



# Salem-Keizer Public Schools

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## Culturally Responsive School Leadership Training Proposal

**Prepared by:**  
**Ajusted School Equity Solutions**  
**The Culturally Responsive School Leadership Institute**  
[Info@crsli.org](mailto:Info@crsli.org) | [info@ajusted.org](mailto:info@ajusted.org)  
Salem-Keizer CRSL Proposal, 2020

## 2-Day Virtual CRSL Training

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The two-day virtual learning experience will be a total of two trainings, six-hours each. This culturally responsive school leadership training experience will include a keynote and lectures from Dr. Khalifa, facilitated breakout sessions by CRSL professionals. There will be a wide array of topics covered from the CRSL Literature, including critical self-reflection, the power of community-based epistemologies and common exclusionary practices.

**Facilitators will be provided by Salem-Keizer Public Schools. Dr Pikel will spend time with facilitators before both major segments of the training.**

Books will need to be purchase for participants. Books can be purchased here:  
<https://www.hepg.org/hep-home/books/culturally-responsive-school-leadership>

**Proposed Dates:** May 24 & May 25

**Participants:** Approximately 150 staff members from Salem-Keizer Public Schools

**Budget:** \$50,000

### **Pre-Reading:**

To be shared in the weeks before the Academy. Academy reading includes approximately ten scholarly articles, guided questions and reading from the CRSL Literature.

### **Learning Overview**

- History of Oppression in Schools
- Understanding Invisibility: Epistemology and Bias
- Systemic Reproduction
- Student Identity
- Critical Self Reflection
- Unlearning
- Expressions of Whiteness
- Role if 'Initiatives' in Reproduction
- Community Based vs School Centric
- Contexts as Inclusionary vs Exclusionary
- Teachers, Curriculum, and Pedagogy
- Role of the Leader
- Equity Road Map

## Contract Details

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### Payment

The payment will be due in full within 14 business days of the completion of the training.

### Length of Contract

Under the six-month contract, the term of this agreement shall be from the effective date until November 1, 2021. The parties shall consult prior to the end of the contract to determine whether there is a need to extend the Agreement for an additional period of time.

### Independent Entity/Consulting

The Ajusted/CRSLI Team expressly understands and agrees that they are independent consultants and shall in no way be deemed to be and shall not hold themselves out as an employee or agent of the school district involved in this contract. The Ajusted/CRSLI Team understand that they shall not be entitled to any fringe benefits of school districts mentioned, such as, but not limited to, health and accident insurance, life insurance, paid vacation or sick leave, or longevity. The Ajusted/CRSLI Team shall be responsible for all the withholding and payment of all income and social security taxes to the proper federal, state and local governments.

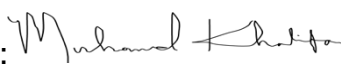
### Recording & Sharing of Material

Salem-Keizer Public Schools agree to not video or voice record any part of the CRSL Training. Additionally, Salem-Keizer Public Schools agree to not share materials used during the training to parties and individuals outside of Salem-Keizer Public Schools.

### Amendments

Amendments to this contract can be made with the written consent of both parties. Both parties have reviewed and understand the terms set forth in this agreement and have executed this agreement by their duty as authorized representatives, as of the reflected dates.

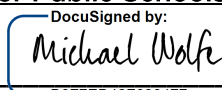
#### Ajusted/CRSLI Rep.

Signature: 

Name: Muhammad Khalifa  
(type or print)

Title: President/CEO

#### Salem-Keizer Public Schools Rep.

Signature:   
B6F7ED42F638477...

Name: Michael Wolfe  
(type or print)

Title: Chief Operations Officer

6/7/2021



## Purchase Order

Fiscal Year 2020

Page: 1 of: 1

**Bill To**

ACCOUNTS PAYABLE  
SALEM-KEIZER SCHOOL DIST 24J  
PO BOX 12024  
SALEM, OR 97309

**THIS NUMBER MUST APPEAR ON ALL INVOICES,  
PACKAGES AND SHIPPING PAPERS.**

Purchase Order #

**22006149**

For questions regarding this order, contact  
DIANA KIRKHAM at 503-399-3086.

**Vendor**

KHALIFA MUHAMMAD  
AJUSTED SCHOOL EQUITY SOLUTIONS  
LLC  
PO BOX 8043  
SAINT PAUL, MN 55108

**Ship To**

CURRICULUM  
SALEM-KEIZER SCHOOL DIST 24J  
2450 LANCASTER DR NE STE 140  
SALEM, OR 97305

VENDOR PHONE NUMBER	VENDOR FAX NUMBER	REQUISITION NUMBER	DELIVERY REFERENCE
		12010262	CRSL REGISTRATION
DATE ORDERED	VENDOR NUMBER	DATE REQUIRED	FREIGHT METHOD/TERMS
11/13/2019	33011	11/08/2019	
DEPARTMENT/LOCATION			
CURRICULUM			

**NOTES**

AJUSTED-EQUITY SOLUTIONS  
PO BOX 8043  
SAINT PAUL, MN 55108

CONTACT PERSON IS LISA COLLINS:  
[LISA.Y.COLLINS@GMAIL.COM](mailto:LISA.Y.COLLINS@GMAIL.COM)

INVOICE ATTACHED - PLEASE PAY - TWM

ITEM#	DESCRIPTION / PART #	QTY	UOM	UNIT PRICE	EXTENDED PRICE
1	PLEASE PAY ATTACHED INVOICE FOR CULTURALLY RESPONSIBLE SCHOOL LEADERSHIP TRAINING PARTICIPANT TUITION. BACKUP DOCS ATTACHED.	1.0	EACH	\$30,000.00	\$30,000.00

**IMPORTANT: Read Terms and Conditions provided as part of this purchase order.**

By: Michael A. Dobe

Asst. Superintendent

**Vendor Copy**

Total Ext. Price \$30,000.00

Total Freight \$0.00

**PO Total \$30,000.00**



# PURCHASE ORDER TERMS

1. **TAX EXEMPTION:** The District is excise tax exempt. #93-730007F.
2. **PURCHASE ORDER:** Purchase order not valid unless signed by Chief Operations Officer
3. **DISTRICT TERMS AND CONDITIONS APPLY.** Acknowledgement of the Purchase Order, shipment of any goods, or commencement of work pursuant to the Purchase Order shall be deemed an acceptance of these Terms and Conditions. No modification of, or release from this Purchase Order shall be binding unless agreed to by District.
4. **PAYMENT:** The Contractor must submit an invoice to Salem-Keizer Public Schools, Accounts Payable, PO Box 12024, Salem, Oregon 97309. All invoices must reference the District purchase order issued to the Contractor. All materials furnished must be accepted by the District before payment will be approved. Payments will usually be made within 30 days of completion of service or delivery, or receipt of invoice, whichever is later. Each invoice may reference only one purchase order.
5. **WARRANTY:** Unless otherwise specified in bidding and/or contract documents, Contractor warrants all goods which it may sell to District for a period of one (1) year against defects in design, materials, and workmanship. The warranty period shall start at the date of delivery, and during such warranty period all costs for parts and labor for repairs shall be borne by the Contractor.
6. **DROP-SHIPMENTS** will not be accepted by the District and will be refused unless:
  - a. Shipment is prepaid FOB destination.
  - b. Shipping label shows vendor to whom District purchase order was issued.
  - c. Shipping label clearly shows District purchase order number.
  - d. No C.O.D. deliveries.
  - e. When specified on PO, order is delivered inside doors of specified destination.
7. **MINIMUM SPECIFICATIONS:** All items delivered for this order shall be new and of the latest model, unless otherwise specified by the District. All electrical items must meet State of Oregon and Marion and/or Polk County electrical codes. All equipment shall comply with OSHA standards. All items must be labeled in accordance with the chronic hazard labeling standard (ASTM D-4236, and Federal Law PL 100-695).
8. **SDS:** Safety Data Sheets (SDS) are required with delivery of all items containing chemical ingredients.
9. **INDEMNITY/HOLD HARMLESS:** To the fullest extent permitted by law, the Contractor agrees to indemnify and hold the Salem-Keizer School District 24J, its employees, agents, representatives, volunteers, and others harmless for any incidents, accidents, losses, expenses, and/or liabilities for which negligence can be attributed directly to the Contractor's performance or Contractor's sub-contractors performance, which may arise during the course of this agreement.
10. **NON-ASSIGNABILITY:** The Contractor shall not assign any portion of the Contract, nor confer an assignment on any third person by any other means without prior written consent of the District, which consent will not be unreasonably withheld. This provision shall apply to all transfers by operation of law, and transfers to and by trustees in bankruptcy, receivers, personal representatives, and legatees.
11. **GOVERNING LAW:** This agreement is governed by the Laws of the State of Oregon. Any suit or action instituted in connection with any controversy arising out of this Purchase Order or the work to be performed hereunder shall be held in the city of Salem, under the jurisdiction of the Marion County Circuit Court.



## Purchase Order

Fiscal Year 2020

Page: 1 of: 1

**Bill To**

ACCOUNTS PAYABLE  
SALEM-KEIZER SCHOOL DIST 24J  
PO BOX 12024  
SALEM, OR 97309

**THIS NUMBER MUST APPEAR ON ALL INVOICES,  
PACKAGES AND SHIPPING PAPERS.**

Purchase Order #

**22012619**

For questions regarding this order, contact  
SHANE GOTT at 503-399-3086.

**Vendor**

KHALIFA MUHAMMAD  
AJUSTED SCHOOL EQUITY SOLUTIONS  
LLC  
PO BOX 8043  
SAINT PAUL, MN 55108

**Ship To**

CURRICULUM  
SALEM-KEIZER SCHOOL DIST 24J  
2450 LANCASTER DR NE STE 140  
SALEM, OR 97305

VENDOR PHONE NUMBER		VENDOR FAX NUMBER		REQUISITION NUMBER		DELIVERY REFERENCE		
				12022496		CRSL INV #PD-203		
DATE ORDERED	VENDOR NUMBER	DATE REQUIRED	FREIGHT METHOD/TERMS			DEPARTMENT/LOCATION		
07/22/2020	33011	07/23/2020				CURRICULUM		
NOTES								
Contract PS-2020-651								
INVOICE ATTACHED - PLEASE PAY - TWM								
ITEM#	DESCRIPTION / PART #				QTY	UOM	UNIT PRICE	EXTENDED PRICE
1	4-HALF DAY, CRSL PROFESSIONAL DEVELOPMENTS & KEYNOTE				1.0	EACH	\$21,000.00	\$21,000.00

**IMPORTANT: Read Terms and Conditions provided as part of this purchase order.**By: Michael A. Dobe

Asst. Superintendent

**Vendor Copy**

Total Ext. Price \$21,000.00

Total Freight \$0.00

**PO Total \$21,000.00**



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9. **INDEMNITY/HOLD HARMLESS:** To the fullest extent permitted by law, the Contractor agrees to indemnify and hold the Salem-Keizer School District 24J, its employees, agents, representatives, volunteers, and others harmless for any incidents, accidents, losses, expenses, and/or liabilities for which negligence can be attributed directly to the Contractor's performance or Contractor's sub-contractors performance, which may arise during the course of this agreement.
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## Purchase Order

Fiscal Year 2021

Page: 1 of: 1

**Bill To**

ACCOUNTS PAYABLE  
SALEM-KEIZER SCHOOL DIST 24J  
PO BOX 12024  
SALEM, OR 97309

**THIS NUMBER MUST APPEAR ON ALL INVOICES,  
PACKAGES AND SHIPPING PAPERS.**

Purchase Order #

**22100483**

For questions regarding this order, contact  
SHANE GOTT at 503-399-3086.

**Vendor**

KHALIFA MUHAMMAD  
AJUSTED SCHOOL EQUITY SOLUTIONS  
LLC  
PO BOX 8043  
SAINT PAUL, MN 55108

**Ship To**

CENTRAL RECEIVING WAREHOUSE  
SALEM-KEIZER SCHOOL DIST 24J  
3630 STATE ST  
SALEM, OR 97301

VENDOR PHONE NUMBER		VENDOR FAX NUMBER		REQUISITION NUMBER		DELIVERY REFERENCE		
				12100522		CRSL INV #PD-203		
DATE ORDERED		VENDOR NUMBER	DATE REQUIRED	FREIGHT METHOD/TERMS		DEPARTMENT/LOCATION		
07/22/2020		33011	07/23/2020			CURRICULUM		
NOTES								
Contract PS-2020-651								
INVOICE ATTACHED - PLEASE PAY - TWM								
ITEM#	DESCRIPTION / PART #				QTY	UOM	UNIT PRICE	EXTENDED PRICE
1	4-HALF DAY, CRSL PROFESSIONAL DEVELOPMENTS & KEYNOTE				1.0	EACH	\$14,000.00	\$14,000.00

**IMPORTANT: Read Terms and Conditions provided as part of this purchase order.**

By: Michael A. Dobe

Asst. Superintendent

**Vendor Copy**

Total Ext. Price \$14,000.00

Total Freight \$0.00

**PO Total \$14,000.00**





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## Purchase Order

Fiscal Year 2021

Page: 1 of: 1

**Bill To**

ACCOUNTS PAYABLE  
SALEM-KEIZER SCHOOL DIST 24J  
PO BOX 12024  
SALEM, OR 97309

**THIS NUMBER MUST APPEAR ON ALL INVOICES,  
PACKAGES AND SHIPPING PAPERS.**

Purchase Order #

**22109313**

For questions regarding this order, contact  
SHANE GOTT at 503-399-3086.

**Vendor**

AJUSTED SCHOOL EQUITY SOLUTIONS  
LLC  
PO BOX 8043  
SAINT PAUL, MN 55108

**Ship To**

EQUITY, ACCESS & ADVANCEMENT  
SALEM-KEIZER SCHOOL DIST 24J  
2450 LANCASTER DR NE STE 204  
SALEM, OR 97305

VENDOR PHONE NUMBER		VENDOR FAX NUMBER		REQUISITION NUMBER		DELIVERY REFERENCE			
				12116984					
DATE ORDERED		VENDOR NUMBER		DATE REQUIRED		FREIGHT METHOD/TERMS		DEPARTMENT/LOCATION	
06/10/2021		33011		06/11/2021				EQUITY, ACCESS & ADVANCEMENT	
NOTES									
INVOICE ATTACHED - PLEASE PAY - TWM									
ITEM#	DESCRIPTION / PART #					QTY	UOM	UNIT PRICE	EXTENDED PRICE
1	2 DAY VIRTUAL LEARNING: INTRODUCTION TO CULTURALLY RESPONSIVE LEADERSHIP TRAINING BY DR. KHALIFA OF AJUSTED EQUITY SOLUTIONS. PLEASE PAY INVOICE IN THE AMOUNT OF \$50,000.					1.0	EACH	\$50,000.00	\$50,000.00

**IMPORTANT: Read Terms and Conditions provided as part of this purchase order.**

By: Michael A. Dobe

Asst. Superintendent

**Vendor Copy**

Total Ext. Price \$50,000.00

Total Freight \$0.00

**PO Total \$50,000.00**



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## Purchase Order

Fiscal Year 2021

Page: 1 of: 1

**Bill To**

ACCOUNTS PAYABLE  
SALEM-KEIZER SCHOOL DIST 24J  
PO BOX 12024  
SALEM, OR 97309

**THIS NUMBER MUST APPEAR ON ALL INVOICES,  
PACKAGES AND SHIPPING PAPERS.**

Purchase Order #

**22110119**

For questions regarding this order, contact  
SHANE GOTT at 503-399-3086.

**Vendor**

AJUSTED SCHOOL EQUITY SOLUTIONS  
LLC  
PO BOX 8043  
SAINT PAUL, MN 55108

**Ship To**

EQUITY, ACCESS & ADVANCEMENT  
SALEM-KEIZER SCHOOL DIST 24J  
2450 LANCASTER DR NE STE 204  
SALEM, OR 97305

VENDOR PHONE NUMBER		VENDOR FAX NUMBER		REQUISITION NUMBER		DELIVERY REFERENCE				
				12118682		HALF AUDIT & JUNE TRAINING				
DATE ORDERED		VENDOR NUMBER		DATE REQUIRED		FREIGHT METHOD/TERMS		DEPARTMENT/LOCATION		
07/13/2021		33011		06/30/2021				EQUITY, ACCESS & ADVANCEMENT		
NOTES										
INVOICE ATTACHED - PLEASE PAY - TWM										
SIA GRANT FUNDED										
ITEM#	DESCRIPTION / PART #						QTY	UOM	UNIT PRICE	EXTENDED PRICE
1	PLEASE PAY THE INVOICE FOR AJUSTED EQUITY AUDIT. THEY ARE REQUESTING \$50,000 FOR THE JUNE CRSL TRAINING AND HALF OF THE EQUITY AUDIT \$91,638						1.0	EACH	\$141,638.00	\$141,638.00

**IMPORTANT: Read Terms and Conditions provided as part of this purchase order.**

By: Michael A. Dobe

Asst. Superintendent

**Vendor Copy**

Total Ext. Price \$141,638.00

Total Freight \$0.00

**PO Total \$141,638.00**



# PURCHASE ORDER TERMS

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## Purchase Order

Fiscal Year 2022

Page: 1 of: 1

**Bill To**

ACCOUNTS PAYABLE  
SALEM-KEIZER SCHOOL DIST 24J  
PO BOX 12024  
SALEM, OR 97309

**THIS NUMBER MUST APPEAR ON ALL INVOICES,  
PACKAGES AND SHIPPING PAPERS.**

Purchase Order #

**22202159**

For questions regarding this order, contact  
SHANE GOTT at 503-399-3086.

**Vendor**

ADJUSTED SCHOOL EQUITY SOLUTIONS  
LLC  
PO BOX 8043  
SAINT PAUL, MN 55108

**Ship To**

EQUITY, ACCESS & ADVANCEMENT  
SALEM-KEIZER SCHOOL DIST 24J  
2450 LANCASTER DR NE STE 204  
SALEM, OR 97305

VENDOR PHONE NUMBER		VENDOR FAX NUMBER		REQUISITION NUMBER		DELIVERY REFERENCE	
				12203075		2ND HALF OF EQUITY AUDIT	
DATE ORDERED		VENDOR NUMBER	DATE REQUIRED	FREIGHT METHOD/TERMS		DEPARTMENT/LOCATION	
08/30/2021		33011	08/31/2021			EQUITY, ACCESS & ADVANCEMENT	
NOTES							
SIA GRANT FUNDED							
INVOICE ATTACHED - PLEASE PAY - TWM							
ITEM#	DESCRIPTION / PART #			QTY	UOM	UNIT PRICE	EXTENDED PRICE
1	2ND HALF OF EQUITY AUDIT PAYMENT			1.0	EACH	\$141,638.00	\$141,638.00

**IMPORTANT: Read Terms and Conditions provided as part of this purchase order.**

By: Michael A. Dobe

Asst. Superintendent

**Vendor Copy**

Total Ext. Price \$141,638.00

Total Freight \$0.00

**PO Total \$141,638.00**



# PURCHASE ORDER TERMS

1. **TAX EXEMPTION:** The District is excise tax exempt. #93-730007F.
2. **PURCHASE ORDER:** Purchase order not valid unless signed by Chief Operations Officer
3. **DISTRICT TERMS AND CONDITIONS APPLY.** Acknowledgement of the Purchase Order, shipment of any goods, or commencement of work pursuant to the Purchase Order shall be deemed an acceptance of these Terms and Conditions. No modification of, or release from this Purchase Order shall be binding unless agreed to by District.
4. **PAYMENT:** The Contractor must submit an invoice to Salem-Keizer Public Schools, Accounts Payable, PO Box 12024, Salem, Oregon 97309. All invoices must reference the District purchase order issued to the Contractor. All materials furnished must be accepted by the District before payment will be approved. Payments will usually be made within 30 days of completion of service or delivery, or receipt of invoice, whichever is later. Each invoice may reference only one purchase order.
5. **WARRANTY:** Unless otherwise specified in bidding and/or contract documents, Contractor warrants all goods which it may sell to District for a period of one (1) year against defects in design, materials, and workmanship. The warranty period shall start at the date of delivery, and during such warranty period all costs for parts and labor for repairs shall be borne by the Contractor.
6. **DROP-SHIPMENTS** will not be accepted by the District and will be refused unless:
  - a. Shipment is prepaid FOB destination.
  - b. Shipping label shows vendor to whom District purchase order was issued.
  - c. Shipping label clearly shows District purchase order number.
  - d. No C.O.D. deliveries.
  - e. When specified on PO, order is delivered inside doors of specified destination.
7. **MINIMUM SPECIFICATIONS:** All items delivered for this order shall be new and of the latest model, unless otherwise specified by the District. All electrical items must meet State of Oregon and Marion and/or Polk County electrical codes. All equipment shall comply with OSHA standards. All items must be labeled in accordance with the chronic hazard labeling standard (ASTM D-4236, and Federal Law PL 100-695).
8. **SDS:** Safety Data Sheets (SDS) are required with delivery of all items containing chemical ingredients.
9. **INDEMNITY/HOLD HARMLESS:** To the fullest extent permitted by law, the Contractor agrees to indemnify and hold the Salem-Keizer School District 24J, its employees, agents, representatives, volunteers, and others harmless for any incidents, accidents, losses, expenses, and/or liabilities for which negligence can be attributed directly to the Contractor's performance or Contractor's sub-contractors performance, which may arise during the course of this agreement.
10. **NON-ASSIGNABILITY:** The Contractor shall not assign any portion of the Contract, nor confer an assignment on any third person by any other means without prior written consent of the District, which consent will not be unreasonably withheld. This provision shall apply to all transfers by operation of law, and transfers to and by trustees in bankruptcy, receivers, personal representatives, and legatees.
11. **GOVERNING LAW:** This agreement is governed by the Laws of the State of Oregon. Any suit or action instituted in connection with any controversy arising out of this Purchase Order or the work to be performed hereunder shall be held in the city of Salem, under the jurisdiction of the Marion County Circuit Court.



## Purchase Order

Fiscal Year 2023

Page: 1 of: 1

### Bill To

ACCOUNTS PAYABLE  
SALEM-KEIZER SCHOOL DIST 24J  
PO BOX 12024  
SALEM, OR 97309

**THIS NUMBER MUST APPEAR ON ALL INVOICES,  
PACKAGES AND SHIPPING PAPERS.**

Purchase Order #

**22307946**

For questions regarding this order, contact  
NATASHA ALONSO CHAVEZ at  
503-399-3086.

### Vendor

ADJUSTED SCHOOL EQUITY SOLUTIONS  
LLC  
PO BOX 8043  
SAINT PAUL, MN 55108

### Ship To

CENTRAL RECEIVING WAREHOUSE  
SALEM-KEIZER SCHOOL DIST 24J  
3630 STATE ST  
SALEM, OR 97301

VENDOR PHONE NUMBER		VENDOR FAX NUMBER		REQUISITION NUMBER		DELIVERY REFERENCE		
				12315728		CRLS LEADERSHIP TRAINING		
DATE ORDERED	VENDOR NUMBER	DATE REQUIRED	FREIGHT METHOD/TERMS			DEPARTMENT/LOCATION		
02/23/2023	33011	02/20/2023	EQUITY, ACCESS & ADVANCEMENT					
NOTES								
INVOICE ATTACHED - PLEASE PAY - TWM								
ITEM#	DESCRIPTION / PART #				QTY	UOM	UNIT PRICE	EXTENDED PRICE
1	PLEASE PAY THE INVOICE TO AJUSTED EQUITY SOLUTION FOR ONE-DAY CULTURALLY RESPONSIVE SCHOOL LEADERSHIP TRAINING IN THE AMOUNT OF \$70,000. INVOICE ATTACHED.				1.0	EACH	\$70,000.00	\$70,000.00

**IMPORTANT: Read Terms and Conditions provided as part of this purchase order.**

By: \_\_\_\_\_

Director, Budget & Finance

**Vendor Copy**

Total Ext. Price \$70,000.00

Total Freight \$0.00

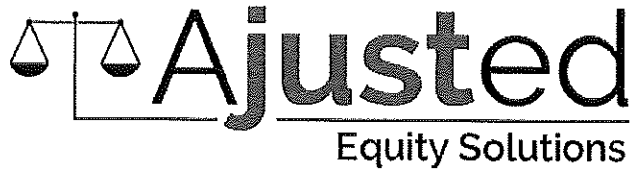
**PO Total \$70,000.00**





# PURCHASE ORDER TERMS

1. **TAX EXEMPTION:** The District is excise tax exempt. #93-730007F.
2. **PURCHASE ORDER:** Purchase order not valid unless signed by Chief Operations Officer
3. **DISTRICT TERMS AND CONDITIONS APPLY.** Acknowledgement of the Purchase Order, shipment of any goods, or commencement of work pursuant to the Purchase Order shall be deemed an acceptance of these Terms and Conditions. No modification of, or release from this Purchase Order shall be binding unless agreed to by District.
4. **PAYMENT:** The Contractor must submit an invoice to Salem-Keizer Public Schools, Accounts Payable, PO Box 12024, Salem, Oregon 97309. All invoices must reference the District purchase order issued to the Contractor. All materials furnished must be accepted by the District before payment will be approved. Payments will usually be made within 30 days of completion of service or delivery, or receipt of invoice, whichever is later. Each invoice may reference only one purchase order.
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  - a. Shipment is prepaid FOB destination.
  - b. Shipping label shows vendor to whom District purchase order was issued.
  - c. Shipping label clearly shows District purchase order number.
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11. **GOVERNING LAW:** This agreement is governed by the Laws of the State of Oregon. Any suit or action instituted in connection with any controversy arising out of this Purchase Order or the work to be performed hereunder shall be held in the city of Salem, under the jurisdiction of the Marion County Circuit Court.



# Invoice

**DATE:** OCTOBER 25, 2019  
**INVOICE NO:** AC-185

## Salem-Keizer Public Schools

Accounts Receivable  
2450 Lancaster Drive NE, Salem, Oregon 97305

**DUE UPON RECEIPT**

ITEM	QTY	PRICE	TOTAL
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CRSLI Feb. '20 Academy Participant Tuition, 2.5 Day	15	\$2000	\$30,00
---	----	--------	---------



Subtotal      \$30,000

**GRAND TOTAL      \$30,000**

PLEASE  
MAKE CHECKS PAYABLE TO:  
Ajusted Equity Solutions, LLC

**THANK  
YOU!**

---

PO Box 8043, Saint Paul, MN 55108 • [ajusted.org](http://ajusted.org)



## Salem-Keizer Public Schools Federal Programs Department

### Federal Grant Pre-Expenditure Approval

This form is to assist you when planning to use Federal Grant Funds.

School/Department: Assistant Superintendent

Person Completing Form: Donna Robinson

Funds to be used (must be included in plan): Cost: \$30,000

☐ Title IA

☐ SIG

☐ Title ID

☒ Title IV-A

Account Number: 40  -5  -G   
Org - Obj - Project

#### Type of Purchase:

☒ Requisition

☐ Pro Card

☐ Contract

*Attach specifications if needed*

#### Focus Area(s):

☐ Instruction

☐ Parent Engagement

☒ Professional Development

☐ Private School

#### Timeframe:

☐ Before/After School

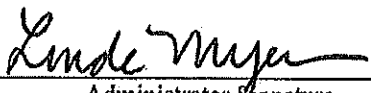
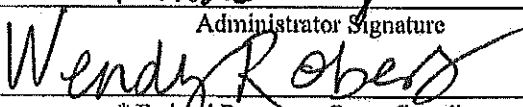
☒ During School Day

☐ Saturday School

☐ Summer Activity

\*Please describe the expenditure *in detail* as it pertains to the grant:

Reminder: All non-consumable supplies need to be labeled and added to the Inventory List  
Culturally Responsive School Leadership training In February for 15 school/district leaders.

  
\_\_\_\_\_  
Administrator Signature  
  
\_\_\_\_\_  
\* Federal Programs Grant Coordinator

10.31.19  
\_\_\_\_\_  
Date  
10/31/2019  
\_\_\_\_\_  
Date

\*Federal Programs Coordinator approval is required prior to all expenses including: travel, food, professional development, technology purchases, as well as all supplies.  
Get approval with PUR-F013 before using a Procard for purchases using grant funds.  
For assistance, please contact Title IA Department 503.399.3353.

## 2.5 Days of CRSLI: *Learning to “Unlearn”*

The CRSL Institute focuses on the role of the leader in creating culturally responsive schools through deep learning. Participants engage in scholarly reading and case studies, examine their own contexts, and begin to determine where the opportunities are to disrupt their own leadership and systems. After learning to unlearn, participants examine processes and tools that allow them to shift their personal and systemic practices.

### Curricular Overview

Day 1	Day 2	Day 3
History of Oppression Understanding Invisibility: Epistemology and Bias Systemic Reproduction Student Identity Critical Self Reflection	Unlearning Expressions of Whiteness Role If 'Initiatives' in Reproduction Community Based vs School Centric Contexts as Inclusionary vs Exclusionary	Teachers, Curriculum, and Pedagogy Role of the Leader

### Investment

**Pre-Work:** Participants are asked to engage in rigorous pre-reading of approximately 10 articles and the book *Culturally Responsive School Leadership*.

**Activities include:** data analysis, tool generation/critique, strategic equity planning, modeling, personal reflection, policy analysis, and much more...

**Cost:** The per-participant cost is \$2000. This includes all materials, and a light continental breakfast each of the days.

### Dates:

February 5, 6, & 7



# Salem Keizer Public Schools

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## 1-Day CRSL Training Proposal

**Prepared by:**  
**Ajusted School Equity Solutions**  
**The Culturally Responsive School Leadership**  
**Institute** [Info@crsli.org](mailto:info@crsli.org) | [info@ajusted.org](mailto:info@ajusted.org)

## 1-Day CRSL Training

---

This 1-Day CRSL Training is a rich, deep, research-driven curriculum for education leaders at every level. Such profound learning happens when school leaders gather in the same learning space to discuss the CRSL curriculum. This CRSL Training is filled with practitioner activities, un-learnings and re-learnings, theorizing, critical self-reflections on leadership practice, distributed and shared leadership activities, and equity data analysis.

**Proposed Date:** February 13, 2023

**Participants:** up to 200 participants

**Budget:** \$70,000

### Day 1 Schedule Overview

- AM Keynote
- Breakout Session 1
- Breakout Session 2
- Lunch
- Afternoon Keynote
- Breakout Session 3
- Breakout Session 4

### Day 1 Learning Overview

- History of Oppression in Schools
- Understanding Invisibility: Epistemology and Bias
- Systemic Reproduction
- Student Identity
- Self Reflection

### Pre-Reading

Participants are expected to complete the assigned pre-readings before each of the sessions. This CRSL Training reading includes scholarly articles, guided questions and reading from the CRSL Literature. Salem Keizer Public Schools will purchase a copy of the CRSL training core text, *Culturally Responsive School Leadership*, for each participant.

## Contract Details

### Payment

The payment will be due in full within 30 business days of the completion of the training.

### Independent Entity/Consulting

The Ajusted/CRSLI Team expressly understands and agrees that they are independent consultants and shall in no way be deemed to be and shall not hold themselves out as an employee or agent of Salem Keizer Public Schools. The Ajusted/CRSLI Team understands that we shall not be entitled to any fringe benefits of Salem Keizer Public Schools, such as, but not limited to, health and accident insurance, life insurance, paid vacation or sick leave, or longevity. The Ajusted/CRSLI Team shall be responsible for all the withholding and payment of all income and social security taxes to the proper federal, state and local governments.

### Recording & Sharing of Material

Salem Keizer Public Schools agrees to not video or voice record any part of the CRSL Training. Additionally, Salem Keizer Public Schools agrees to not share materials used during the training to parties and individuals outside of the Salem Keizer Public Schools.

### Amendments

Amendments to this contract can be made with the written consent of both parties. Both parties have reviewed and understand the terms set forth in this agreement and have executed this agreement by their duty as authorized representatives, as of the reflected dates.

Ajusted/CRSLI Consultant

Signature: Michael Khalifa

Name: Dr. Muhammad Khalifa  
(type or print)

Title: President/CEO

Salem Keizer Public Schools.

Signature: Robert Silva  
DocuSigned by:  
4567F78CF8774B5...

Name: Robert Silva  
(type or print)

Title: chief operations officer

\*Addendum 1 is attached and incorporated herein.

DS  
CR

DS  
Jacob

**ADDENDUM 1  
CULTURALLY RESPONSIVE SCHOOL LEADERSHIP INSTITUTE  
DATED MARCH 28, 2022**

This Addendum No. 1 to the Contract, dated February 13, 2023 between Salem-Keizer School District 24J, hereafter called District or Customer, and Ajusted School Equity Solutions LLC., hereafter called Contractor.

The Contract is hereby amended as follows (new language is indicated by underlining and deleted language is indicated by ~~strike through~~):

**1. Indemnity**

1.1. CLAIMS FOR OTHER THAN PROFESSIONAL LIABILITY. CONTRACTOR SHALL INDEMNIFY, DEFEND, SAVE, AND HOLD HARMLESS THE SALEM-KEIZER SCHOOL DISTRICT 24J AND ITS OFFICERS, AGENTS, AND EMPLOYEES, FROM AND AGAINST ALL CLAIMS, SUITS, ACTIONS, LOSSES, DAMAGES, LIABILITIES, COSTS AND EXPENSES OF WHATSOEVER NATURE RESULTING FROM OR ARISING OUT OF THE ACTS OR OMISSIONS OF CONTRACTOR OR ITS SUBCONTRACTORS, AGENTS, OR EMPLOYEES UNDER THIS CONTRACT.

1.2. District Defense Requirements. Notwithstanding the obligations under Sections 1.1, neither Contractor nor any attorney engaged by Contractor shall defend any claim in the name of the Salem-Keizer School District 24J without the prior written consent of the Superintendent. Salem-Keizer School District 24J may, at any time and at its election, assume its own defense and settlement of any claims in the event that: it determines that Contractor is prohibited from defending Salem-Keizer School District 24J; Contractor is not adequately defending Salem-Keizer School District 24J's interests; an important governmental principle is at issue; or it is in the best interests of the Salem-Keizer School District 24J to do so. The Salem-Keizer School District 24J reserves all rights to pursue any claims it may have against Contractor if the Salem-Keizer School District 24J elects to assume its own defense.

1.3. District's Actions. This Section 1.3 does not include indemnification by Contractor of the Salem-Keizer School District 24J, its officers, agents, and employees, for the acts or omissions of the Salem-Keizer School District 24J, its officers, agents, and employees, whether within the scope of the Contract or otherwise.

**2. Insurance Provisions**

Exhibit C is attached and incorporated herein in it's entirety.

All other terms and conditions in the Contract remain unchanged.

**SALEM-KEIZER SCHOOL DISTRICT 24J**

**AJUSTED SCHOOL EQUITY SOLUTIONS LLC**

DocuSigned by:  
By Robert Silva  
4567F78CF8774B5...

By Muhammad Khalifa

Robert Silva  
Chief Operations Officer

Dr. Muhammad Khalifa  
President/CEO

2450 Lancaster Dr NE  
Salem, OR 97305

Date: 1/24/2023

Date: 1/13/23



## EXHIBIT C INSURANCE PROVISIONS

During the term of this Contract, or such other time period provided herein, Contractor shall maintain in force at its own expense, each insurance coverage or policy noted below:

**C.1.01 ☒ Required by District of Contractors under the following circumstances**

**Workers' Compensation** insurance: All employers, including Contractor, that employ subject workers who work under this Contract in the State of Oregon shall comply with ORS 656.017 and provide the required Oregon workers' compensation coverage, unless such employers are exempt under ORS 656.126. Contractor shall ensure that each of its subcontractors complies with these requirements.

**C.1.02 ☐ Required by District ☒ Not required by District**

**Professional Liability/Errors & Omissions** insurance with a combined single limit, or the equivalent, of not less than: ☐ \$200,000; ☐ \$500,000; ☒ \$1,000,000; or ☐ \$5,000,000 for each claim, incident or occurrence. This insurance must cover damages caused by error, omission or negligent acts related to the professional services to be provided under this Contract.

**C.1.03 ☒ Required by District ☐ Not required by District**

**General Liability** insurance with a combined single limit, or the equivalent, of not less than: ☐ \$200,000; ☐ \$500,000; ☐ \$1,000,000; ☒ \$2,000,000 for each occurrence, \$3,000,000 aggregate; for Bodily Injury and Property Damage. It shall include contractual liability coverage for the indemnity provided under this Contract. The policy, or an endorsement or amendment to the policy, must provide that the Salem-Keizer School District 24J, and its divisions, officers and employees are "additional insureds", but only with respect to Contractor's Services to be provided under this Contract.

**C.1.04 ☒ Required by District ☐ Not required by District**

**Automobile Liability** insurance with a combined single limit, or the equivalent, of not less than:

☒ Minimum amounts required by the Oregon Financial Responsibility Law (ORS 806.060 and 806.070);

☐ \$200,000; ☐ \$500,000; or ☐ \$2,000,000 per occurrence, for Bodily Injury and Property Damage, including coverage for all owned, hired or non-owned vehicles, as applicable. The policy, or an endorsement or amendment to the policy, must provide that the Salem-Keizer School District 24J and its divisions, officers and employees are "additional insureds", but only with respect to Contractor's Services to be provided under this Contract.

**C.1.06 Notice of Cancellation or Change**

There shall be no cancellation, material change, reduction of limits, reduction in any aggregate limits, or intent not to renew the insurance coverage(s) without 30 days prior written notice from Contractor or its insurer(s) to the Salem-Keizer School District 24J.

**C.1.07 Certificates of Insurance**

As evidence of the insurance coverage required by this Contract, Contractor shall

furnish acceptable insurance certificates to the District prior to commencing performance of the Services. The certificate(s) will specify all of the parties who are "additional insureds" and must contain terms indicating that the relevant policies (except for Workers' Compensation coverage or Professional Liability/Errors & Omissions coverage) has been endorsed or amended to name the Salem-Keizer School District 24J, and its divisions, officers and employees as "additional insureds" under Contractor's policies. Insuring companies or entities are subject to State acceptance. If requested, complete copies of insurance policies, trust agreements, etc. shall be provided to the State. Contractor shall be financially responsible for all pertinent deductibles, self-insured retentions and self-insurance.

Ajusted School Equity Solutions, LLC

1041 Grand Avenue, Box #276  
Saint Paul, MN 55105 US  
(612) 584-9478  
s.kube@adjusted.org



INVOICE

BILL TO Salem-Keizer Public Schools	INVOICE	1083
	DATE	02/17/2023
	TERMS	Net 30
	DUE DATE	03/19/2023

DATE		DESCRIPTION	QTY	RATE	AMOUNT
02/13/2023	1 Day – In-Person Training	1-Day CRSL Training	1	70,000.00	70,000.00

BALANCE DUE

\$70,000.00



Muhammad Khalifa  
PO Box 8043  
Saint Paul, MN 55108  
[7349043458](tel:7349043458)

Invoice No : [PD-203]  
Date : 6/22/2020  
Customer ID : Salem-Kaiser

Cynthia Richardson, Director of Student  
Salem-Keizer Public Schools  
2450 Lancaster Zdrive NE  
Salem, OR 97305

Consulting	Job	Payment Terms	Due Date
	PD	Due upon receipt	6/25/2020

Days	Description	Price	Line Total
June, 2020	Keynote	\$5,000.00	\$5,000.00
June/Aug. 2020	4 Half-Day, CRSL Professional Developments	\$30,000.00	\$30,000.00
	Subtotal		\$ 35,000.00
	Sales Tax @		
	<b>TOTAL</b>		<b>\$ 35,000.00</b>

THANK YOU FOR YOUR BUSINESS!

Ajusted School Equity Solutions LLC

7779 Boylston Ct.  
Dublin, OH 43016 US  
+1 7349043458  
drkhalifa@ajusted.org



INVOICE

BILL TO  
Salem-Keizer Public Schools

INVOICE 1004  
DATE 05/28/2021  
TERMS Net 30  
DUE DATE 06/11/2021

SERVICE	DESCRIPTION	QTY	RATE	AMOUNT
2 Day CRSL Training	The two-day virtual learning experience was a total of two trainings, six-hours each. This culturally responsive school leadership training experience included a keynote and lectures from Dr. Khalifa and breakout sessions. There was a wide array of topics covered from the CRSL Literature, including critical self-reflection, the power of community-based epistemologies and common exclusionary practices.	1	50,000.00	50,000.00

BALANCE DUE \$50,000.00

Ajusted School Equity Solutions LLC

7779 Boylston Ct.  
Dublin, OH 43016 US  
+1 7349043458  
drkhalifa@ajusted.org



INVOICE

BILL TO  
Salem-Keizer Public Schools

INVOICE 1009  
DATE 06/23/2021  
TERMS Net 30  
DUE DATE 07/23/2021

SERVICE	DESCRIPTION	QTY	RATE	AMOUNT
Equity Audit	First half of equity audit included - Conducting interviews - Sending surveys to school staff, students and families - Gathering district data	1	141,638.00	141,638.00

BALANCE DUE **\$141,638.00**

Ajusted School Equity Solutions LLC

7779 Boylston Ct.  
Dublin, OH 43016 US  
+1 7349043458  
drkhalifa@ajusted.org



INVOICE

BILL TO  
Salem-Keizer Public Schools  
2450 Lancaster Drive NE,  
Salem, Oregon 97305

INVOICE 1019  
DATE 08/19/2021  
TERMS Net 15  
DUE DATE 09/03/2021

SERVICE	DESCRIPTION	QTY	RATE	AMOUNT
Equity Audit	2nd half of the Equity Audit payment. Included: - Analyzing data - Developing recommendations - Putting together the Equity Audit report, the summary report and the recommendations report	1	141,638.00	141,638.00

Make all checks payable to Ajusted School Equity Solutions.

BALANCE DUE **\$141,638.00**

**Ajusted**  
PO Box 8043  
St. Paul, MN 55108



Dear Colleagues,

We are delighted to partner with Salem-Keiser Public Schools and to be submitting this consulting proposal and contract. This is a pivotal moment for equity in the district, and the forward momentum will allow leaders to begin to implement culturally responsive school leadership through systemic change. We look forward to hearing back from you. Overall, this proposal includes one Keynote from Dr. Khalifa, 4 days of 2 hour virtual trainings training for 150 district leaders. This document contains an itemized description and cost of the work.

### **Salem-Keizer School District Proposal**

#### **Summary of Services:**

- Dr. Khalifa Keynote for the Salem- Keizer School District  
- **June 22nd Virtual**
- District Training (4) 2 hours – **June 23 and June 24th Virtual;  
August 3rd and 4th Virtual**

#### **Facilitation Costs**

- Breakout Room Facilitators
- Designing virtual curriculum

#### **Participant Costs**

- Handouts
- Materials

**District Price:**  
\$30,000

#### **Total for all four services:**

Total PRICE: \$35,000 (1-day Keynote and 4 ½ PD days)

#### **Additional Costs for district:**

District responsible for purchasing the book for each participant. Please purchase books online. The title is, *Culturally Responsive School Leadership* (Harvard Education Press, 2018).

#### **Reading instructions:**

- Read: intro, ch.1, ch.2, ch.3 before the June meeting dates
- Read: ch. 4, ch.5, and conclusion before the August meeting dates





Salem-Keiser Public Schools  
2450 Lancaster  
NE, Salem, OR 97305  
Authorized Representative—

Ajusted School Equity Solutions  
PO Box 8043  
Saint Paul, MN 55108

**Name**

Michael Wolfe

**Name:** Dr. Muhammad Khalifa

**Signature**

DocuSigned by:  
*Michael Wolfe*  
B6F7ED42F638477...  
6/4/2020

**Signature**

*[Handwritten Signature]*  
6/10/2020

## **SALEM-KEIZER SCHOOL DISTRICT 24J STANDARD SERVICES CONTRACT PS-2021-676**

THIS SERVICES CONTRACT (the "Contract") is between the Salem-Keizer School District 24J, 2450 Lancaster Dr NE, Salem, OR, 97305 (the "District") by its Equity and Student Inclusion Department ("Department"), and Ajusted School Equity Solutions LLC (the "Contractor"), (collectively District and Contractor are referred to as the "Parties"). This Contract is for all SERVICES related to equity audit services in accordance with Contractor's response to RFP 433.

This Contract is effective on the date it has been signed by all parties and all required District approvals have been obtained. This Contract expires on July 31, 2021. The parties may extend the term of this Contract provided that the total Contract term does not extend beyond December 31, 2021.

This Contract consists of these introductory provisions and the signature page(s), Section 1-Relationship of the Parties, Section 2-Contractor's Responsibilities; Representations and Warranties, including response to RFP 433 hereby incorporated by reference, Section 3-Responsibilities of District, Section 4-General Contract Provisions and the following exhibits incorporated herein by this reference:

**EXHIBIT A: Statement of Work**

**EXHIBIT B: Contractor Compensation**

**EXHIBIT C: Insurance Provisions**

**EXHIBIT D: Contractor's Proposal**

THIS CONTRACT CONSTITUTES THE ENTIRE AGREEMENT BETWEEN THE PARTIES ON THE SUBJECT MATTERS ADDRESSED HEREIN. THE TERMS OF THIS CONTRACT CANNOT BE WAIVED, ALTERED, MODIFIED, SUPPLEMENTED OR AMENDED, IN ANY MANNER WHATSOEVER, EXCEPT BY WRITTEN INSTRUMENT SIGNED BY THE PARTIES AND CONTAINING ALL REQUIRED APPROVALS. ANY SUCH WAIVER, ALTERATION, MODIFICATION, SUPPLEMENTATION OR AMENDMENT SHALL BE EFFECTIVE ONLY IN THE SPECIFIC INSTANCE AND FOR THE SPECIFIC PURPOSE GIVEN. THERE ARE NO UNDERSTANDINGS, AGREEMENTS, OR REPRESENTATIONS, ORAL OR WRITTEN, REGARDING THIS CONTRACT EXCEPT AS CONTAINED, INCORPORATED OR REFERENCED HEREIN. CONTRACTOR, BY THE SIGNATURE BELOW OF ITS AUTHORIZED REPRESENTATIVE, HEREBY ACKNOWLEDGES THAT IT HAS READ THIS CONTRACT, UNDERSTANDS THIS CONTRACT, AND AGREES TO BE BOUND BY ALL OF THIS CONTRACT'S TERMS AND CONDITIONS. THIS CONTRACT, AND ANY AMENDMENTS TO IT, MAY BE EXECUTED IN COUNTERPARTS (EACH OF WHICH SHALL BE AN ORIGINAL AND ALL OF WHICH SHALL CONSTITUTE BUT ONE AND THE SAME INSTRUMENT) OR IN MULTIPLE ORIGINALS. A FAXED FORM OF THIS CONTRACT OR ANY AMENDMENT THERETO, EXECUTED BY ONE OR MORE OF THE PARTIES, WILL CONSTITUTE A COUNTERPART HEREOF, AS LONG AS THE COUNTERPART BEARING THE PARTY'S ORIGINAL SIGNATURE IS PROMPTLY TRANSMITTED TO THE OTHER PARTY AND RECEIVED BY THAT PARTY FORTHWITH.

**IN WITNESS WHEREOF**, the parties have caused this contract to be signed by their duly authorized representatives.

**CONTRACTOR**

Ajusted School Equity Solutions LLC  
PO Box 8043  
St. Paul, MN 55108

3B66D1201D5B40C  
*Muhammad Khalifa*  
DocuSigned By: Muhammad Khalifa

Signature

Date, 2/18/2021

Muhammad Khalifa

Print name and title

**DISTRICT**

Office of Equity and Student Inclusion  
2450 Lancaster Drive  
Salem, OR 97305

DocuSigned by:  
*Cynthia Richardson*  
0CBAB765428D4B6...

Cynthia Richardson, Director

Date, 2/18/2021

Additional District Approval

DocuSigned by:  
*Michael Wolfe*  
B6F7ED42F638477...

Michael D. Wolfe, COO

Date, 2/18/2021

## 1. RELATIONSHIP OF THE PARTIES

1.1. Contractor shall provide the Services in accordance with the terms and conditions of this Contract. Contractor's performance of Services shall be as a professional contractor to District to perform the Services.

1.2. In administering this Contract, District may retain the services of other contractors as needed to fulfill District's objectives.

## 2. CONTRACTOR'S RESPONSIBILITIES; REPRESENTATIONS AND WARRANTIES

2.1. By execution of this Contract, the Contractor agrees that:

2.1.1. The phrase "Standard of Care" that is used in this Contract is defined as follows: the same professional skill, care, diligence and standards as other professionals performing similar services under similar conditions in the Salem-Keizer metropolitan area (the "Standard of Care");

2.1.2. Contractor shall perform all Services in accordance with the Standard of Care;

2.1.3. Contractor shall be responsible for correcting any inconsistencies, errors or omissions in the specifications, deliverables and other documents prepared by Contractor at no additional cost to District;

2.1.4. District's review or acceptance of documents shall not be deemed as approval of the adequacy of the drawings, specifications, deliverables, and other documents. Any review or acceptance by District will not relieve Contractor of any responsibility for complying with the Standard of Care;

2.1.5. During the term of the Contract, Contractor shall obtain, hold, maintain and fully pay for all licenses and permits required by law for Contractor to conduct its business and perform the Services.

2.1.6. Contractor shall pay all other subcontractors as required by Contractor's contracts with those subcontractors. Contractor agrees that District has no direct or indirect contractual obligation or other legal duty whatsoever to pay the subcontractors of Contractor or otherwise ensure that Contractor makes full and timely payment to those subcontractors.

2.2. Contractor represents and warrants to District that:

2.2.1. Contractor has the power and authority to enter into and perform this Contract; the persons executing this Contract on behalf of Contractor have the actual authority to bind Contractor to the terms of this

Contract;

2.2.2. When executed and delivered, this Contract shall be a valid and binding obligation of Contractor enforceable in accordance with its terms; the provisions of this Contract do not conflict with or result in a default under any agreement or other instrument binding upon Contractor and do not result in a violation of any law, regulation, court decree or court order or other legal process applicable to Contractor;

2.2.3. Contractor shall, at all times during the term of this Contract, be duly licensed to perform the Services, and if there is no licensing requirement for the profession or Services, be duly qualified and competent;

2.2.4. Contractor is an experienced firm having the skill, legal capacity, and professional ability necessary to perform all the Services required under this Contract;

2.2.5. Contractor has the capabilities and resources necessary to perform Contractor's obligations under this Contract;

2.2.6. Contractor is, or shall become, in a manner consistent with the Standard of Care, familiar with all current laws, rules, and regulations which are applicable to the Services;

2.2.7. All Services shall be performed in accordance with the Standard of Care;

2.3. The warranties set forth in this section are in addition to, and not in lieu of, any other warranties provided in this Contract or at law.

## 3. GENERAL CONTRACT PROVISIONS

3.1. **Contract Performance.** Contractor shall at all times perform the Services diligently and without delay except as excused by District, and shall punctually fulfill all Contract requirements consistent with the schedule for the performance of Services set forth in **Exhibit A**. Expiration or termination of the Contract shall not extinguish, prejudice, or limit either party's right to enforce this Contract with respect to any default or defect in performance. Time is of the essence in the performance of this Contract.

3.3. **Funds Available and Authorized.** District reasonably believes as of the Effective Date that sufficient funds are available and authorized for expenditure to finance the cost of this Contract within District's appropriation or limitation. Contractor understands and agrees that, to the extent that sufficient funds are not available and authorized for expenditure to finance the cost of this Contract, District's payment of amounts under this Contract attributable to Services performed after the last day

of the current fiscal year is contingent on District receiving appropriations, limitations or other expenditure authority sufficient to allow District, in the exercise of its reasonable administrative discretion, to continue to make payments under this Contract.

**3.4. Insurance.** Contractor shall maintain in effect for the duration of this Contract, or any other time periods required herein, the insurance required by this Contract as set forth in **Exhibit C-Insurance Provisions**.

### **3.5 Indemnity.**

**3.5.1. CLAIMS FOR OTHER THAN PROFESSIONAL LIABILITY.** CONTRACTOR SHALL INDEMNIFY, DEFEND, SAVE, AND HOLD HARMLESS THE SALEM-KEIZER SCHOOL DISTRICT 24J AND ITS OFFICERS, AGENTS, AND EMPLOYEES, FROM AND AGAINST ALL CLAIMS, SUITS, ACTIONS, LOSSES, DAMAGES, LIABILITIES, COSTS AND EXPENSES OF WHATSOEVER NATURE RESULTING FROM OR ARISING OUT OF THE ACTS OR OMISSIONS OF CONTRACTOR OR ITS SUBCONTRACTORS, AGENTS, OR EMPLOYEES UNDER THIS CONTRACT.

#### **3.5.2. District Defense Requirements.**

Notwithstanding the obligations under Sections 3.5.1, neither Contractor nor any attorney engaged by Contractor shall defend any claim in the name of the Salem-Keizer School District 24J without the prior written consent of the Superintendent. Salem-Keizer School District 24J may, at any time and at its election, assume its own defense and settlement of any claims in the event that: it determines that Contractor is prohibited from defending Salem-Keizer School District 24J; Contractor is not adequately defending Salem-Keizer School District 24J's interests; an important governmental principle is at issue; or it is in the best interests of the Salem-Keizer School District 24J to do so. The Salem-Keizer School District 24J reserves all rights to pursue any claims it may have against Contractor if the Salem-Keizer School District 24J elects to assume its own defense.

**3.5.3. District's Actions.** This Section 3.5 does not include indemnification by Contractor of the Salem-Keizer School District 24J, its officers, agents, and employees, for the acts or omissions of the Salem-Keizer School District 24J, its officers, agents, and employees, whether within the scope of the Contract or otherwise.

### **3.6. Contractor's Status.**

3.6.1. Contractor shall perform all Services as an independent contractor. Although District reserves the right to set the delivery schedule for the Services to be performed and to evaluate the quality of the

completed performance, District cannot and will not control the means and manner of Contractor's performance. Contractor is responsible for determining the appropriate means and manner of performing the Services. Contractor, Contractor's employees and the Sub-Contractors are not "officers, employees, or agents" of the Salem-Keizer School District 24J as those terms are used in ORS 30.265.

3.6.2. Contractor shall not have control or charge of, and shall not be responsible for, the acts or omissions of other Contractors or contractors under contract with District who are performing services. However, this provision does not in any way change Contractor's professional responsibility to report to District any information, including information on the performance of contractors outside the control or charge of Contractor, concerning activities or conditions that have or could have an adverse effect on District.

3.6.3. Contractor is not a contributing member of the Public Employee's Retirement System and will be responsible for any federal, state or other taxes applicable to any compensation or payments paid to Contractor under this Contract. Contractor will not be eligible for any benefits from any payments made under this Contract for federal Social Security, unemployment insurance, or worker's compensation, except as a self-employed individual. If any payment under this Contract is to be charged against federal funds, Contractor certifies that it is not currently employed by the federal government.

**3.7. Successors & Assignments.** The provisions of this Contract shall be binding upon and shall inure to the benefit of the Parties and their respective successors and assigns. After the original Contract is executed, Contractor shall not enter into any Sub-Contractor agreements for any of the Services or assign or transfer any of its interest in this Contract, without the prior written consent of District.

**3.8. Compliance with Applicable Law.** Contractor shall comply with all federal, state and local laws, regulations, executive orders and ordinances applicable to the Services. District's performance under this Contract is conditioned upon Contractor's compliance with the provisions of ORS 279C.505, 279C.515, 279C.520, and 279C.530, which are hereby incorporated by reference. Contractor, the Sub-Contractors, if any, and all employers providing Services, labor or materials under this Contract are subject employers under the Oregon workers' compensation law and shall comply with ORS 656.017.

**3.9. Governing Law; Jurisdiction; Venue.** This Contract shall be governed by and construed in accordance with the laws of the State of Oregon without regard to principles of conflicts of law. Any claim, action, suit or proceeding (collectively "Claim") between District and Contractor that arises from or relates to this Contract shall be brought and

conducted solely and exclusively within the Circuit Court of Marion County for the State of Oregon; provided, however, if a Claim must be brought in a federal forum, then it shall be brought and conducted solely and exclusively within the United States District Court for the District of Oregon. In no event shall this "Governing Law; Jurisdiction; Venue" section be construed as a waiver by the District of any form of defense or immunity, whether based on sovereign immunity, governmental immunity, immunity based on the Eleventh Amendment to the United States Constitution or otherwise. CONTRACTOR, BY EXECUTION OF THIS CONTRACT, HEREBY CONSENTS TO THE IN PERSONAM JURISDICTION OF SAID COURTS.

### **3.10. Tax Compliance Certification.**

3.10.1. By signature on this Contract, the undersigned certifies under penalty of perjury that the undersigned is authorized to act on behalf of Contractor and that Contractor is, to the best of the undersigned's knowledge, not in violation of any Oregon Tax Laws.

3.10.2. For purposes of this certification, "Oregon Tax Laws" means a state tax imposed by ORS 401.792 to 401.816 (Tax For Emergency Communications), 118 (Inheritance Tax), 314 (Income Tax), 316 (Personal Income Tax), 317 (Corporation Excise Tax), 318 (Corporation Income Tax), 320 (Amusement Device and Transient Lodging Taxes), 321 (Timber and Forestland Tax), 323 (Cigarettes and Tobacco Products Tax), the elderly rental assistance program under ORS 310.630 to 310.706, and any local taxes administered by the Department of Revenue under ORS 305.620.

**3.11. Severability.** The Parties agree that if any term or provision of this Contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and provisions shall not be affected and the rights and obligations of the Parties shall be construed and enforced as if the Contract did not contain the particular term or provision held to be invalid.

**3.12. Force Majeure.** Neither party shall be held responsible for delay or default in the performance of its obligations due to a cause beyond its reasonable control, including, but not limited to fire, riot, acts of God, terrorist acts or war where such cause was beyond such party's reasonable control. Each party shall, however, make all reasonable efforts to remove or eliminate such a cause of delay or default and shall, upon the cessation of the cause, diligently pursue performance of its obligations under the Contract.

**3.13. Waiver.** The failure of District to enforce any

provision of this Contract shall not constitute a waiver by District of that or any other provision.

**3.14. Third Party Beneficiaries.** Nothing contained in this Contract shall create a contractual relationship with or a cause of action in favor of a third party against District or Contractor. Contractor's Services under this Contract shall be performed solely for District's benefit and no other entity or person shall have any claim against Contractor because of this Contract for the performance or nonperformance of Services hereunder.

### **3.15. Termination.**

**3.15.1. Parties Right to Terminate by Agreement.** This Contract may be terminated at any time, in whole or in part, by written mutual consent of the Parties.

**3.15.2. District's Right to Terminate for Convenience.** District may, at its sole discretion, terminate this Contract, in whole or in part, by written notice to Contractor specifying the termination date of the Contract.

**3.15.3. District's Right to Terminate for Cause.** District may terminate this Contract immediately, in whole or in part, upon written notice to Contractor, or such later date as District may establish in such notice, upon the occurrence of any of the following events:

3.15.3.1. District lacks lawful funding, appropriations, limitations or other expenditure authority at levels sufficient to allow District, in the exercise of its reasonable discretion, to pay for Contractor's Services;

3.15.3.2. Federal, state or local laws, regulations or guidelines are modified or interpreted in such a way that either the Services under this Contract are prohibited or District is prohibited from paying for such Services from the planned funding source;

3.15.3.3. Contractor no longer holds all licenses or certificates that are required to perform the Services;

3.15.3.4. Contractor fails to provide Services within the times specified or allowed under this Contract; fails to perform any of the provisions of this Contract; or so fails to perform the Services as to endanger performance of this Contract in accordance with its terms, and after receipt of written notice from District, does not correct such failures within the time that District specifies (which shall not be less than 10 calendar days, except in the case of emergency).

**3.15.4. Cessation of Services.** Upon receiving a notice of termination, and except as otherwise directed in writing by District, Contractor shall immediately cease all activities related to the Services.

### 3.15.5. Contractor's Right to Terminate for Cause.

3.15.5.1. Contractor may terminate this Contract if District fails to pay Contractor pursuant to this Contract, provided that District has failed to make such payment to Contractor within forty-five (45) calendar days after receiving written notice from Contractor of such failure.

3.15.5.2. Contractor may terminate this Contract, for reasons other than non-payment, if District commits any material breach or default of any covenant, warranty, obligation or agreement under this Contract, fails to perform under the Contract within the time specified, or so fails to perform as to endanger Contractor's performance under this Contract, and such breach, default or failure is not cured within thirty (30) calendar days after delivery of Contractor's notice, or such longer period as Contractor may specify in such notice.

3.15.6. Delivery of Work Product/Retained Remedies of District. As directed by District, Contractor shall, upon termination, promptly deliver to District all documents, information, works in progress and other property that are deliverables or would be deliverables if the Contract had been completed. The rights and remedies of District provided in this **Section 3.15** are not exclusive and are in addition to any other rights and remedies provided by law or under this Contract.

### 3.15.7. Payment upon Termination.

3.15.7.1. In the event of termination pursuant to **Sections 3.15.1, 3.15.2, 3.15.3.1, 3.15.3.2 or 3.15.5**, Contractor's sole remedy shall be a claim for the sum owed for Services completed and accepted by District, except in the event of a termination under **Section 3.15.3.1**, where no payment will be due and payable for Services performed or costs incurred after the last day of the current fiscal year, consistent with **Section 3.3**. Within thirty (30) days after termination, Contractor shall submit an itemized invoice for all un-reimbursed Services completed before termination. District shall not be obligated to pay for any such costs invoiced to and received by District later than thirty (30) days after termination. If previous amounts paid to Contractor exceed the amount due to Contractor under this subsection, Contractor shall promptly refund any excess amount upon demand.

3.15.7.2. In the event of termination pursuant to **Sections 3.15.3.3 or 3.15.3.4**, District shall have any remedy available to it in law or equity. Such remedies may be pursued separately, collectively or in any order whatsoever. If it is determined for any reason that Contractor was not in default under **Sections 3.15.3.3 or 3.15.3.4**, the rights and obligations of the Parties shall be the same as if the Contract was terminated pursuant to **Section 3.15.2**.

**3.17. Foreign Contractor.** If Contractor is not domiciled in or registered to do business in the State of Oregon as of the Effective Date, Contractor shall promptly provide to the Oregon Department of Revenue and the Secretary of State's Corporation Division all information required by those agencies relative to this Contract. Contractor shall demonstrate its legal capacity to perform the Services under this Contract in the State of Oregon prior to executing this Contract.

**3.18. Notice.** Except as otherwise expressly provided in this Contract, any notices to be given hereunder shall be given in writing by personal delivery, facsimile, or mail, postage prepaid, to Contractor or District at the address or number set forth on **Exhibit A**, or to such other address or number as either party may provide pursuant to this "Notice" section. Any notice delivered by mail shall be deemed to be given five (5) calendar days after the date of mailing. Any notice delivered by facsimile shall be deemed to be given when the transmitting machine generates a receipt of the transmission. To be effective against District, any facsimile communication or notice must be confirmed by telephone notice to District's Representative as indicated in **Exhibit A** and shall not be deemed to be given until such confirmation is completed. Any notice by personal delivery shall be deemed to be given when actually delivered. Regular, day-to-day communications between the Parties may be transmitted through one of the methods set forth above, in person, by telephone, by e-mail, or by other similar electronic transmission.

**3.19. Media Contacts; Confidentiality.** Contractor shall provide no news release, press release, or any other statement to a member of the news media regarding this Project, without District's prior written authorization.

**3.20. Conflict of Interest.** Except with District's prior written consent, Contractor shall not engage in any activity, or accept any employment, interest or contribution that would, or would reasonably appear to, compromise Contractor's professional judgment with respect to this Project, including, without limitation, concurrent employment on any project in direct competition with the Project.

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**Exhibits A through D are attached.**

## **EXHIBIT A**

### **STATEMENT OF WORK**

**1. GENERAL INFORMATION.** Salem-Keizer School District is a public school district supporting the cities of Salem and Keizer, Oregon as well as surrounding unincorporated areas of Marion and Polk Counties. The District employs approximately 5,000 staff members servicing over 40,000 students. The combined population of the cities of Salem and Keizer is approximately 213,000. The population is ethnically diverse and has a wide range of economic situations.

District has engaged Contractor to provide services which include an equity audit and report of findings with recommendations for actions to be taken to close any gaps in equity or student achievement and discipline.

**2. REQUIRED SERVICES, DELIVERABLES AND DELIVERY SCHEDULE.** Contractor shall provide a research-based equity audit to examine achievement and discipline inequities and identify significant achievement differences in the District.

Contractor shall perform services as described and in accordance with the timelines described in Exhibit D.

**3. SPECIAL REQUIREMENTS.** Contractor shall be solely responsible for and shall have control over the means, methods, techniques, sequences and procedures of performing the work, subject to the plans and specifications under this Contract and shall be solely responsible for the errors and omissions of its employees, subcontractors and agents.

Contractor has the skill and knowledge possessed by well-informed members of its industry, trade or profession and Contractor will apply that skill and knowledge with care and diligence and perform Services in a timely, professional and workmanlike manner in accordance with standards applicable to Contractor's industry, trade or profession.

**4. KEY PERSONS.** Contractor and District agree that each individual specified below is an individual whose special qualifications and involvement in Contractor's performance of Services form part of the basis of agreement between the parties for this Contract and is an individual through whom Contractor shall provide to District the expertise, experience, judgment, and personal attention required to perform Services ("Key Person"). Each of the following is a Key Person under this Contract:

Dr. Muhammad Khalifa – Lead Consultant  
Dr. Bodurin Banwo – Consultant  
Sherief Elabbady – Analysis Specialist  
Andrea Magana – Community Awareness Expert

Neither Contractor nor any Key Person of Contractor shall delegate performance of Services that any Key Person is required to perform under this Contract to others without first obtaining District's written consent. Further, Contractor shall not, without first obtaining District's prior written consent, re-assign or transfer any Key Person to other duties or positions so that the Key Person is no longer available to provide District with that Key Person's expertise, experience, judgment, and personal attention. If Contractor requests District to approve a re-assignment or transfer of a Key Person, District shall have the right to interview, review the



qualifications of, and approve or disapprove the proposed replacement(s) for the Key Person. Any individual District approves as a replacement for a Key Person is deemed a Key Person under this Contract.

**EXHIBIT B**  
**CONTRACTOR COMPENSATION**

**1. COMPENSATION.** The total amount available for payment to Contractor under Exhibit B, section 2 and for authorized reimbursement to Contractor under Exhibit B, section 4 is \$283,276.00.

**2. METHOD OF PAYMENT FOR SERVICES.** District shall pay Contractor the amounts specified for each of the items identified in Exhibit D – Table 2, Budget.

**3. BASIS OF PAYMENT FOR SERVICES.** Milestone progress payments for completed Services. District shall pay Contractor all amounts due for Services completed and accepted by District and for Goods delivered and accepted by District at the following milestones after District's approval of Contractor's invoice to District for those Services and Goods in 2 equal payments:

- Half of the amount paid after 'collection phase' of Equity Audit data is completed (collection of survey and qualitative interview data)
- Remaining half of the payments will be made at the completion of the Equity Audits and the submission of the reports to the District.

**4. EXPENSE REIMBURSEMENT.** District will not reimburse Contractor for any expenses under this Contract.

**5. GENERAL PAYMENT PROVISIONS.** Notwithstanding any other payment provision of this contract, failure of the Contractor to submit required reports when due, or failure to perform or document the performance of contracted services, may result in withholding of payments under this contract. Such withholding of payment for cause shall begin thirty (30) days after written notice is given by the District to the Contractor, and shall continue until the Contractor submits required reports, performs required services or establishes, to the District's satisfaction, that such failure arose out of causes beyond the control, and without the fault or negligence of the Contractor.

**6. INVOICES.** Contractor shall send all invoices to District's Contract Administrator at the address specified below or to any other address as District may indicate in writing to Contractor. Invoices must include a contract or purchase order number, as applicable, and a detailed description of all items billed. Invoices approved by District will be paid not more than forty-five (45) days from receipt.

**Salem-Keizer Public Schools**  
**Attn: Office of Equity and Student Inclusion**  
**2450 Lancaster Drive**  
**Salem, OR 97305**

## **EXHIBIT C**

### **INSURANCE PROVISIONS**

During the term of this Contract, or such other time period provided herein, Contractor shall maintain in force at its own expense, each insurance coverage or policy noted below:

**C.1.01 ☒ Required by District of Contractors under the following circumstances**

**Workers' Compensation** insurance: All employers, including Contractor, that employ subject workers who work under this Contract in the State of Oregon shall comply with ORS 656.017 and provide the required Oregon workers' compensation coverage, unless such employers are exempt under ORS 656.126. Contractor shall ensure that each of its subcontractors complies with these requirements.

**C.1.02 ☐ Required by District ☒ Not required by District**

**Professional Liability/Errors & Omissions** insurance with a combined single limit, or the equivalent, of not less than: ☐ \$200,000; ☐ \$500,000; ☒ \$1,000,000; or ☐ \$5,000,000 for each claim, incident or occurrence. This insurance must cover damages caused by error, omission or negligent acts related to the professional services to be provided under this Contract.

**C.1.03 ☒ Required by District ☐ Not required by District**

**General Liability** insurance with a combined single limit, or the equivalent, of not less than: ☐ \$200,000; ☐ \$500,000; ☐ \$1,000,000; ☒ \$2,000,000 for each occurrence, \$3,000,000 aggregate; for Bodily Injury and Property Damage. It shall include contractual liability coverage for the indemnity provided under this Contract. The policy, or an endorsement or amendment to the policy, must provide that the Salem-Keizer School District 24J, and its divisions, officers and employees are "additional insureds", but only with respect to Contractor's Services to be provided under this Contract.

**C.1.04 ☒ Required by District ☐ Not required by District**

**Automobile Liability** insurance with a combined single limit, or the equivalent, of not less than:  
☐ Minimum amounts required by the Oregon Financial Responsibility Law (ORS 806.060 and 806.070);  
☐ \$200,000; ☐ \$500,000; or ☒ \$2,000,000 per occurrence, for Bodily Injury and Property Damage, including coverage for all owned, hired or non-owned vehicles, as applicable. The policy, or an endorsement or amendment to the policy, must provide that the Salem-Keizer School District 24J and its divisions, officers and employees are "additional insureds", but only with respect to Contractor's Services to be provided under this Contract.

**C.1.06 Notice of Cancellation or Change**

There shall be no cancellation, material change, reduction of limits, reduction in any aggregate limits, or intent not to renew the insurance coverage(s) without 30 days prior written notice from Contractor or its insurer(s) to the Salem-Keizer School District 24J.

**C.1.07 Certificates of Insurance**

As evidence of the insurance coverage required by this Contract, Contractor shall furnish acceptable insurance certificates to the District prior to commencing performance of the Services. The certificate(s) will specify all of the parties who are "additional insureds" and must contain terms indicating that the relevant policies (except for Workers' Compensation coverage or Professional Liability/Errors & Omissions coverage) has been endorsed or amended to name the Salem-Keizer School District 24J, and its divisions, officers and employees as "additional insureds" under Contractor's policies. Insuring companies or entities are subject to State acceptance. If requested, complete copies of insurance policies, trust agreements, etc. shall be provided to the State. Contractor shall be financially responsible for all pertinent deductibles, self-insured retentions and self-insurance.



# Equity Audit Proposal

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Salem-Keizer School District  
(Salem, OR)

Prepared by:

Muhammad Khalifa, Ph.D.

Ajusted, LLC. President

Ohio State University, Professor

Phone/email: 734-904-3458 / [drkhalifa@ajusted.org](mailto:drkhalifa@ajusted.org)

# Equity Audit and CRSI Proposal

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Salem-Keizer School District, OR

## **BACKGROUND AND INTRODUCTION**

According to the latest data available at the Office of Civil Rights and U.S. Department of Education (2015), academic and disciplinary disparities exist in the Salem-Keizer School District. These academic and disciplinary disproportionalities confirm the need for a closer look at the discipline data using an *Equity Audit*. Certainly, the data may have improved since 2015, and demographic numbers may have shifted. And even in the 2015 data, there are positive indications. For example, when looking at the chronically absent students, Black students do not seem to be overrepresented.

Yet, there are other OCR/US Dept. of Ed. comparative data points that are cause for concern. While black students are not overrepresented in the Chronically Absent Category, Hispanic and Native Hawaiian/Other Pacific Islander students are overrepresented. Additionally, Students of color are underrepresented higher-level courses including Chemistry and Physics. For example, in Physics, students of color comprise about 35% of course enrollment, but are almost 50% of the overall student population (US Department of Education and Office of Civil Rights).

There are also indications of disciplinary disproportionalities; minoritized students are extremely overrepresented in all disciplinary categories. Suspensions are egregiously disproportionate for students of color. Hispanic students make up about 38% of the total student population but are almost 50% of expulsions. Over 68% of expulsions were given to students of color. In addition, Black students are only 1.2% of the student population but are almost 4% of all out-of-school suspensions—a measure related to both academic and school climate. We have to ask; Why are school disciplinary actions disproportionate towards minoritized students? These disparities in academic achievement and discipline are an indication that students and other stakeholders interpret an exclusionary or hostile school climates (Khalifa, 2018). There is much more that should be explored with this data. But these preliminary trends suggest there could be much deeper issues of equity in Salem-Keizer Schools, and therefore there seems to be a strong need for an Equity Audit (Brown, 2010; Green, 2017; Skrla et. al 2004).

### **Purpose**

1. To understand the factors that contribute to achievement and discipline inequities in Salem-Keizer Schools and identify areas of significant achievement differences (e.g, race, socioeconomic status, gender, etc.). This includes identifying home, school, classroom, and individual-level barriers to high academic performance. Determine if

there is a relationship between the relationship between achievement-suspension gaps.

2. To determine the differences in perspectives and expectations that exist between school employees and stakeholders
3. To assist the district in identifying professional development and educational interventions to reduce achievement and discipline gaps and enhance school success for all students.

### **Questions that Will Drive the Root Cause Analysis**

1. Based on previous research, what are the likely causes for disproportionalities in Salem-Keizer Schools?
2. What factors do staff, students, and parents identify as contributing to achievement inequities in Salem-Keizer Schools?
3. What initiatives (district-level, school-level, classroom-level) can be implemented to build cultural competency and enhance students' schooling experiences in Salem-Keizer Schools?
4. What policies (or lack thereof) contribute to the current achievement and discipline gaps?

## **RESEARCH-BASED SERVICES: Trend Data and Root-Cause Analysis**

Expert Team of Researchers: What distinguishes us from other Equity Audit providers is that we are a team of researchers who specialize in equity, reform, and system change. Our primary research team is led by Professor Muhammad Khalifa, who has been a faculty member and equity specialist at The University of Texas, Michigan State University, The University of Minnesota, and currently, the Ohio State University. Our other team members include psychometrician Dr. Kyle Nickodem, survey administrators and analysis specialist Sherief Elabbady and Lixin Zhang, and public relations and community awareness expert Andrea Magana.

Our Experience: We have performed most of our Equity Audits in Texas, Michigan, and Minnesota. Our services are sought not only because we are research-based, but we also:

- Provide full and summary reports
- Provide equity definitions and common language use
- Provide a recommendations report (allows for prioritizing equity work)
- Write our reports useful in practitioner language

### **Trend Data Analysis:**

Dr. Kyle Nickodem leads our team of psychometricians in working with districts to provide trend data analysis for districts. This allows for description of programmatic, academic,

disciplinary, extra curricular data to be identified. Our risk ratio analysis is also included in this portion of the audit, and can help examine the severity of oppressive trends.

**Root-Cause Analysis:** While we often work with districts to provide “trend data,” we most often partner with districts that are already aware of the raw equity data from the district and from governmental sources available. Therefore, we focus on finding out why such disproportionalities exist. To do this, we use surveys to examine eight core equity areas that are closely linked to the exact cause of inequities in schools (Khalifa, 2018; Khalifa et. al, 2016). Quantitative and survey research methods will be used to conduct the audit. Data will be collected by document review, online survey administration, and data analysis. Surveys are administered to: students, teachers, administrators, and parents. What follows is a suggested Equity Audit design that will allow Salem-Keizer Schools to better understand issues related to student achievement inequities and identify strategies for addressing these inequities. After our brief review of the data, we recommend an Equity Audit that has both quantitative (surveys) and qualitative (interviews) components.

### **QUALITATIVE ANALYSIS (interviews of students, parents, teachers):**

This portion of the audit can be optional but per the district’s request, we have included a “qualitative” component to this equity audit. We will conduct interviews to get deeper, richer, and more nuanced and thorough data (Brown et. al, 2011). This data will be used to add deeper meaning to the quantitative data, which is collected in the surveys and trend data sources. This qualitative/ interview component of the audit will include individual and focus group interviews. This qualitative data will be presented in the report alongside the quantitative data and will be used to inform the recommendations portion of the report.

Focus groups will strengthen the research findings and allow for even more precise equity reforms. However, we only need a sample of the schools to participate in the interviews. So we will work closely with district leaders to determine the exact the number of focus group interviews. Typically, the focus groups will consist of 4 student groups, 1 parent group, and 1 teacher group per school (Green, 2017). However, some schools choose to only host student focus groups. The focus groups will be conducted by a two-member research team who will direct all aspects of the qualitative research.

### **ASSESSMENT ACTIVITIES:**

- Communication and community awareness of Equity Audit
- Develop the framework for the audit, including critical issues and questions, sources of data, and standards for analysis
- Design and administer online equity audit tool
- Individual interview and focus group protocols (optional)
- Data analysis of all data collect/ develop and submit evaluation report
- Presentation of Final Equity Audit: full report and summary reports

## **PRICE PROPOSAL & TENTATIVE TIMELINE:**

Below is a tentative work timeline and budget for conducting the Equity Audit/Needs Assessment in 2020-2021. Dr. Khalifa and the Ajusted research team will work with Salem-Keizer School District to send surveys out to Students, Teachers, Parents, and Administrators. This data will be analyzed and will be part of the final report.

Table 1. Proposed Timeline

Activity (2020-2021)	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7
<b>Phase 1 (Online Equity Audit/Surveys and Interviews)</b>							
Customize Online Audit Tool for District	X	X					
Customize Surveys: admin., teachers, students		X					
Customize Survey: parents		X					
Administer Admin., Teacher, and Student Surveys		X					
Administer Parent Surveys		X					
Analyze Surveys			X	X			
Focus Group Interviews			X	X	X		
Qualitative (interview) analysis			X	X	X		
Compile report						X	
Submit Evaluation Reports and Recommendations to District							X

## **Budget:**

### **Standard cost:**

- The standard cost for the equity audit is **\$10 per student, per year** (40,819x 10 = **\$408,190**).

### **Salem-Keizer Discount:**

- The Ajusted and the Culturally Responsive School Leadership Institute has an established partnership with Salem-Keizer schools, and therefore we will offer significant discounts for the Equity Audit. The cost of an Equity Audit is reduced from \$10/student to \$4/student per year. The cost of the qualitative portion of the audit is \$20,000 per school for all stakeholder groups interviewed in selected schools.



Tables 2 on the following page includes proposed budgets based on the work and timeline presented above in Table 1.

Table 2. Budget

Equity Audit/Needs Assessment (Online/Quantitative)	
Project Activities	Cost \$
<b>Data Collection and Analysis</b> <ul style="list-style-type: none"> <li>- Equity Audit (discounted price)</li> </ul>	<b><u>\$163,276</u></b> <i>(40,819 students x 4)</i>
<b>Qualitative Analysis: Individual and Focus Group Interviews</b> (district can select more than 6 schools if so desired)	<b><i>\$20,000 per school</i></b> <i>suggested number of schools= 6</i>
<b>Deliverables</b> <ul style="list-style-type: none"> <li>- Online Equity Audit Tool Summative Reports for schools</li> <li>- District Summative Reports, Executive Summary, and Recommendations</li> <li>-</li> </ul>	
<b>Project Total with Discount:</b>	<b><i>\$163,276 (40,819 students x \$4)</i></b> <b><i>\$120,000 (6 schools \$20,000)</i></b> <b><u>Total: \$283,276</u></b>

## **CONCLUSION**

In agreement with Salem-Keizer School District, initial evidence resulting from conducting the Equity Audit/Needs Assessment will lead to identification of district-level, school-level, and classroom-level initiatives that can enhance the overall culture for academic excellence and enhance all students' learning experiences in Salem-Keizer School District.

This Equity Audit will include the establishment of trusting relationships between administrators, teachers, and *Ajusted* evaluation partners as a springboard for continued partnership in remedying the challenges being investigated. It will help districts not only

identify gaps, but also the source of the gaps and what the precise appropriate responses of the district should be.

## Contract Details

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### METHOD OF PAYMENT

Upon provision by the Consultant of a complete accounting of deliverables, activities, products and expenses, or other invoicing procedures as agreed upon by both parties, the Consultant will be compensated. Given the six-month duration of the project, two equal payments will be made. One at the halfway point and one at the completion of the audit.

### TERMINATION/EXTENSION OF CONTRACT

Under the 1-year contract, the term of this agreement shall be from the effective date until Sept 01, 2021 unless terminated in accordance with the part of this agreement entitled "termination." If needed, the parties shall consult prior to the end of the Term to determine whether to renew the Agreement for an additional time period. The first phase of the audit is contingent upon receiving necessary (anonymous) discipline and achievement data from the district. The second phase of the audit is contingent on district input of emails of survey participants and data around school/district policies. It is important to note that while the time commitment is not significant, Salem-Keizer School District is required to contribute this basic data for the Equity Audit to be completed.

### INDEPENDENT ENTITY/CONSULTING

Ajusted/CRSLI is an independent consulting company and shall in no way be deemed to be and shall not hold themselves out as an employee or agent of Salem-Keizer School District. Ajusted/CRSLI shall not be entitled to any fringe benefits of Salem-Keizer School District, such as, but not limited to, health and accident insurance, life insurance, paid vacation or sick leave, or longevity. Ajusted/CRSLI shall be responsible for all the withholding and payment of all income and social security taxes to the proper federal, state and local governments.

### AMENDMENTS

Amendments to this contract can be made with the written consent of both parties. Both parties have reviewed and understand the terms set forth in this agreement and have executed this agreement by their duty as authorized representatives, as of the reflected dates.

Ajusted Consultant

Salem-Keizer School District

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

Name: \_\_\_\_\_  
(type or print)

Name: \_\_\_\_\_  
(type or print)

Title: \_\_\_\_\_

Title: \_\_\_\_\_

## **References:**

- *Office for Civil Rights, US Department of Education.*
- Brown, K. M. (2010). Schools of excellence and equity? Using equity audits as a tool to expose a flawed system of recognition. *International Journal of Education Policy and Leadership*, 5(5), 1-12
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