



# District Equity Action Plan

## 2018-2019



**West Linn - Wilsonville School District**

## 1. Purpose of a District Equity Action Plan

The purpose of a district Equity Action Plan is to articulate our equity-related priorities in alignment with our District Mission, District Goals, School Goals, Equity Teams and overall mission of the district, "How do we create learning communities for the greatest thinkers and most thoughtful people...for the world?"

## 2. District Goals, current policy and actions that are congruent with a vision of equitable outcomes for all students.

1. Grow student achievement through the use of high leverage instructional strategies that raise rigor and generate equitable outcomes for all students while eliminating opportunity and achievement gaps.
2. Align, evaluate and update integrated systems of professional growth, assessment, inclusive practices and accountability that build competence, confidence and self-efficacy for every student.
3. Operate in an accessible and transparent manner that encourages and fosters community involvement as our parents, students and community partners are an integral and valued voice in our district.
4. Be responsive to community growth and student learning needs of the future by conducting long-range capital improvements and financial planning through processes and practices that lead to long-term financial stability and sustainability.

Frameworks for developing our theories of action, informing our instructional practices and developing goals for our equity work include:

- 5 Dimensions of Teaching and Learning (Center for Educational Leadership)
- Dimensions of Equity; Dependent Learning/Independent Learning (Z. Hammond)
- 7 Components of Inclusive Practices
- Oregon Leadership Network (OLN) LEAD Tool™

We have a theory that when ALL children are learning in an environment that fosters a genuine belief in their capacity and ability to learn at high levels, and gives them access to high levels of thinking and learning...more children will actually learn more every day. As teachers and leaders, our district and school equity team work is supported by the intentional integration of professional learning about culturally responsive practices and a teaching and learning framework (5 Dimensions). The coherence that we are working towards is prompting teachers and leaders to build collective capacity within this important work and, in turn, develop actions that engage students in a way that they build their own efficacy.

### 3. West Linn-Wilsonville's theory of action on leadership for equity

If we use high leverage instructional strategies to raise rigor and generate equitable outcomes for all students while simultaneously eliminating opportunity and achievement gaps; and, if we create access to high levels of learning and engagement for all students through the use of culturally responsive practices connected to the 5 Dimensions; then, we will grow student learning, student efficacy and reduce predictability of disparities for individual children and student sub-groups.

### 4. Supports and Resources in order to serve all students

- Teachers and school leaders use the 5 Dimensions of Teaching and Learning to commonly identify areas of instruction that include high leverage strategies, conditions for learning and a lens towards equitable outcomes for all students.
- Teachers, staff and school leaders specifically use the 5<sup>th</sup> Dimension (Classroom Environment & Culture) to identify systems and routines of a school and classrooms that reflect the values of the community, inclusivity, equity and accountability for learning.
- Teachers, staff and school leaders use the 7 Components of Inclusive & Equitable Learning Communities to identify:
  - Engagement Strategies for All Students
  - Effective Physical Spaces
  - Teaching Common Practices
  - Rituals, Routines & Recognition
  - Teaching Social-Emotional Skills
  - Restorative Practices
  - Relationships with High Expectations
- Teachers and school leaders use a framework and system of goal-setting within “Cycles of Inquiry” to: identify areas of academic disparity, identify instructional practices to affect change, observe the implementation of the practices, monitor the progress of student learning outcomes.
- Teachers and school leaders use professional learning structures and systems (PLCs, Triads, Levels Meetings, Professional Growth Wednesdays, planning time) to examine student learning data, identify and share high leverage instructional strategies, plan for inclusive cultures, monitor progress in order to increase student-learning outcomes and decrease learning disparities.

**The Equity Action Plan consists of four organizational goals utilizing the OLN LEAD Tool™ High-Leverage Equitable Practices:**

- Engaging in self-reflection and personal growth for equity
- Developing capacity and organization-wide leadership for equity
- Developing and enacting an equity vision
- Supervising for improvement of equitable instruction
- Fostering an equitable school culture
- Collaborating with families and communities
- Influencing the broader sociopolitical context
- Allocating resources
- Hiring and staff placement
- Modeling

**GOAL 1: Grow and develop district leadership around equity by engaging in self-reflection and growth for equity (LEAD Tool Practice #1). Grow and develop organizational leadership around equity by focusing on how well our leadership teams strive for equitable outcomes and encourage others as leaders, e.g. district and school equity teams. (LEAD Tool Practice #3).**

Strategies	Focus and Purpose	Participants	Target (M/Y)
<p><b>1.1 District Equity Team: Leadership Forum</b></p>	<p>Serve as a district-wide forum to learn, practice and guide the implementation of culturally responsive practices and equitable access to learning at high levels in all schools. Achievement gaps and opportunity gaps for students across all sub-groups are eliminated. Increased access to, and participation in, AP courses and the International Science and Engineering Fair. Disproportionate identification for students receiving Special Education and disciplinary treatment is eliminated.</p> <p>Develop a District Equity Plan that prioritizes equity-related actions and outcomes. Integrate the District Equity Plan within the District Work Plan.</p>	<p>All District Leaders (School, District Office, District Operations)</p>	<p>Ongoing</p>
<p><b>1.2 School Based Equity Teams (all 16 schools)</b></p>	<p>Implementation of Culturally Responsive Practices and equitable access to learning at high levels in all schools. Culturally responsive teaching practices are evidence in classrooms and school culture (using observation tools designed to identify these indicators). Restorative Practices strategies</p>	<p>School Principals, Assistant Principals, ICs</p> <p>Teachers and Staff representative of their schools</p>	<p>Ongoing</p>

	(such as community circles) are implemented in classroom routines, staff meetings and shared with parents/community. Restorative Justice responses and actions are used after wrongdoing has occurred to learn and restore relationships within the community. Using CEL's <i>Reflecting on our School Using an Equity Lens</i> to guide the focus and work of Equity Teams. (Appendix A) Integrate the priorities, learning and actions towards equitable outcomes within each School Work Plan.		
<b>1.3 District Office Equity Team</b>	Engage in learning about the district's and schools' equity work, culturally responsive teaching, and Restorative Practices. Utilize processes and procedures (e.g. community circles) as a way to strengthen understanding and relationships at the District Office so that there is increased effectiveness in supporting school leaders, staff, families and students.	All District Office Staff (Business Office, HR Office, Information Technology, Student Services, Curriculum & Instruction, Office of Superintendent)	Ongoing
<b>1.4 Grow professional learning by attending conferences and workshops on Equity, Race and Inclusive Practices</b>	Continue to broaden and deepen staff's racial and cultural awareness by attending equity seminars and workshop events (hosted by Clackamas ESD, COSA and WLAIC) throughout the school year.	School and District Leaders, Equity Team members, staff	Ongoing

**GOAL 2: Continue the implementation and integration of culturally responsive curriculum and teaching practices in classrooms and school venues that promote equitable instruction (LEAD Tool Practice #10).**

<b>Strategies</b>	<b>Focus and Purpose</b>	<b>Participants</b>	<b>Target (M/Y)</b>
<b>2.1 ELD Workshop K-12</b>	Develop assessment literacy with data and use it to identify next instructional practices. Develop understanding and implementation of best practices for increasing emerging bilinguals' access to all content and increasing English proficiency through services and classroom practices.	All ELD Teachers and Assistant Principals	June 2019

<p><b>2.2 ELD Strategies Workshop K-12</b></p>	<p>Voluntary, paid curriculum and instruction planning time for ELD teachers and 2-6 teachers from their schools that use the texts <i>Co-Teaching for English Learners, Sheltered Instruction, 5<sup>th</sup> Edition</i>, and the EdNorthwest Report: <i>What Teachers Should Know About Instruction for English Language Learners</i> to practice strategies. Use video to analyze instructional practices.</p>	<p>All ELD Teachers, Learning Specialists, Classroom Teachers, TOSAS, Assistant Principals, Principals invited</p>	<p>June 2019</p>
<p><b>2.3 Math Instructional Leadership for K-12 School Leaders</b></p>	<p>Update “look fors” in classroom practices using Habits of Mind, leading to students making Justifications and Generalizations daily. Specify questions and feedback to use for supporting teachers’ math planning. Clarify ways to support differentiation and learning for all, some and few. Develop connections between core math idea, learning targets, and worthy task. Develop an equity lens and system of accountability with mathematics planning, tools, tasks and talk.</p>	<p>All K-12 Principals, ICs, Assistant Principals, District Office Administrators</p>	<p>June 2019</p>
<p><b>2.4. Math, Sciences, Social Studies, Language Arts and World Language Workshops</b></p>	<p>Throughout the school year, teachers will engage in Lesson Study, Studio and Unit Planning workshops to identify best instructional practices; strengthen the purpose and implementation of learning targets; differentiate instruction with a focus on all, some and few. Identify instructional routines and protocols that give opportunity to elevate status and increase access for all students. Develop a lens for equity when planning, instructing, conferring and examining student learning data.</p>	<p>High School Teachers Middle School Teachers Primary School Teachers Learning Specialists School Administrators</p>	<p>June 2019 Summer</p>
<p><b>2.5 Health and Wellness G. 6-12</b></p>	<p>Develop Units that align with new Health and Wellness Standards; Design lessons that address Erin’s Law and integrate <i>Second Steps</i>. Develop a lens for equity when researching, planning, instructing, and engaging students in curriculum topics that have historically marginalized certain groups of students.</p>	<p>Health and Wellness Teachers; School Counselors; Nurses; Principals and Assistant Principals</p>	<p>June 2019</p>
<p><b>2.6 Writing: Best Instructional Practices and Using Writing to Teach Science G. K-5</b></p>	<p>Using students’ writing and writing rubrics to plan next instruction; strategies for teaching argumentative and explanatory writing with an emphasis on rethinking</p>	<p>All K-5 Teachers, Learning Specialists, ICs, and Principals</p>	<p>June 2019</p>

	<p>claim/evidence writing in science. Identify instructional routines and protocols that give opportunity to elevate status and increase access for all students.</p> <p>Develop a lens for equity when planning, selecting a learning target, instructing, conferring and examining student learning data.</p>		
<b>2.7 Collaborate with Anti-Defamation League (Seattle)</b>	<p>Identify areas of curriculum development and provide resources that can increase inclusive views and perspectives of students and families. Initiate “No Place For Hate Project” strategies and actions. Provide resources to school equity teams.</p>	High School Leaders, Teachers and District Leaders	June 2019
<b>2.8 Measure 98 Course Expansion and Access; College and Career Pathways and Access</b>	<p>Expand and increase access to courses and credits for students who have historically not participated. Increase/improve communication and information sessions for first generation students and their families regarding post-high school options, opportunities, applications, scholarships, etc. and visits to campuses.</p>	High School students, Teachers, and School Leaders; District Leaders	Ongoing
<b>2.9 Dual Language Program and Membership, Participation, and Workshop Facilitation in OABE, OALA, AMME, ATDLE and Confucius Institute PSU</b>	<p>Year 7: Curriculum alignment; instructional practices trainings and workshops; assessment development; high levels of learning. Continued development of G. 6-12 Dual Language Program</p>	All Dual Language Teachers; Principals, ICs and Assistant Principals; District Office Leadership	June 2019
<b>2.10 Inclusive &amp; Equitable Learning Communities</b>	<p>The district prioritizes a focus on inclusive practices across the district, aligned to this year’s theme: <i>Leading for All</i>. Utilize the 7 Components of Inclusive &amp; Equitable Learning Communities to guide instructional practices and establish safe &amp; welcoming classroom environments. To continue providing support and practical strategies—especially when working with students who have lagging social-emotional skills—the district is again offering a series of 5 workshops, “Inclusive Practices &amp; Equitable Classrooms”. The workshops are co-led by district Specialists and Classroom Teachers.</p>	All Staff  Any PK-12 Teacher, School Leaders, District Leaders	June 2019

**GOAL 3: Examine and create actions that recruit, retain and promote staff—including staff members of color—with strong equity commitments, understanding, and skills (LEAD Tool Practice #9); and, Examine the influence in the community at large and the way our schools/district collaborate with teachers, parents, organizations and community leaders when it comes to equity (LEAD Tool Practice #8).**

Strategies	Focus and Purpose	Participants	Target (M/Y)
<b>3.1 OALA Mentoring Program</b>	Identify, invite and promote teachers of color with leadership aspirations into the OALA Mentoring Program.	All teachers, PK-12, who apply and are accepted by OALA	June 2019
<b>3.2 Active recruitment and retention of diverse staff with strong equity commitments</b>	Intentional invitations for conversations to promote mutual interest in working together; presence at local and regional career fairs, web presence, and advertising; participation at regional and national Dual Language conferences to promote the district vision, mission and equity work that invites others to join. Once hired, connect staff to strong school culture of support and care. All new teachers and administrators receive mentoring support. PLCs and Triads provide support in job-alike structures.	Staff at all levels: Classified, Certified, Administrators.	Ongoing
<b>3.3 Interview Process</b>	Interview process at all levels (essays in applications, site-based interviews, finalist interviews) will include questions at all stages of the interview process that seek out strong equity commitments, understandings and skills. Hire staff who have values and experiences that are equity-based and fully support the district’s vision and mission around inclusive practices.	Interview teams include Teachers, Specialists, Principals, ICs, Assistant Principals, HR Staff, District Leaders and Superintendent.	Ongoing
<b>3.4 Student Voice</b>	Involve student voice whenever possible (equity teams, student panels, community circles) in describing their experience and informing district staff and School Board members about the curriculum, instruction and school environment that contributes or detracts from learning or feeling included.	Students  District Staff  School Board	
<b>3.5 Community Partners</b>	District staff and leaders partner with community organizations in prioritizing policies and systems to ensure access and inclusion to a high-quality education for every student.	District Staff and Leaders  WLAIC, WVAIC All-Born (in)	Ongoing



	Invite and cultivate diverse community speakers/patrons to the classroom learning experience.	School Board Members	
<b>3.6 District-Community Leadership Opportunities</b>	Encourage School Board members to appoint committee members (Budget, LRP) who represent the diversity in our school district and have strong equity commitments. Invite and encourage patrons and parents of color to be involved in local equity workshops, their PTAs, district partnerships (MAP, Education Foundation), WLAIC/WVAIC and apply for leadership positions in the district, community, region and even future school board positions.	School Board Members  Patrons and Stakeholders  Parents and Patrons of color or representing historically marginalized groups	
<b>3.7 School Board</b>	Invite Board Members into learning about equity and inclusive practices. Invite Board Members to conferences and workshops to expand and strengthen their equity lens and commitment.	All School Board Members  District Leadership	Ongoing

## Appendix A



### Reflecting on our School Using an Equity Lens

#### School Climate and Culture.

1. Do we fully understand the social, cultural and economic context of our school community?
2. At our school, can we predict student success or failure based upon a social or cultural factor?
3. Is there a diversity of culture and language, race, ethnicity, gender, perspective and experience represented in the staff and in various teams within the school?
4. What evidence is there of a culture of high expectations?
5. Are we intentional about monitoring the progress of our equity work?
6. Does our school have a trusting, culturally sensitive communication process involving students, teachers, parents/guardians and community?

#### Leadership.

1. At our school, do we review our existing policies, processes, and procedures through an “equity lens”?
2. Do I, as a leader, interrupt inequitable practices in my school?
3. Do our mission and vision reflect our equity values?
4. Do our school displays reflect our values for inclusion and diversity?
5. What leadership opportunities are available for students?

#### Curriculum, Instruction and Assessment.

1. Do we use disaggregated assessment data to meet the needs of all students?
2. What is the ratio of formative to summative assessment in our school?
3. Are teachers skilled in differentiation and committed to differentiating instruction to meet the needs of each student?
4. What are the patterns of achievement among our students?
5. Which students are doing well? Why?
6. Is instruction standards-based in each classroom in our school?
7. Who is taking honors courses?
8. Who is in special education?
9. Do English language learners have purposeful opportunities to practice oral language?
10. Are we hearing student voices about their learning experience in our school?
11. How does behavior in our school impact learning?
12. Who is being suspended? For what reasons?
13. What teachers are being successful with which students, within which disciplines? Why?
14. Are we intentional about building a strong “growth mindset” in leadership, staff and students?
15. What is the general ratio of student talk to teacher talk in our school?
16. Are teachers skilled at asking higher order questions and encouraging students to think?
17. What evidence is there of students being engaged in active dialogue to promote the synthesis and analysis of ideas?

#### School Community.

- Do all of our families genuinely feel welcome in our school?