6 week intervals starting January, 2017	LEADS training, coaching, and support is focused on deepening the will, skill, knowledge and capacity of administrators to lead, oversee and manage the dynamic processes of systemic racial equity transformation	Superintendent, Cabinet and other district Department Directors, Beacon school Principals	\$36,000
1-4: Culturally Relevant Instructional Coaching (CRIC)	Sessions 1 - 3 of 6, starting in Spring of 2017	CRIC is focused on providing teacher leaders, administrators, central office instructional coaches and equity coaches deepened knowledge and capacity in delivering culturally relevant and racially conscious instruction. This series will emphasize systemic alignment and organizational coherence in culturally relevant instructional coaching practices.	Central Office Curriculum & Instruction staff, Instructional Coaches	\$18,000

Component	Dates	Description	Participants	Fee
1-5: Special Education Leadership Racial Equity Leadership Development (SpED)	Two pairs of days, dates to be determined	Participants will be guided to examine and reposition special education roles and responsibilities for greater shared ownership through Equity Walks. In the Equity Walks, together with PEG SpED staff, they will visit and observe special education programs and classrooms to build understanding and skills to assess "what is" vs. "what should be." Information from these initial walks, along with review of student data and strategic planning documents will guide an initial prototype implementation and shape continued equity transformation development.	Special Education Department	\$26,400
1-6: Affiliates: CCAR Practitioners	Web-based and live programming, dates TBD	Training, coaching and support for up to 6 PEG Affiliates at the Practitioner Level	Six selected district or building leaders	\$18,000
Year 1 Subtotal			\$144,700	
2-1: Beyond Diversity Seminars	Four, 2-day seminars, fall of 2017	The 2-day Beyond Diversity seminar is designed to help teachers, students, parents, and administrators understand the impact of race on student learning and investigate the role that racism plays in institutionalizing achievement disparities.	Cohort 2 Principals, ELL Staff, Beacon E-Teams and Care Teams	\$44,600
2-2: District Executive Equity Leadership Team (DELT)	Five dates, TBD, scheduled at 4 - 6 week intervals	DELT training, coaching and support is focused on building executive capacity and accountability for leading and implementing district equity transformation via the district's Equity Transformation Plan. In year 2, Equity Walks will be introduced.	Superintendent, Cabinet and other executive leadership	\$30,000
2-3: Leadership for Racial Equity (LEADS) Cohort 2	Six days, scheduled at 4 - 6 week intervals	LEADS training, coaching, and support is focused on deepening the will, skill, knowledge and capacity of administrators to lead, oversee and manage the dynamic processes of systemic racial equity transformation	Cohort 2 Principals	\$36,000

Component	Dates	Description	Participants	Fee
2-4: School-based Equity Leadership Team Development (E-Teams)	Six Days, scheduled at 4 - 6 week intervals	Training, coaching and support for principals and staff teams from Beacon Schools, focused on leading school-wide equity transformation. Seminars introduce systemic change, critical race theory, systems thinking and adaptive leadership.	Principals and teacher leaders from Beacon Schools	\$36,000
2-5: Culturally Relevant Instructional Coaching (CRIC)	Sessions 4 - 6 of 6, starting in fall of 2017	CRIC is focused on providing teacher leaders, administrators, central office instructional coaches and equity coaches deepened knowledge and capacity in delivering culturally relevant and racially conscious instruction. This series will emphasize systemic alignment and organizational coherence in culturally relevant instructional coaching practices.	Central Office Curriculum & Instruction staff, Instructional Coaches	\$18,000
2-6: My Brother's Keeper Seminar	One, 2-day seminar	This two-day, co-facilitated seminar is designed to support President Obama's My Brother's Keeper initiative to create the space for, surface and learn from the voices of boys and young men of color to eliminate the racial inequities and institutionalized practices that marginalize, criminalize and ostracize these students. Participants will critically examine their data, school culture and climate. Using Courageous Conversation™ participants will examine ways to transform their systems into environments that nurture high-level engagement and achievement.	My Brother's Keeper team	\$22,300
2-7: Collaborative Action Research for Equity (CARE) Team Development, Beacon	Seminars 1 - 3, each preceded by 2 full coaching days (9 days total)	CARE Team seminars prepare teams of teachers, their coach and Principal to engage in collaborative classroom research to discover, develop, document, deliver, and disseminate culturally relevant learning and teaching practices. Topics include craft knowledge, building racial/cultural proficiency and bridging cultures.	Classroom leaders from Beacon Schools	\$48,900

Component	Dates	Description	Participants	Fee
2-8: Students Organized Against Racism (SOAR)	Seminars 1 - 3	SOAR is the vehicle for middle school and high school student leadership development. The goal of SOAR is to empower multiracial groups of students to take on the identity of leader in their schools and communities, and to place no limits on what they can become. SOAR addresses issues of race, identity and academic achievement through meaningful and ongoing conversations among students and the adults in their schools. As students are given a voice and opportunities for equity/anti-racism leadership they become a more visible voice for change in their schools.	Beacon Secondary Schools Student Advisors and selected student leaders	\$18,000
2-9: Special Education and ELL Racial Equity Leadership Development (SpELL)	Three pairs of days, dates to be determined	ELL program staff will engage in a thorough systemic examination of the racial equity challenges that persistently challenge both learner groups. Using principles of systems thinking and adaptive leadership, participants will learn to recognize and interrupt damaging practices that result in the marginalization of English Language Learners and their linguistic and cultural home communities. They will be joined by SpEd colleagues for the transformative SpELL process in which they will build toward effective interdepartmental collaboration.	ELL and Special Education Departments	\$39,600
2-10: Affiliates: Beyond Diversity Co-Facilitators	TBD	Training, coaching and certification for 6 Practitioners to move to the Co-Facilitator level; and annual license for FWISD. Note that the license fee will be pro-rated to reflect the number of months used.	Six CCAR Practitioner Affiliates	\$40,300
Year 2 Subtotal			\$388,700	
3-1: Beyond Diversity Seminars	One, 2-day seminar	The 2-day Beyond Diversity seminar is designed to help teachers, students, parents, and administrators understand the impact of race on student learning and investigate the role that racism plays in institutionalizing achievement disparities.	Cohort 3 Principals, New cabinet members	\$11,150

Component	Dates	Description	Participants	Fee
3-2: District Executive Equity Leadership Team (DELT)	Five dates, TBD, scheduled at 4 - 6 week intervals	DELT training, coaching and support is focused on building executive capacity and accountability for leading and implementing district equity transformation via the district's Equity Transformation Plan. In year 3, Equity Walks continue to inform the implementation process.	Superintendent, Cabinet and other executive leadership	\$30,000
3-3: Leadership for Racial Equity (LEADS) Cohort 3	Six days, scheduled at 4 - 6 week intervals	LEADS training, coaching, and support is focused on deepening the will, skill, knowledge and capacity of administrators to lead, oversee and manage the dynamic processes of systemic racial equity transformation	All remaining Principals	\$36,000
3-4: School-based Equity Leadership Team Development (E-Teams), Cohort 2	Six Days, scheduled at 4 - 6 week intervals	Training, coaching and support for principals and staff teams from Cohort 2 Schools, focused on leading school-wide equity transformation. Seminars introduce systemic change, critical race theory, systems thinking and adaptive leadership.	Principals and teacher leaders from Cohort 2 Schools	\$36,000
3-5: Coaching for Racial Equity (CRE)	Sessions 1 - 4 of Four	The CRE series of four seminars is designed to develop and advance the knowledge, skills, and capacity to take equity to greater scale in schools and districts. Participants will examine their coaching and supervision styles with a focus on racial equity, and learn skills for leading, engaging, supporting, and accelerating organizational change in the challenging racial equity context. Using the PEG Systemic Racial Equity Transformation Framework, participants practice effective supervision, intervention, and coaching techniques, leading to greater organizational independence and capacity to sustain school- and district-wide equity transformation.	Non-Academic Coaches, Department Heads and other Supervisors.	\$24,000

Component	Dates	Description	Participants	Fee
3-6: Latinx Student Experience Seminar	One, 2-day seminar	In this 2-day seminar, participants will develop individual will, skill, and knowledge to address complex intersections of racial and cultural identity, language, and institutional racism, with a specific focus on Latinx students. Using Courageous Conversation™ this seminar examines and analyzes how school systems too often organize failure for this rapidly growing group of students through a lack of clarity on the historical and contemporary racial dynamics impacting them. Contemporary racial identity development theories and frames of Latinx racial identity are explored, as well as implications for creating academically challenging, racially conscious and healing schooling environments.	My Brother's Keeper team	\$11,150
3-7: Collaborative Action Research for Equity (CARE) Team Development, Beacon	Seminars 4 - 6, each preceded by 2 full coaching days (9 days total)	CARE Team seminars prepare teams of teachers, their coach and Principal to engage in collaborative classroom research to discover, develop, document, deliver, and disseminate culturally relevant learning and teaching practices. Topics include a framework for educating students of color, action research & decision making, and developing a peer coaching model for sharing discoveries.	Classroom leaders from Beacon Schools, Instructional Coaches and Principals	\$48,900
3-8: Collaborative Action Research for Equity (CARE) Team Development, Cohort 2	Seminars 1 - 3, each preceded by 2 full coaching days (9 days total)	CARE Team seminars prepare teams of teachers, their coach and Principal to engage in collaborative classroom research to discover, develop, document, deliver, and disseminate culturally relevant learning and teaching practices. Topics include craft knowledge, building racial/cultural proficiency and bridging cultures.	Classroom leaders from Cohort 2 Schools, Instructional Coaches and Principals	\$48,900

Component	Dates	Description	Participants	Fee
3-9: Students Organized Against Racism (SOAR), Beacon and Cohort 2	Seminars 1 - 3 for Cohort 2, plus three on-site or virtual coaching days for Beacon Cohort	SOAR is the vehicle for middle school and high school student leadership development. The goal of SOAR is to empower multiracial groups of students to take on the identity of leader in their schools and communities, and to place no limits on what they can become. SOAR addresses issues of race, identity and academic achievement through meaningful and ongoing conversations among students and the adults in their schools. As students are given a voice and opportunities for equity/anti-racism leadership they become a more visible voice for change in their schools.	Beacon and Cohort 2 Secondary Schools Student Advisors and selected student leaders	\$36,000
3-10: Partnership for Academically Successful Students (PASS), Beacon Cohort	Seminars 1 - 5 with evening parent meetings to follow	Led by the school principal, the PASS Team designs and delivers racial equity organizing practices that are explicitly and intentionally planned to maximize parent-of-color engagement and improve the educational experience of students of color, who have historically been marginalized in the educational system. The PASS Team also works to inform parents whose students are well-served by the current system, and to eventually engage them as advocates and allies in efforts to achieve racial equity.	Selected Beacon Schools staff including Parent and Community Outreach staff	\$44,500
3-11: Special Education and ELL Racial Equity Leadership Development (SpELL)	Three pairs of days, dates to be determined	Special Education and ELL Leaders will be led through a process of transformation rooted in adaptive leadership principles that will build toward effective interdepartmental collaboration. The strengths and expertise of both groups will be leveraged to work in deep and meaningful collaboration with general education in order to provide a more rigorous, culturally relevant and empowering mainstream experience for Sp/ELL students, as well as the necessary differentiation based on students needs. Special Education and ELL leaders will continue to examine and reposition special education roles and responsibilities for greater shared ownership through Equity Walks.	ELL and Special Education Departments	\$39,600

Component	Dates	Description	Participants	Fee
3-12: Affiliates: Co-Facilitator License		Continued coaching and license fee for Beyond Diversity Co-Facilitators.	Six certified BD Co-Facilitator Affiliates	\$25,300
Year 3 Subtotal			\$391,500	
4-1: District Executive Equity Leadership Team (DELT)	Five dates, TBD, scheduled at 4 - 6 week intervals	DELT training, coaching and support is focused on building executive capacity and accountability for leading and implementing district equity transformation via the district's Equity Transformation Plan. In year 4, DELT members will engage in relationships with community leaders of color to begin the process of forming a district-level advisory group, the DELTA.	Superintendent, Cabinet and other executive leadership	\$30,000
4-2: School-based Equity Leadership Team Development (E-Teams), Cohort 3	Six Days, scheduled at 4 - 6 week intervals	Training, coaching and support for principals and staff teams from Cohort 3 Schools, focused on leading school-wide equity transformation. Seminars introduce systemic change, critical race theory, systems thinking and adaptive leadership.	Principals and teacher leaders from Cohort 3 Schools	\$36,000
4-3 Phenomenal (Young) Women	One, 2-day seminar	This 2-day, co-facilitated seminar is a companion to My Brother's Keeper, examining the intersectionality of gender and race that plays out in the education of Black females. Participants will use Courageous Conversation™ to analyze environments that promote the requisite confidence, skills and knowledge for young women of color to thrive in college and beyond.	My Brother's Keeper team	\$22,300
4-2: Collaborative Action Research for Equity (CARE) Team Development, Cohort 2	Seminars 4 - 6, Each preceded by 2 full coaching days (9 days total)	CARE Team seminars prepare teams of teachers, their coach and Principal to engage in collaborative classroom research to discover, develop, document, deliver, and disseminate culturally relevant learning and teaching practices. Topics include a framework for educating students of color, action research & decision making, and developing a peer coaching model for sharing discoveries.	Classroom leaders from Cohort 2 Schools, Instructional Coaches and Principals	\$48,900

Component	Dates	Description	Participants	Fee
4-3: Collaborative Action Research for Equity (CARE) Team Development, Cohort 3	Seminars 1 - 3, Each preceded by 2 full coaching days (9 days total)	CARE Team seminars prepare teams of teachers, their coach and Principal to engage in collaborative classroom research to discover, develop, document, deliver, and disseminate culturally relevant learning and teaching practices. Topics include craft knowledge, building racial/cultural proficiency and bridging cultures.	Classroom leaders from Cohort 3 Schools, Instructional Coaches and Principals	\$48,900
4-4: Students Organized Against Racism (SOAR), Cohorts 2 and 3	Seminars 1 - 3 for Cohort 3, plus three on-site or virtual coaching days for Cohort 2	SOAR is the vehicle for middle school and high school student leadership development. The goal of SOAR is to empower multiracial groups of students to take on the identity of leader in their schools and communities, and to place no limits on what they can become. SOAR addresses issues of race, identity and academic achievement through meaningful and ongoing conversations among students and the adults in their schools. As students are given a voice and opportunities for equity/anti-racism leadership they become a more visible voice for change in their schools.	Cohorts 2 and 3 Secondary Schools Student Advisors and selected student leaders	\$36,000
4-5: Partnership for Academically Successful Students (PASS), Cohort 2	Seminars 1 - 5 with evening parent meetings to follow	Led by the school principal, the PASS Team designs and delivers racial equity organizing practices that are explicitly and intentionally planned to maximize parent-of-color engagement and improve the educational experience of students of color, who have historically been marginalized in the educational system. The PASS Team also works to inform parents whose students are well-served by the current system, and to eventually engage them as advocates and allies in efforts to achieve racial equity.	Selected Cohort 2 Schools staff including Parent and Community Outreach staff	\$44,500

Component	Dates	Description	Participants	Fee
4-6: Special Education and ELL Racial Equity Leadership Development and Sustainability Coaching	Three pairs of days, dates to be determined	In the final SpELL year, the focus will be on sustaining the progress made in the previous four years. Topics will include on-boarding new staff of general and special education and ELL programs to ensure continuity; policy-level leadership advocacy for shared ownership; institutionalizing the Equity Walk process for continuous investigation and improvement of processes and outcomes; and sharing successes with qualitative and quantitative data.	ELL and Special Education Departments	\$39,600
4-7: Affiliates: Co-Facilitator License		Continued coaching and license fee for Beyond Diversity Co-Facilitators.	Six certified BD Co-Facilitator Affiliates	\$25,300
Year 4 Subtotal			\$331,500	
5-1: Beyond Diversity Community Seminar	One, 2-day seminar	The 2-day Beyond Diversity seminar is designed to help teachers, students, parents, and administrators understand the impact of race on student learning and investigate the role that racism plays in institutionalizing achievement disparities.	Community DELTA members, Community, Municipal and NGO district partners	\$11,150
5-2: District Executive Equity Team and Advisory Development (DELT/A)	Five dates, TBD, scheduled at 4 - 6 week intervals	DELT training, coaching, and support is focused on building executive capacity and accountability for leading and implementing district equity transformation according to the district's Systemic Equity Transformation Plan. DELT members will sustain and deepen relationships with community leaders of color to continue the process of forming a district-level advisory group, the DELTA.	Superintendent, Cabinet and other executive leadership plus Community DELTA members	\$30,000
5-3: Collaborative Action Research for Equity (CARE) Team Development, Cohort 3	Seminars 4 - 6, Each preceded by 2 full coaching days (9 days total)	CARE Team seminars prepare teams of teachers, their coach and Principal to engage in collaborative classroom research to discover, develop, document, deliver, and disseminate culturally relevant learning and teaching practices. Topics include a framework for educating students of color, action research & decision making, and developing a peer coaching model for sharing discoveries.	Classroom leaders from Cohort 3 Schools, Instructional Coaches and Principals	\$48,900



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Component	Dates	Description	Participants	Fee
5-4: Students Organized Against Racism (SOAR), Cohort 3	Three on-site or virtual coaching days for Cohort 3	SOAR is the vehicle for middle school and high school student leadership development. The goal of SOAR is to empower multiracial groups of students to take on the identity of leader in their schools and communities, and to place no limits on what they can become. SOAR addresses issues of race, identity and academic achievement through meaningful and ongoing conversations among students and the adults in their schools. As students are given a voice and opportunities for equity/anti-racism leadership they become a more visible voice for change in their schools.	Cohort 3 Secondary Schools Student Advisors and selected student leaders	\$18,000
5-5: Partnership for Academically Successful Students (PASS), Cohort 3	Seminars 1 - 5 with evening parent meetings to follow	Led by the school principal, the PASS Team designs and delivers racial equity organizing practices that are explicitly and intentionally planned to maximize parent-of-color engagement and improve the educational experience of students of color, who have historically been marginalized in the educational system. The PASS Team also works to inform parents whose students are well-served by the current system, and to eventually engage them as advocates and allies in efforts to achieve racial equity.	Selected Cohort 3 Schools staff including Parent and Community Outreach staff	\$44,500
5-6: Affiliates: Co-Facilitator License		Continued coaching and license fee for Beyond Diversity Co-Facilitators.	Six certified BD Co-Facilitator Affiliates	\$25,300
Year 5 Subtotal			\$177,850	
Total Fee for Above Programming (inclusive of travel)				\$1,379,250

We appreciate the opportunity to provide you with this proposal and to explore a racial equity partnership with Fort Worth ISD. Please call or email me or my Assistant, Rie Gilsdorf in the Minneapolis office with questions, or if I can assist in any other way.

Luis Versalles, Director, Pre K-12 District Partnerships
612-760-5441 (Minneapolis Office) • 612-743-9408 (cell) • luis@pacificeducationalgroup.com

A Framework for Systemic Equity Transformation

Through our Framework for Systemic Equity Transformation, Pacific Educational Group (PEG) is dedicated to helping school districts address racial educational disparities intentionally, explicitly, and comprehensively. We engage in sustained partnerships with educational organizations to transform beliefs, behaviors, and results so that people of ALL races, cultures, and languages can achieve at their highest levels and live their most empowered and powerful lives.

DISTRICT EQUITY LEADERSHIP DEVELOPMENT

Central to achieving educational equity is the development and strong support of school and district leaders. Executive administrators, school board members, principals, and district departmental leadership teams must regularly engage in thoughtful exploration of institutionalized racism and its impact on student learning, and provide professional development opportunities that support school staff to develop the will, skill, knowledge, and capacity to achieve district-wide equity transformation.

Setting the Stage

Selling the Stage serves as an introduction to PEG's Framework for Systemic Racial Equity Transformation and is an opportunity for the district and PEG to prepare for an effective equity partnership. The flexible site visit includes meetings with key leadership and stakeholders, a tour of the district, and a half-day seminar.

Beyond Diversity (Ongoing)

The two-day Beyond Diversity seminar is the foundation (pre-requisite) for all equity leadership development phases described below. Beyond Diversity is designed to help leaders, educators, students, parents, and community understand the impact of race on student achievement and the role that racism plays in institutionalized academic achievement disparities. In addition, we offer a flexible Courageous Conversations About Race Online version that allows staff members to work at their own pace with no out-of-classroom time.

"No matter how capable or dedicated the staff, groups without strong line leaders never achieve the power that is required to achieve results. Efforts that don't have a powerful enough guiding coalition can make apparent progress for a while, but sooner or later, the opposition gathers itself together and stops the change."

John P. Kotter, What Leaders Really Do,
Harvard Business Review, 1990

District Executive Equity Leadership Team (DELT)

District Executive Equity Leadership Team (DELT) programming targets executive-level leaders, led by the superintendent, who engage in significant professional learning, coaching, and support to design and implement the infrastructure for racial equity transformation. DELT examines district policies, practices, programs, structures, climate, and culture to identify barriers to equity and excellence, and leads systemic change efforts that result in high levels of achievement for all students.



DELT is the guiding coalition charged with leading and managing the dynamic process of system-wide transformational change. The group is responsible for developing and aligning the District's Systemic Equity Transformation Plan with existing district strategic priorities and board goals, ensuring that all efforts are streamlined for optimal student achievement results.

Superintendent and School Board Workshops

School Board members are introduced to the Equity Transformation Framework through a presentation that may lead to a series of Board workshops. Workshop agendas are planned in collaboration with the Superintendent and Board Chair and focus around the themes of leading and governing for systemic equity transformation, equity policy development, strategic alignment, and systems accountability for eliminating racial achievement disparities.

District Administrators and Principals (LEADS)

LEADS seminars are focused on deepening understanding of institutionalized racism and its impact on student learning, as well as providing support for leading systemic equity transformation initiatives in the district and schools. District leaders (superintendent, district administrators, school principals, and district department leaders/coordinators) are introduced to the Equity Leadership curriculum and instructional framework through a series of six LEADS seminars. These seminars address system-wide application of critical race theory, systems thinking, adaptive leadership, and culturally relevant practices to transform school culture and climate, empower families and engage communities of color. In the final seminar, leaders select their equity leadership teams and create an individualized framework for accelerating and sustaining racial equity transformation in their spheres of influence.

Special Education and English Language Learner Equity Leadership Development (SpELL)

In the SpELL Equity Leadership Development series, the shared characteristics and challenges commonly faced by both the Special Education (SPED) and English as a Second Language (ELL) Departments of school districts are explored and examined from a racial equity perspective. The dramatic and persistent racial disproportionality in special education is both an indicator and outcome of inequitable practices. Hence, PEG's special education staff works with districts to examine their SPED programs, services, and structures through the lens of equity. These seminars provide a sharp focus on building and accelerating greater coherence and alignment of general and special education services, and shifting the special education culture from compliance to equity and excellence.

Similarly, English Language Learners are persistently one of the most challenged groups in many school systems. Through the ELL Leadership Development series, participants engage in a thorough, systemic examination of the racial inequities that persistently challenge this learner group. ELL leaders learn to recognize and interrupt damaging practices that result in the marginalization of English Language Learners and their linguistic and cultural home communities.

The two groups then come together for the SpELL Equity Leadership Development series. The shared characteristics and challenges commonly faced by both SPED and ELL Departments are explored and examined from a racial equity perspective. Leaders of both groups create plans to collaboratively address the persistent, systemic challenges their students face.

Culturally Relevant Instructional Coaching (CRIC)

The Culturally Relevant Instructional Coaching (CRIC) series is designed to serve as a vehicle to take equity to greater scale in schools and districts through the development and empowerment of central office coaches and instructional leaders in this way. This series consists of six full-day seminars in total, designed to be completed over the course of two years. The emphasis of the seminars is instructional coaching focused on supporting culturally relevant pedagogy with a focus on responding to the needs of racially diverse students and English language learners of color, in particular. This training sequence parallels the Collaborative Action Research for Equity (CARE) series, which engages school leaders and teacher teams in racially conscious and equity-focused action research centered on focal groups of students of color based on the needs of each individual site. Throughout the series participants will develop proficiency in applying the Courageous Conversation protocol as a central tool for effective facilitation, intervention, and coaching for racial equity. The development of Culturally Relevant Instructional Coaches at the central office level provides the long-term sustainability and capacity for sustained school- and district-wide equity transformation.

Coaching for Racial Equity (CRE)

The CRE series of four seminars is designed to develop and advance the knowledge, skills, and capacity to take equity to greater scale in schools and districts. Participants will examine their coaching and facilitation styles with a focus on racial equity, and learn skills for leading, engaging, supporting, and accelerating organizational change in the challenging racial equity context. Using the Courageous Conversation protocol, participants practice effective facilitation, intervention, and coaching techniques, leading to greater organizational independence and capacity to sustain school- and district-wide equity transformation. CRE seminars are appropriate for any non-curricular coaches and leaders.

Site Equity Leadership Development (E-Teams)

Central to achieving educational equity is the development of and strong support for school leaders who serve as the guiding coalition for successful school-wide equity transformation. Led by the principal, the Equity Leadership Team (E-Team) at each school is comprised of 8-10 racial equity leaders (teachers and other staff). This team engages together in significant professional learning focused on deepening their understanding of race and equity, preparing them to develop and then guide the implementation of the school's Equity Transformation Plan. E-Teams then design and deliver professional learning activities with their school colleagues that shift the culture of the school toward embracing school-wide equity transformation. They practice Courageous Conversation; examine their school's policies, practices, programs, structures, climate, and culture to identify barriers to equity and excellence; and lead systemic change efforts that result in high levels of achievement for all students.

E-Team members complete the two-day Beyond Diversity foundational seminar, followed by a series of six one-day seminars. E-Team Seminar Themes are parallel to the LEADS themes, with a specific focus on school-based application.

Collaborative Action Research for Equity (CARE) Team Development

The CARE Team at each school is an off-shoot of the E-Team and typically consists of 6 - 10 racial equity teacher leaders who participate in professional learning and collaborative action research to discover, develop, deliver, document and disseminate culturally responsive teaching and learning strategies. CARE Teams accelerate responsiveness to the learning needs of students who are historically in the lowest-performing student groups – African American, Latino, American Indian, and Southeast Asian students – by designing and delivering racial equity pedagogical practices that are

explicitly and intentionally planned to improve engagement and achievement for underserved students of color. Working in collaboration with the principal and CARE coach, and with support from the E-Team, the CARE Team improves learning for underachieving students of color as a means to increase school-wide achievement.

CARE Teams complete the two-day Beyond Diversity foundational seminar, followed by a series of six CARE seminars that can be accomplished in a single year, or spread out over the course of two years. The seminars begin with a motivational framework and move through action research, ending with development of a peer-coaching model for disseminating the team's findings. Each seminar is preceded by two full days of on-site coaching.

District Equity Leadership Team Advisory (DELTA) Development

DELTA groups serve to develop a leadership cadre of Black, Latino, American Indian, Asian and Pacific Islander community leaders and family members who will learn with and develop alongside the district and school leadership teams as partners in a multi-year, systemic equity transformation effort. DELTA is an organic process that incorporates family and community voices as advisors of school and district racial equity transformation, allowing district leadership to become responsive rather than reactive. Rather than a set of seminars, DELTA is a vehicle for sustained participation by community leaders of color in the district's context.

Partnership for Academically Successful Students (PASS) Team Development

Led by the school principal, each PASS Team designs and delivers racial equity organizing practices that are explicitly and intentionally planned to maximize parent-of-color engagement and improve the educational experience of students of color, who have historically been marginalized in the educational system. The PASS Team also works to inform parents whose students are well-served by the current system, and to eventually engage them as advocates and allies in efforts to achieve racial equity. PASS Teams complete the two-day Beyond Diversity foundational seminar, followed by a series of five seminars, each followed by an evening parent meeting. PASS work typically spans two years in order to begin forging longitudinal connections with parents and community members.

Students Organized Against Racism (SOAR) Leadership Development

SOAR is the vehicle for middle school and high school student leadership development. The goal of SOAR is to empower multiracial groups of students to take on the identity of leader in their schools and communities, and to see themselves as having no limits on what they can become. SOAR addresses issues surrounding race, identity and academic achievement through meaningful and ongoing conversations among students and the adults in their schools. As students are given a voice and opportunities for equity/anti-racism leadership they become a more visible voice for change in their schools. As such, the preparation of school staff to receive, nurture, guide and support students' leadership is one of the most critical factors in the SOAR process. SOAR first advisors complete the two-day Beyond Diversity foundational seminar and a one-day introduction to SOAR, followed by a series of five seminars/coaching days with students over the course of two years.

RFP # 17-051**DISTRICT EQUITY PROGRAM SERVICES****SCORECARD SUMMARY/TALLY**

REVIEWER	3W CONSULTING	BRIGHT BYTE	EDUC CONCEPTS	GENERATION READY	PACIFIC ED GROUP
SM	45	55	50	65	85
SB	48	53	41	55	80
DS	55	47	63	36	71
SA	50	75	45	75	85
TOTAL	198	230	199	231	321

Packets for Generation Ready & PEG were reviewed by a larger committee of FWISD admin & campus staff

Vote: Gen Ready = 0

Pacific Ed = 10