



## SMUHSD Racial Equity Systems Transformation

### Phase I Scope of Work

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#### Summary of Phase I: April 30-June 30, 2021

In the Spring of 2021, Joe Truss and Shane Safir’s team of racial equity consultants will help SMUHSD leaders to develop a root causes analysis of previous events so that the district is able to uncover underlying patterns, systemic structures, and mindsets that must shift in order to create lasting equitable change.

Our work begins by centering SMUSD’s 9000 students in a process of gathering street data, especially students from underrepresented and oppressed backgrounds. Even though Black students make up less than 1% of your student body, we will be mindful of sentiments of anti-Blackness and racial hierarchy. In addition, we want to center the experiences of SMUSD’s 33 percent Latinx, 2 percent Pacific Islander and Asian students who come from marginalized communities. Given that Latinx students make up 78 percent of SMUSD’s English Learner program, we will also pay close attention to sentiments of xenophobia and anti-immigration.

To these ends, we believe it is vital to engage this work at every level of the system in order to build coherence of language, purpose, and action. In the Spring of 2021, we will launch Phase I of this engagement, focused on:

- **Executive leadership:** Assessing and actively shaping the conditions needed for this effort to thrive, including coherence, messaging to staff and community, and the seeds of courageous policy and systems changes. This includes identifying patterns in student street-level data that illuminate their perspectives on school climate and incidents of hate.
- **Site leadership:** Laying the foundation for site leaders to lead this work “from the middle” (Michael Fullan), building capacity to unify their staff around a vision of equity and antiracism as well as engage in the daily conversations that change mindsets and practices. We hope to center the stories and content that the student equity team created for the November 17th Teach In, referenced in the Response to the Grand Jury Report.

## Scope/Design of Work<sup>1</sup>

Phase I Areas of Work	Description	Outcome/Deliverable
<p><b>Executive Coaching on Messaging of Racial Equity Initiative</b></p> <p><i>April 2021</i></p>	<p>Support district leaders to develop a coherent and compelling narrative around this initiative that prioritizes communication across the system.</p> <p>Would include:</p> <ul style="list-style-type: none"> <li>● Framing of the initiative and partnership</li> <li>● Acknowledgement of the unique local history leading to this effort</li> <li>● “Why” or rationale for this effort, including larger framework and theory of action</li> <li>● Overview of “what” it will look like and learning opportunities that lie ahead</li> </ul>	<p>One page narrative SMUHSD executive leadership uses systemically to communicate the “why” and general “what” of this initiative.</p> <p>Review patterns in student equity team feedback/focus groups.</p>
<p><b>Street Data Gathering</b></p> <p><i>May 2021</i></p>	<p>Analyze “satellite”, “map”, and “street” data for overarching patterns with respect to racial equity and inclusion.</p> <ul style="list-style-type: none"> <li>● DLAC Annual Report</li> <li>● Notes from Black students, parents, and staff</li> <li>● MAP Data</li> <li>● Panorama</li> <li>● Grand Jury Report</li> </ul> <p>Conduct series of street data listening sessions/focus groups that center historically marginalized voices:</p> <ul style="list-style-type: none"> <li>● 1:1 with Superintendent</li> <li>● Student Equity Committee</li> <li>● BLM Teacher Group</li> <li>● Latinx Parents</li> <li>● Pacific Islander students and families</li> <li>● Equity Advisory Committee</li> <li>● NEP Exit Interview</li> </ul>	<p>Identify patterns in feedback/data and determine further questions.</p> <p>Build trust with marginalized partners throughout district.</p> <p>Set a radically inclusive tone for this initiative that results in stakeholders voicing, “This feels different.”</p>
<p><b>Street Data Analysis and Executive Coaching Part II</b></p>	<p>Design and facilitate a 3-hour retreat with the executive leadership team in early June to process the findings and solidify a 2021-22 scope of work.</p>	<p>Write and practice articulating an individual and group antiracist vision statement/commitment.</p> <p>Determine throughline between previous racial equity initiatives and current plans.</p>

June 2021	Get feedback on Racial Equity workshop series.	Analyze data, identify goals, and finalize plans for Phase 2 (beginning July 2021).  Scope is clarified before June 15th to present to board on June 24th.
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**BACKGROUND OF TEAM AND PHILOSOPHY**

**Joe Truss (Project Co-Lead)** is committed to dismantling white supremacy culture in schools. He brings 16 years of education experience, including teaching, curriculum design, and school leadership. In 2018, he started CulturallyResponsiveLeadership.com, where he writes about school leadership and racial equity work. Over the past 2 years, through his business Truss Leadership, he has provided professional development to schools, support to equity leadership teams, and 1 on 1 coaching to leaders.



**Shane Safir (Project Co-Lead)** has worked at every level of the education system for 25 years. In 2003, Safir became the founding principal of June Jordan School for Equity (JJSE), an innovative national model identified by leading scholar Linda Darling-Hammond as having “beaten the odds in supporting the success of low-income students of color.” Since 2008, Safir has provided leadership coaching, strategic planning support, and equity-driven professional learning for schools, districts, and organizations across the country and in Canada. She is the author of *The Listening Leader: Creating the Conditions for Equitable School Transformation* (Jossey-Bass: 2017) and the recently published *Street Data: A Next-Generation Model for Equity, Pedagogy, and School Transformation* (Corwin: 2021), co-authored with Jamila Dugan.



**BUDGET**

**Total project budget for Year 1:** \$190,000. This includes (line items are rough estimates and will be adapted in conversation with district leadership as we map the work).

**Spring 2021 budget:** \$40,000