Boston Public Schools

Office of the Superintendent:
Equity, Strategy, and Opportunity Gaps

Leveraging Deep Change

Presentation to the OAG Task Force on June 30, 2020
When it comes to our conversation about what gets in the way of eliminating gaps and achieving systemic racial equity at BPS, the following passage from the OAG policy is timely:

"THE HURDLES. While there were many possible hurdles to creating a policy aimed at eliminating opportunity and achievement gaps in Boston Public Schools, two stood out as requiring the Task Force’s most urgent attention. The first is reducing implementation of the Revised Policy to the task of a single, isolated and perhaps under-resourced Department Head or Assistant Superintendent or (at best) of a single isolated department. And as a consequence, closing the opportunity and achievement gaps becomes one of many important things the District does - as opposed to the main thing; a driving, ubiquitous priority, evident in all that the District does and conceives."
Policy to Priorities to Practice

Policy: OAG Policy

Priorities: Strategic Plan

District Practice: Operational Plan

School Practice: QSPs
Our Six COMMITMENTS
To The Boston Community

01 | ELIMINATE OPPORTUNITY AND ACHIEVEMENT GAPS
Equitable and Excellent Student Outcomes

02 | ACCELERATE LEARNING
High-quality schools and joyful classrooms district-wide

03 | AMPLIFY ALL VOICES
Shared decision-making, partnerships and mutual accountability

04 | EXPAND OPPORTUNITY
Caring and competent staff that reflect our students and are focused on service

05 | CULTIVATE TRUST
Fair and equitable funding and welcoming environments

06 | ACTIVATE PARTNERSHIPS
Expand learning beyond the classroom and connect the community to the classroom
DIVISION LEADERSHIP PRIORITIES

01 ELIMINATE OPPORTUNITY AND ACHIEVEMENT GAPS

- 1.1 OAG Policy
- 1.2 Workforce Diversity
- 1.5 CLSP
- 1.6 Equity Roundtables
- 1.6 Operational Plan & Work Plans
- 1.7 Disproportionality
- 1.8 Address Contributors to Gaps
- 1.10 Promote Inclusionary Practice

05 CULTIVATE TRUST

- 5.1 Increase diversity through cultivation and retention programming

OTHER DIVISION PRIORITIES

06 PARTNERSHIPS

- 2.8 PD Plan
- 4.3 Org. excellence
Division of Strategy, Equity and Opportunity Gaps

1. Ensure the Superintendent’s **Strategic Plan** goals are met through the effective execution of the Operational Plan and aligned work plans and aligned to the BPS Opportunity and Achievement Gap (OAG) Policy. *(1.1, 1.6, 4.3)*

2. Ensure **Equity** is placed at the center of implementation so that BPS’ educational and working environment is unimpeded by bias and students and adults of all backgrounds and experiences are welcomed, included, encouraged, and can succeed and flourish. *(1.1, 1.6, 1.7, 1.8, 1.10)*

3. Ensure the Superintendent’s vision of excellent & equitable **Opportunity** is promoted and supported including the implementation of OAG policy goals. *(1.1, 1.5, 1.8, 6.3, 6.4, 6.5, 6.6)*

4. Increase staff **Diversity** through retention and cultivation programs. *(1.1, 1.2, 5.1)*

5. **Innovate, incubate, support, and disseminate** best practices and exemplars in a way that is aligned to the Strategic Plan and OAG Policy. *(1.1, 1.6, 4.3, 6.3, 6.4, 6.5, 6.6)*
Our Role

We are a single division recognizing the inextricable link between strategic planning, equity, and closing opportunity gaps, realizing the community vision outlined in the strategic plan.

Our structure brings three offices together in the Office of the Superintendent for a common purpose...

To ensure that the district places the elimination of disparities, particularly racial disparities, at the center of all of our instructional and operational work on behalf of students, families, and staff.
Our Philosophy

BPS will not succeed in its mission unless rigorous culturally and linguistically sustaining and affirming anti-racist strategies are embedded in all we do.

Progress in closing opportunity gaps requires changing who is at the table, altering how we design and implement strategy, and deeply shifting policies and systems.

Our philosophy is undergirded by research demonstrating that increasing the number of staff of color at all levels of the organization is critical while not sufficient, as transformative change requires aggressively countering bias and transforming institutional practices.
Our Work

➔ 1.1 Embed OAG Policy and Practices

➔ Strategic planning
  ◆ Process design
  ◆ Process implementation
  ◆ Cross-district alignment, support, monitoring, and accountability

➔ Capacity building
  ◆ Ensure all significant district and school policies, initiatives, and protocols are designed and implemented with an equity lens, particularly racial equity, consistent with OAG policy
Each of our Division’s Offices has a distinct role in leveraging equity, particularly racial equity, across the district.

Our shared work is aligning Central Office- and school-based work to the Strategic Plan, OAG Policy, and Racial Equity Planning Tool, with Equity focused on operations, OG focused on professional learning and student outcomes, and RCD focusing on staffing.
Office of Equity
Office of Equity: Mission

- The Office of Equity aims to ensure that the Boston Public Schools is an educational and working environment unimpeded by bias or discrimination, where individuals of all backgrounds and experiences are welcomed, included, encouraged, and can succeed and flourish.
Office of Equity *Drivers for Change*

**Systemic Change & Oversight for Operational Departments**
Facilitate implementation of the Racial Equity Planning Tool and OAG Policy in operations

**Responsive Intervention**
Investigate bias-based and sexual misconduct involving students and staff, and respond to employee disability and religious accommodation requests

**Building Affirming Climates**
Identify trends to elevate for intervention, including training and coaching on Equity practices, LGBTQ student support, 24/7 Respect, and affinity groups
Office of Equity

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Office of Equity

What’s Next in SY20-21

Systemic Change & Oversight for Operational Departments
- Creating a rubric for accountability and recognition: the Equity Seal of Excellence for alignment in all areas of Equity, OG, and RCD for schools and departments
- Institutionalizing application of REPT

Building Affirming Climates
- Launching new LGBTQ student support manager
- Second district-wide 24/7 Respect program and national launch
- Supports to bring affinity group work to scale
Office of Opportunity Gaps
Office of Opportunity Gaps

Vision & Mission

Our vision is to embed equitable policies and practices throughout the organization so that every child, in every classroom, in every school has unlimited opportunities to achieve the greatness within them.

Our mission is to implement OAG Policy, practices, capacity support and programming initiatives throughout BPS that advance student outcomes.
Over the course of four years, the Office of Opportunity Gaps has worked to ensure that BPS policies and practices are in line with its most sacred commitment to equity. This has been possible because of its strong leadership and cultivation of a talented team. Presently, the demand on the office has increased, as has the urgency of the work. In order to sustain and build the gains made in the district, the strongest possible structure is necessary for the office through SY 2020-2021 and beyond.

FOUR YEARS OF BUILDING

- **CREDIBILITY**
  Developed the OAG Policy with OAG Task Force along with strong internal and external support as evidenced by policy implementation, OI, CLSP, ESI, EFA, etc.

- **RESEARCH BASE**
  Continued research and dissemination of literature, which served as the base for CLSP

- **CAPACITY WITHIN THE DISTRICT**
  Training school-based and central office leaders, partners, families, community members, etc.

- **DEEP KNOWLEDGE/CONNECTION**
  Through CLSP school visits, work with principals and educators, and school communities

- **EXPERTISE**
  Team members with knowledge, skill sets to lead/manage the equity work of top leaders
Office of Opportunity Gaps

Drivers for Change

**Systemic Change & Oversight**
*OAG Policy Implementation*

**Capacity Building**
*CLSP, EWIS, Continuum ARMI, CRIOP, REPT, Mini-grants*

**Innovative Programming**
*EFA, ESi, 10 Boys/Girls, BARR, PGC, CAMHI, Success Mentors*
Office of Opportunity Gaps

Next Steps

Systemic Change & Oversight

New Tracker System development
OAG Policy Implementation 2.0; addition of health, remote learning and other language into specific sections of the OAG Policy
OAG Policy Implementation incorporating both Central Office and School Goals
Building coherence w/ OAG Policy and other policies in BPS
Commission research of OAG Goals since 2016 to further guide long term strategy

Capacity Building

Systematize, personalize and badge/endorsement for CLSP competencies during the onboarding process
Create “Cultural Proficiency Endorsement” process for professional learning for all BPS staff
Work with Accountability, Academics and other departments to drive EWIS and CLSP coaching and support centrally and into schools
Further develop video library of teaching and learning “Look fors” aligned to CLSP practices

Innovative Programming

Research all programming and increase branding efforts and funding for programming (10 Boys/Girls, BARR, PGC, etc.)
Incubate and launch new initiatives (such as elementary school athletics and high school to elementary school mentoring)
Further development of all remote learning modules and literacy curricula
Office of Recruitment, Cultivation and Diversity Programs
Office Of Recruitment Cultivation & Diversity Programs
Drivers for Change: Recruitment and Cultivation

RECRUITMENT AND CULTIVATION
- Strategic Partnership with top 3 Teacher Preparation Programs graduating Educators of Color - BTR, TNY and Donovan Scholars
- Signing Bonuses to recruit Black, Latinx and Asian educators
- Recruitment Fellows (BPS educators) to cultivate relationships with candidates and Aspiring Educators
- Customized Hiring Supports
- Cultivation of customized candidates of color pools to support central office and school based hiring managers

RECRUITMENT AND CULTIVATION
- Strategic collaboration with Equity in monitoring/supporting Diversity Focus Schools Initiative.
- Preliminary launch of Intentional targeted recruitment:
  - BPS/HBCU Initiative to both increase BPS students attending HBCUs and to recruit HBCU Alums
  - Convened two separate groups of Latinx and Asian district staff and community partners to begin generate a collaborative, focused strategy to recruit and develop Latinx educators
Office Of Recruitment Cultivation & Diversity Programs
Drivers for Change: Teacher Pipeline Development

TEACHER PIPELINE DEVELOPMENT

- BPS Accelerated Community to Teacher Program (ACTT)
- BPS Teaching Fellowship (BPSTF)
- BPS Teacher Cadet Program (formally High School to Teacher Program (HSTT))
- BPS Community Paraprofessional Development (CPDP) hiatus SY19-20

Angel Castillo Pineda, an HSTT senior at East Boston HS introduces Mayor Walsh at the State of the City Recipient of our first Regis College Full Tuition Scholarship
Office Of Recruitment Cultivation & Diversity Programs
Drivers for Change: Retention and Development

RETENTION PROGRAMS & SERVICES
- Individualized Educators of Color Support
- Monthly Educators of Color Newsletter
- Exit Interviews of all School-based and Central Office Staff of color
- BPS Male Educators of Color (MEOC) Executive Coaching Program
- BPS Women Educators of Color (WEOC) Executive Coaching Program
- School Leaders of Color Program (SLOC)
- African Latinx Asian and Native American (ALANA) Educators Program

LICENSURE SUPPORT
- Expedited License approval
- School Leader and Candidate support in licensure waiver application
- MTEL Prep Support and ESL Mentoring
  - Customized MTEL Readiness Assessment Tool created by team to determine candidate’s tiered support needed
  - MTEL vouchers
  - Course materials
  - Small group and individualized coaching
Drivers for Change: Recruitment and Cultivation - What’s Next in SY20-21

RECRUITMENT AND CULTIVATION

- Strategic Partnership with top 3 Teacher Preparation Programs graduating Educators of Color - BTR, TNY and Donovan Scholars
- Signing Bonuses to recruit Black, Latinx and Asian educators
- Customized Online Hiring Supports for all priority candidates, BPS Pipeline cohort members,
- Cultivation of customized candidates of color pools to support central office and school based hiring managers

RECRUITMENT AND CULTIVATION

- Fully launch of Intentional targeted recruitment:
  - BPS/HBCU Initiative to both increase BPS students attending HBCUs and to recruit HBCU Alums
  - BPS Latinx Recruitment Initiative inclusive of BPS educators, school based and central office staff and community partners
  - BPS Asian Pacific Islander Desi American (APIDA) Recruitment Initiative inclusive of BPS educators, school based and central office staff and community partners
TEACHER PIPELINE DEVELOPMENT

- Launch the new BPS Teacher Cadet Program support - a 21st century workforce, pipeline development approach to build a comprehensive "grow your own" high school to teacher program.

- "Our concept is to combine a central office and school-based model that will offer students opportunities for career exploration, academic and college readiness, and field-based experiences such as internships, summer jobs and assistantships in BPS’ summer school, and field trips to and mentors from private and public industries."

- Our ultimate goal is to prepare our Teacher Cadet for the 21st century as adaptive and collaborative thinkers in service of their chosen professions and their local communities.
 RETENTION PROGRAMS & SERVICES

- Facilitation of the **Central Office Black and Brown at Bolling Affinity Group**
- Targeted customized yearlong support to all **provisional teachers of color**
- Targeted customized yearlong support to all **excess teachers of color**

 LICENSURE SUPPORT

- Support Pipeline program candidates, Provisional teachers and MTEL Prep paraprofessionals to acquire DES Emergency licensure
- MTEL Prep Support and ESL Mentoring
  - Launching **fully online MTEL Prep support** - over 225 candidates supported in summer 2020
  - Expanding MTEL Supports to include Dual Language MTEL
Office of Strategy and Innovation
Introducing Our New Office

The Office of Strategy & Innovation supports the Chief and Supt. to operationalize the BPS Strategic Plan through:

❖ Annual operational deliverables with aligned resources
❖ Cross-departmental teams
❖ Work Plans for each office
❖ Innovation for equity and opportunity across schools
❖ Aligned innovative partnerships for ecosystem change
How the Office Supports Strategic Plan Implementation

Implementation Structures
- Divisions
- Department Teams
- Cross-departmental Teams
- Steering Committees
- Working Groups

School Supports
- Frameworks
- Expectations
- Resources for effective school implementation

Regional School Support Teams for communication, coherence, and school support deployment
The Strategy & Innovation Office's Drivers for Change

**OPERATIONAL PLAN**
- Change Management

**WORK PLANS**
- Tactical Alignment

**TEAMS**
- Internal Alignment

**INNOVATION**
- Pilots & Ecosystem

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**EACH Division**
Clear areas of accountability for key deliverables in SY 20-21, with aligned resources.

**EACH Office**
Detailed action steps, responsibility areas, timelines and deliverables

**ACROSS Offices**
Cross-functional teams:
1. Quality School Plans
2. Build BPS
3. Re-opening
4. Comprehensive PD Plan districtwide
5. Transformation Strategy
6. Bilingual Education (LOOK Act)
7. High School Redesign
8. Disportionality in SPED & Inclusion

**+ INNOVATION**
Pilot, Innovation & Charter Schools

Ecosystem Partners:
- Equitable Innovation
- College + Career + Life Readiness
- Transformative Ecosystem Initiatives

The Strategic Plan is the “what” over 5 years; the Operational Plan is the “how” over 1 year.
TRANSFORMATIVE SEL MENTORSHIP: (1) CLSP, (2) Mentors that commit to develop strong sustained relationships from school to college or career, (3) Training so mentors can support success planning, and (4) Training in SEL.
The Strategic Plan will ensure that the work of the central office is seamlessly aligned to achieve excellent customer service and results to schools, families and students.

Guided by BPS policy, with a laser-like focus on the Opportunity and Achievement Gaps policy, the District Strategic Initiatives Operational Plan will provide the road-map for accomplishing the Strategic Initiatives in the District Plan. The Operational Plan provides matching orders for the Central Office departments. Each department will develop Central Office Work Plans. These work plans will ensure that school needs are met as described in Quality School Plans for each school. This is the way we will achieve excellent and equitable outcomes for our students.

With formative data collected from our Division’s monitoring processes coupled with formative and summative data from Data and Accountability, we will report on district-wide progress to the School Committee on a quarterly basis. Internally, we will implement communication structures and tools for aligned implementation support and accountability monitoring.

The Division of Equity and Strategy will support strategic planning, monitoring, implementation and accountability across the central office. The Division will ensure management structures are in place that reinforce effective management routines. This includes effective work stream delivery processes for departments, cross-departmental teams, steering committee, and working groups. As a result, the Strategic Plan will direct School Supports such as frameworks, expectations and other resources for Quality School Plans to deliver the world-class education all BPS students deserve.