Pre-Webinar Attendee Request

Before we begin, to help us assign role-alike breakout rooms, please add beside your name if you work in a "small," "medium," or "large" PSU [e.g., Sam McClain (medium)].

For today:
Small PSU = less than 25 schools
Medium PSU = 25 – 75 schools
Large PSU = more than 75 schools

To make this change:

1.) Click on the "Participants" button at the top of the Zoom window.

2.) Next, hover your mouse over your name in the "Participants" list and/or click on the three dots. Then click on "Rename."

3.) Add (small), (medium), or (large) after your name.
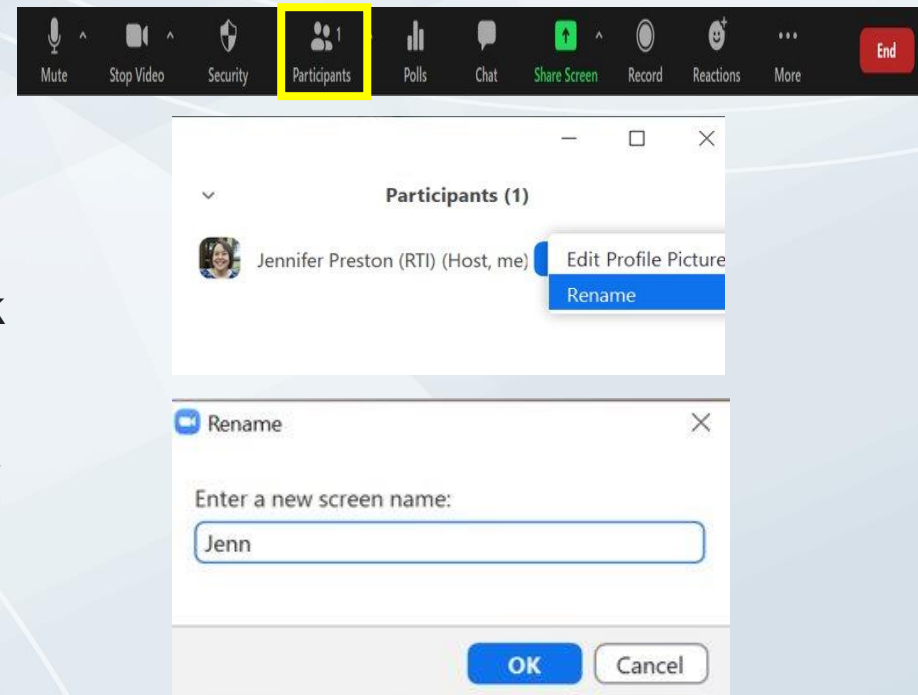
Equity Plan Webinar: Identifying Strategies to Close Equity Gaps

October 14, 2021
1:00 p.m. – 2:30 p.m.

North Carolina Department of
PUBLIC INSTRUCTION

Welcome Participants

Housekeeping

- Zoom Etiquette
- How to Ask Questions
- Webinar is being recorded

Local Equity Planning

Purpose of Webinar Series

Provide guidance for public school units (PSUs) as they develop plans for assessing and addressing equitable access to excellent educators.
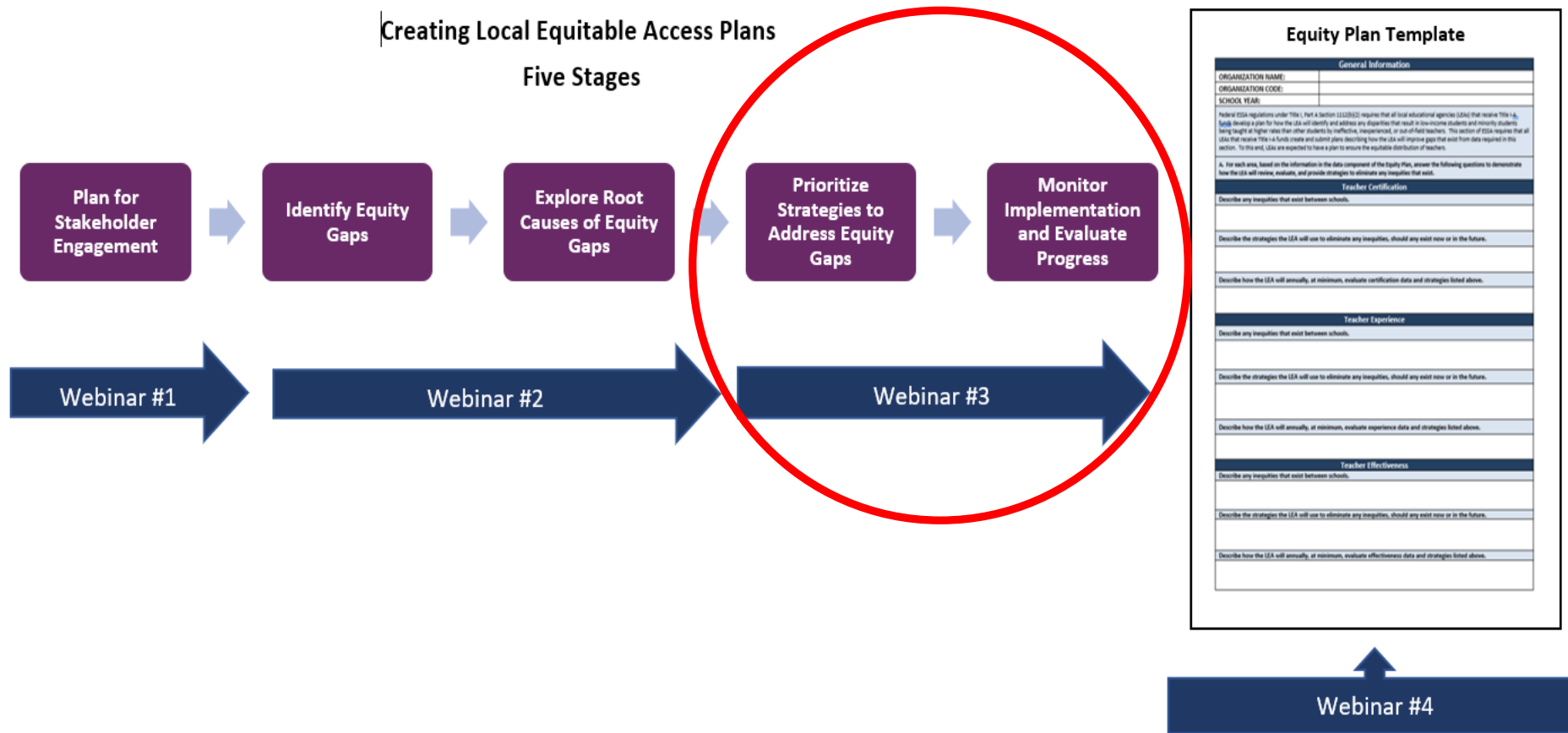
Webinar 1: Setting the stage for local equity planning

Webinar 2: Local equity data dialogue and exploring root-cause analysis

Webinar 3: Identifying strategies to close equity gaps

Webinar 4: Guidance for completing Local Equity Plans and technical assistance for submitting in CCIP

Purpose of Webinar Series

Creating Local Equitable Access Plans

Five Stages

Plan for Stakeholder Engagement → Identify Equity Gaps → Explore Root Causes of Equity Gaps → Prioritize Strategies to Address Equity Gaps → Monitor Implementation and Evaluate Progress

Webinar #1 | Webinar #2 | Webinar #3

Equity Plan Template

Webinar #4

Agenda

- Webinar #2 Follow-Up

- Overview of different types of equity strategies

- Model "5 Whys" protocol to help identify and prioritize equity strategies

- Tips for developing, monitoring, and evaluating your PSU's equity implementation plan

- Debrief and Next Steps

Participant Poll

- Is this your first year engaging in your PSU's equity plan development process?

- How many years have you been employed in your current PSU?

Webinar #2 Follow-Up

Webinar # 2 Charge:

- What equity gaps has your PSU identified?
- What root causes has your PSU identified?

Padlet

Ivy Mack · 13h
Webinar 3 Breakout Room 2 Debrief

Teacher Certification	What equity gaps have your PSU identified?	What root causes have your PSU identified?
Teacher Experience		Jenn: High teacher turnover in high schools
Teacher Effectiveness	Jenn: Gaps in teacher effectiveness in our high schools	

Overview of Different Types of Equity Strategies

What is an equity strategy?

An equity strategy is defined as the actions taken by a district that are most likely to impact identified equity gaps and root causes. These strategies will mitigate the root causes of equitable access gaps.

For example, if an identified root cause is an inadequate supply of teachers, an equity strategy might be a district's creation of a grow-your-own program that encourages future teachers to teach within the district.

Domains for Addressing Equity Gaps

Teaching Conditions
- Improve working conditions
- Improve induction/mentor practices

Educator Preparation
- Ensure educator prep accountability
- Establish educator prep partnerships
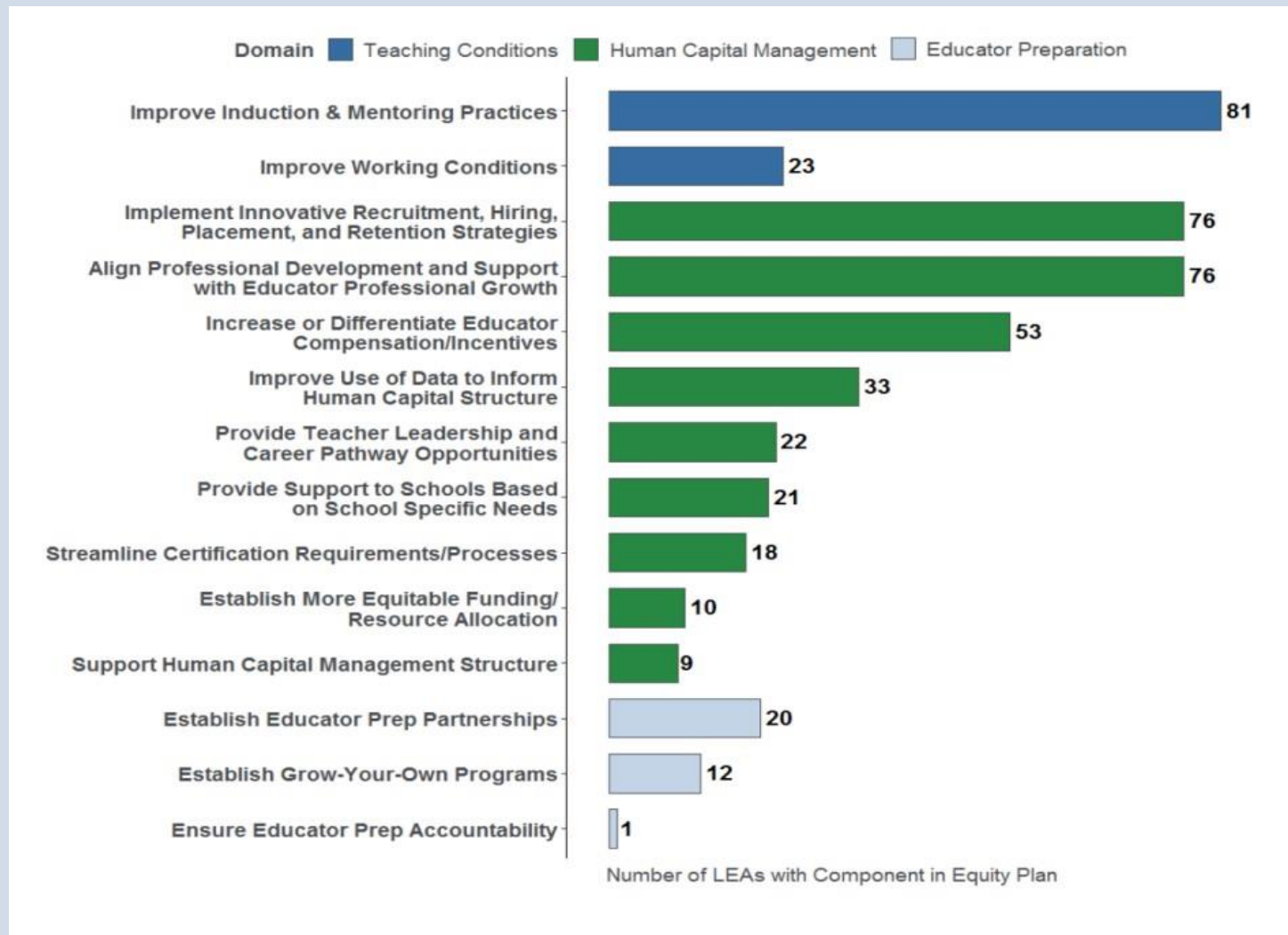- Establish grow-your-own programs

Human Capital Management
- Implement innovative recruitment, hiring, placement, and retention strategies
- Provide support to schools based on school-specific needs
- Improve use of data to inform human capital needs
- Support human capital management structure
- Align professional development and support with educators' professional growth
- Provide teacher leadership and career pathway opportunities
- Increase or differentiate educator compensation/ incentives
- Streamline certification requirements/ processes
- Establish more equitable funding/ resource allocation

https://www2.ed.gov/programs/titleiparta/equitable/titleiiequityanalysis1031.pdf

Note: The Westat article initially identified 15 sub-categories; however, the authors subsequently combined "Redesign and enhance educator evaluation systems" and "Align professional development and support with educator's professional growth" due to the fact the strategies represent similar approaches and goals. Since the latter sub-category was more relevant for LEA equity plans, that was the sub-category title used for this presentation.

Summary of Strategies Identified in District-Level Equity Plans

Domain ■ Teaching Conditions ■ Human Capital Management ☐ Educator Preparation

Strategy	Number of LEAs with Component in Equity Plan
Improve Induction & Mentoring Practices	81
Improve Working Conditions	23
Implement Innovative Recruitment, Hiring, Placement, and Retention Strategies	76
Align Professional Development and Support with Educator Professional Growth	76
Increase or Differentiate Educator Compensation/Incentives	53
Improve Use of Data to Inform Human Capital Structure	33
Provide Teacher Leadership and Career Pathway Opportunities	22
Provide Support to Schools Based on School Specific Needs	21
Streamline Certification Requirements/Processes	18
Establish More Equitable Funding/ Resource Allocation	10
Support Human Capital Management Structure	9
Establish Educator Prep Partnerships	20
Establish Grow-Your-Own Programs	12
Ensure Educator Prep Accountability	1

Number of LEAs with Component in Equity Plan

Root Cause ➡ Strategies

Root Cause Themes	Strategies
Inadequate supply of teachers May be evidenced by: ● Insufficient application numbers ● High late-hire rates in specific subjects or grades	Teacher recruitment strategies include: ● Create Educator Preparation Program (EPP) partnerships ● Increase compensation for hard to staff schools or positions ● Prioritize hiring timelines for hard to staff schools ● Provide potential candidates certification assistance
Difficulty attracting teachers to high-need schools May be evidenced by: ● Insufficient application numbers ● High late-hire rates only at certain schools ● Less desirable working conditions ● Fewer opportunities for career advancement ● Lower salaries and less adequate benefits ● Lack of geographic proximity to home and other amenities (e.g., transportation)	Teacher placement strategies include: ● Increase compensation and incentives ● Prioritize effective principal placement ● Provide evidence-based principal training/support ● Priority hiring timelines for hard to staff schools or positions ● Ensure schools are well-resourced ● Improve school working conditions

Source: https://www.cde.ca.gov/pd/ee/peat.asp

Root Cause ➡ Strategies

Root Cause Themes	Strategies
Difficulty retaining teachers in high-need schools May be evidenced by: ● School-level turnover rates only at certain schools ● Educator preparation programs that do not supply enough teachers who are fully prepared to teach in high-need schools ● Lack of opportunities for career advancement ● Low leadership quality ● Less desirable working conditions ● Low teacher satisfaction ● Low salaries and inadequate benefits ● Lack of geographic proximity to home and other amenities ● High retirements rates	Teacher retention strategies include: ● Increase compensation and incentives ● Prioritize effective principal placement ● Provide teacher leadership and advancement opportunities ● Provide teacher recognition ● Improve school working conditions
Difficulty growing teacher talent in some schools May be evidenced by: ● Lack of effective professional learning supports (including induction and mentoring) ● Poor working conditions that inhibit professional learning ● Scheduling constraints that pose limitations (e.g., for teacher collaboration, opportunities for observing or being observed) ● Lack of professional learning supports aligned to teacher need **Source:** https://www.cde.ca.gov/pd/ee/peat.asp	Development strategies include: ● Provide high-quality professional development ● Prioritize effective principal supervision of struggling teachers ● Prioritize effective principal preparation ● Prioritize principal professional development ● Prioritize effective principal placement ● Establish routines for teachers and administrators to participate in data reporting and sharing ● Increase emphasis on effective and impactful evaluation processes ● Provide guidance and expectations on mentorship and coaching ● Provide certification assistance

Root Cause ➡ Strategies

| Root Cause Themes	Strategies
Difficulty managing human capital at some schools. May be evidenced by a combination of categories including: ● School-level turnover ● Late hires ● Teacher satisfaction ● Teacher effectiveness	School leadership Levers include: ● Increase emphasis on effective and impactful evaluation processes ● Provide guidance and expectations on mentorship and coaching ● Establish expectations and routines regarding teacher collaboration on curriculum and data ● Provide opportunities for teacher peer feedback ● Increased focus on climate and working conditions data for school improvement plans
Difficulty deploying high-quality teachers to and within high-need schools. May be evidenced by: ● Seniority-based transfer and reduction-in-force policies (e.g., "last in, first out") ● Misassignment within schools (e.g., assigning novice teachers to low-performing students) ● Teacher preferences for working in higher tracked classes ● Parent demands (e.g., for tracking, for teachers with the best reputations, for small class sizes) ● Underuse of technology or alternative staffing arrangements to extend reach or access	Teacher assignment Levers include: ● Provide bonuses for highly effective teachers working in high-needs schools ● Provide incentives for teachers working in high needs schools including smaller class sizes, teacher aids, increased autonomy, career ladders **Source:** https://www.cde.ca.gov/pd/ee/peat.asp

Strategy Development Based on Equity Gap Data

5 Whys Protocol Process

- Purpose

- Define the problem

- Posing questions

- Discussion

- Developing Strategies

- Prioritizing Strategies

Defining the Problem

- Discuss the problem.

- The group asks clarifying questions.

- These are questions that will clarify the context of the equity gap identified.

- Develop a focused scope for your problem.
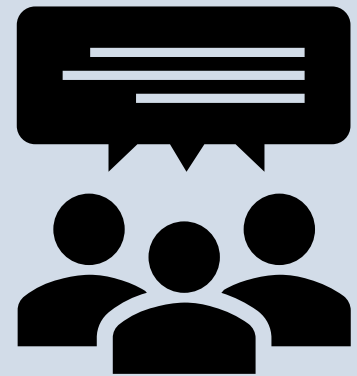
Defining the Problem

School Name	Out-of-Field Teachers (%)	Beginning Teachers (%)	Teachers that Did Not Make Growth (%)
Albatross Elementary School	2.0	10.0	0
Bluejay Elementary School	0	5.6	5.0
Cardinal Elementary School (^)	0	23.3	12.4
Eagle Elementary School	0	14.2	11.6
Duck Elementary School	2.0	9.8	10.2
Goose Elementary School (^, *)	7.0	31.0	23.2
Heron Elementary School	2.0	19.5	17.5
Hummingbird Elementary School	0	7.4	9.8
Robin Elementary School (^)	6.0	27.5	9.8
Sparrow Elementary School	0	14.3	8.6
Flamingo Middle School (^, *)	7.0	27.5	27.6
Mallard Middle School	0	12.2	10.5
Pelican Middle School	0	5.6	7.7
Penguin Middle School	2.0	10.0	0
Raven Middle School	0	11.4	13.0
Seagull Middle School	0	11.9	8.8
Ostrich Early College High School	0	25.0	0
Warbler High School	0	12.4	15.0
Pigeon High School	0	18.6	14.6
Egret High School	9.0	7.5	10.5
Hawk Alternative School (^, *)	11.1	22.2	33.3

^=classified as low-income school

*=classified as high minority school

Posing Questions

- Ask "Why" until identifying a root cause of the initial problem.

- Don't ask too many Whys.

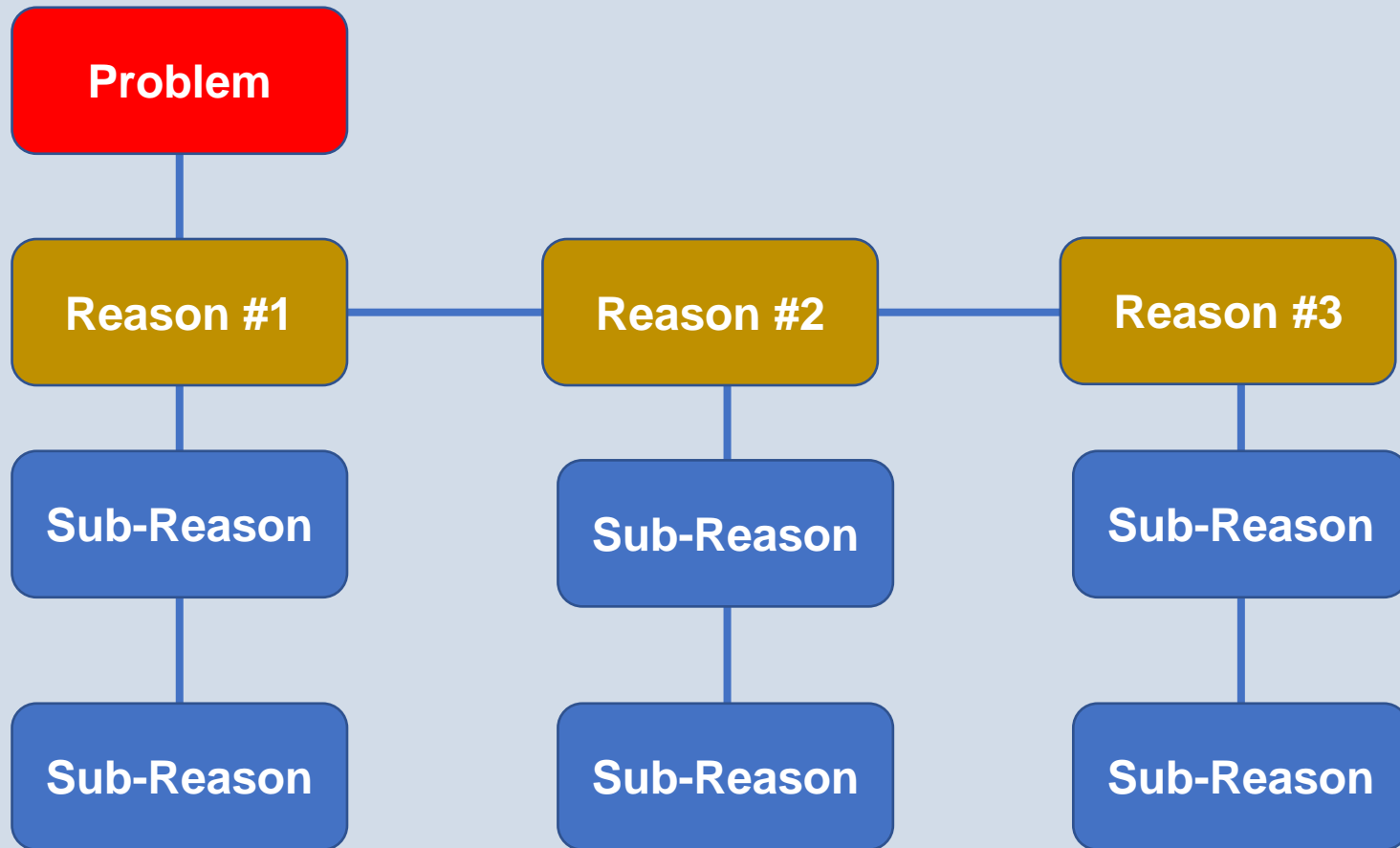- It is possible to have more than one root cause.

Modeling the 5 Whys

- The "why question" decided upon is asked and the presenter responds.

- Another "why question" is asked in response to the presenter's answer.

- This continues with a maximum of five "why questions being asked." *

A Questioning Pathway

Developing and Prioritizing Strategies

- Note causes for which you have control.

- Determine strategies or solutions that are attainable.

- Identify a team member to be accountable.

Tips for Developing and Monitoring an Implementation Plan

Considerations

- How will you **connect** your equity plan with your strategic plan?

- How will you **communicate** your plan with staff in the PSU?

- Who is **responsible** for communicating these implementation expectations?

Optional Resources

1. Equity Strategy Implementation Plan
2. Implementation Progress Tracker
3. Initiative Mapping Tool
4. Responsibility Assignment Matrix
5. Stakeholder Analysis Template
6. Work Breakdown Structure

Equity Strategy Implementation Plan

Implementation Plan by Strategy

Directions: Describe how each strategy will be 1) implemented, 2) monitored, and 3) measured for effectiveness.

Strategy 1:											Owner:

A. For each activity, indicate the budgeted amount required for it (with funding sources) and the person who will be responsible for it.			D. Place an X in each box that represents the time period in which the activity will be carried out.								E. Describe plan for implementation monitoring	F. Describe plan for measuring effectiveness
			Year 2021-2022				**Year** 2022-2023					
B. Activities/ Action Steps	C. Budgeted Amount	Person responsible	Fall	Winter	Spring	Summer	Fall	Winter	Spring	Summer	List the data to be collected to monitor the implementation of each activity/action step.	List the data to be collected to measure the effectiveness of the strategy.
Budget Total	$											

Guiding Questions

- **How will you monitor** the actions to ensure that low-income students and students of color are not taught at higher rates than other students by unqualified, out-of-field, inexperienced, or ineffective teachers?

- **What are the mechanisms** for ongoing technical assistance, monitoring, and feedback?

- **What changes** would demonstrate progress?

Guiding Questions

- **Who will be responsible** for ongoing monitoring (e.g., a statewide coalition committee, including representatives from stakeholder groups)?

- **How frequently**, to which audiences, and through which mechanisms will you publicly report on progress?

- **What are the timelines and milestones** for implementing the strategies and closing the equity gaps?

- **What are the short-term and long-term performance metrics** will you use to assess progress toward achieving your goals?

Reminder

Showing evidence of

equity plan implementation

and

evaluation of impact

is part of NCDPI's Monitoring process

(Element 7)

Debrief and Next Steps

Equity Planning Debrief

Via Chat:

- What are your thoughts of the equity planning **process** as a whole?

- What **stages** are most challenging?

- What **additional questions** do you have about the process that you would like addressed during the Equity Webinar #4?

Via Google Doc:

- What feedback do you have on the **tools** and **resources** shared so far?

Next Steps

- Explore root causes of identified equity gaps with stakeholders.

- Identify relevant strategies that address your PSU's equity gaps.

- Develop an implementation plan that includes monitoring and evaluation of effectiveness.

- Plan to attend the next equity planning webinar that will address how to complete and submit your equity plan in CCIP
  - Webinar will be November 1st at 4:00 p.m.

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