

The Educator Equity Resource Tool

A Guide for America's Schools

Developed by

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How to use this Interactive PDF Guide

The Educator Equity Resource Tool is a guide to assist districts in developing, implementing, and refining a comprehensive equity plan through a continuous and cyclical process.

This interactive PDF has five main navigations with three sub-navigations.

Five **main navigations** include: Introduction, Analysis, Design, Implementation, and Refinement.

Three **sub-navigations** include: Strategies, Equity Plan Worksheet, and Performance Measures Worksheet.

The heart of this document is the **Equity Navigation Graphic**, and it illustrates the importance of districts engaging in the equity work through an ongoing cyclical process.

Main Navigation

Sub-navigation

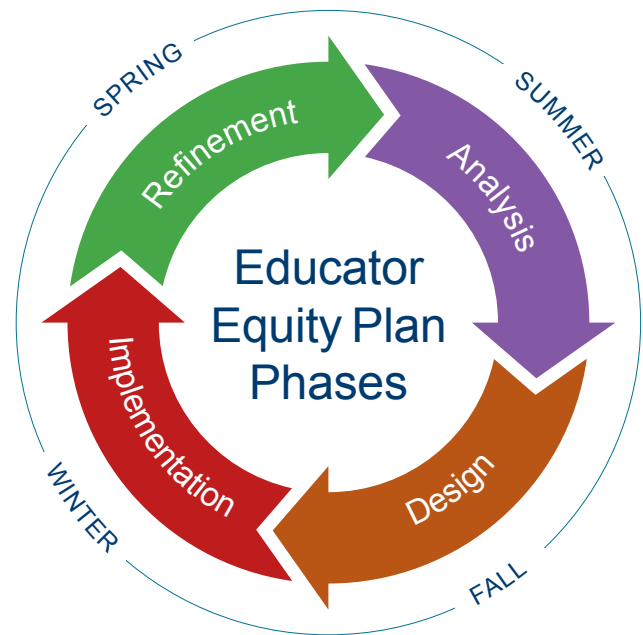
The screenshot shows the 'Educator Equity Resource Tool' interface. At the top, there is a Westat logo and the title 'Educator Equity Resource Tool A Guide for America's Schools'. Below the title is a navigation bar with five main categories: Introduction, Analysis (highlighted), Design, Implementation, and Refinement. Under the 'Analysis' category, there are three sub-navigations: Strategies (highlighted), Equity Plan Worksheet, and Performance Measures Worksheet. The main content area displays the 'Analysis Phase - Strategies' section, which includes a list of six bullet points detailing various steps and considerations for conducting an equity needs assessment and implementing strategies. To the right of the text is a circular 'Equity Navigation Graphic' showing a cyclical process with four phases: Refinement (Spring), Analysis (Summer), Design (Fall), and Implementation (Winter). The graphic is labeled 'Educator Equity Plan Phases' in the center.

Equity Navigation Graphic

Introduction to the Educator Equity Resource Tool

Ensuring that all students are taught by effective teachers is one of the core foundational principles of schooling. States, districts, and schools continue to face challenges to accomplish this important goal to provide all students matriculating in K–12 public schools with effective teachers.

This tool serves as a guide to develop a comprehensive Educator Equity Plan that seeks to engage in a cyclical process to accomplish the two important equity goals listed below in the text box. Because achieving educator equity requires a continuous and strategic process, the equity graphic illustrates the four phases of this ongoing equity work: analysis, design, implementation, and refinement. Throughout the interactive PDF, these phases are explained in detail and carefully developed strategies are listed to guide the development of the equity plan for each district.

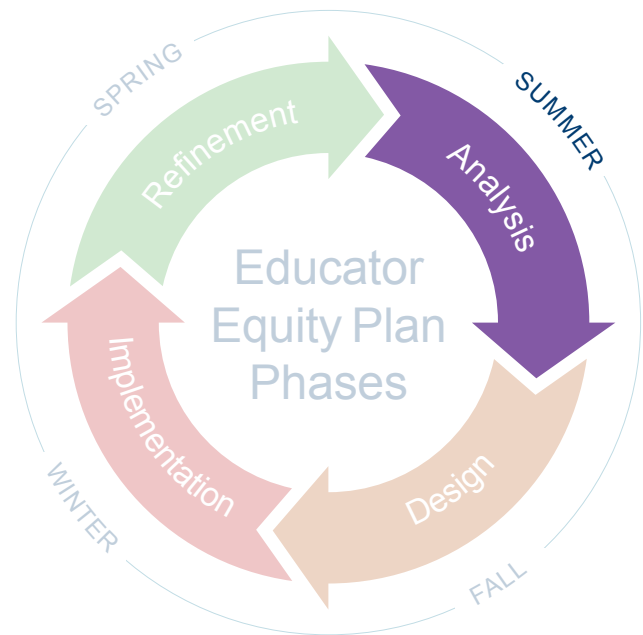


Educator Equity Plan Goals

- 1 To ensure that all students have access to highly effective teachers.
- 2 To ensure that an Educator Equity Plan is developed, implemented, and refined annually based on educator effectiveness data, teacher and learning conditions data, teacher retention and attrition data, and other data specific to the local education agency (LEA) context.

Analysis Phase – Strategies

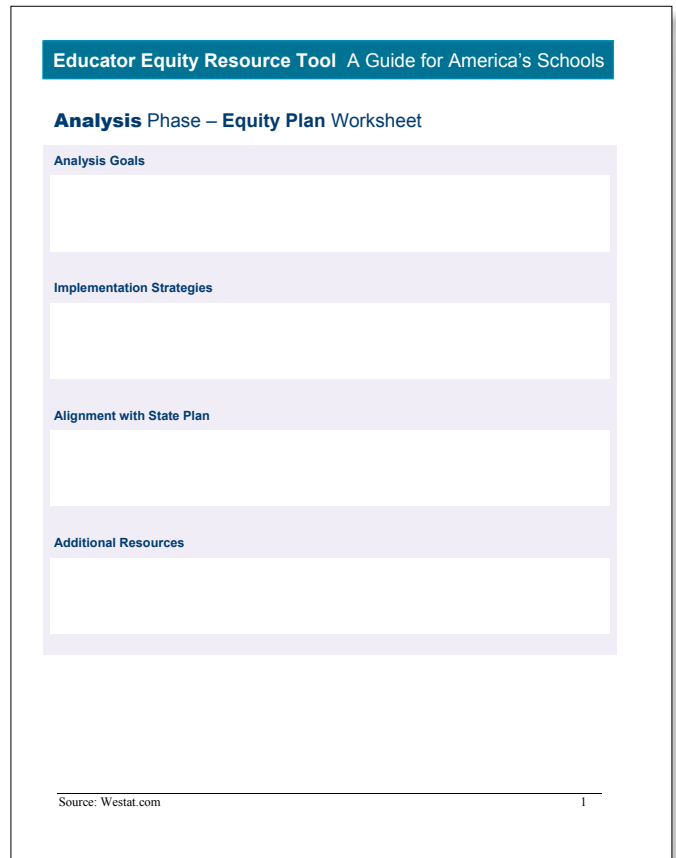
- ▶ **Conduct** an Equity Needs Assessment to determine whether there are inequities in the assignment of educators to high-poverty and high-minority schools.
- ▶ **Conduct** a needs assessment to determine the district’s hard-to-staff subjects and specialty areas and report those data to the state through the web-based recruitment system (if applicable).
- ▶ **Review** current hiring processes and interview protocols to determine if the district should use standards-based interview protocols.
- ▶ **Build** a high-quality applicant pool by developing relationships with all potential applicant pools (e.g., teacher education programs, alternate route programs, community colleges, retired teachers).
- ▶ **Review** the results of each assessment and identify strategies that are integrated and aligned with best practice research on ensuring equitable distribution of effective and highly effective educators.
- ▶ **Participate** in professional development on best-in-class recruitment and retention strategies and tools. Consider establishing a “grow your own” educators strategic plan for the district.
- ▶ **Identify** the differentiated roles teacher and principal leaders can take on before, during, and after school.



Analysis Phase – Equity Plan Worksheet

Click here to open a separate Microsoft® Word document that allows you to record your specific *Analysis Goals*, *Implementation Strategies*, *Alignment with State Plan*, and *Additional Resources* for the Analysis Phase of your Equity Plan.

This editable document allows you to collaborate with your team to create a comprehensive equity plan.



The screenshot shows a digital representation of the 'Equity Plan Worksheet' form. At the top, there is a dark teal header with the text 'Educator Equity Resource Tool A Guide for America's Schools'. Below this, the title 'Analysis Phase – Equity Plan Worksheet' is displayed. The form is divided into four main sections, each with a light purple header and a white content area: 'Analysis Goals', 'Implementation Strategies', 'Alignment with State Plan', and 'Additional Resources'. At the bottom of the form, there is a footer line with 'Source: Westat.com' on the left and the page number '1' on the right.

Analysis Phase – Performance Measures Worksheet

[Click here](#) to open a separate Microsoft® Word document that allows you to specify analysis performance measures for your organization's Equity Plan.

Some suggested language to guide the development of your specific Analysis Phase Performance Measures:

- Produce and distribute to district staff the results of the needs assessments and analysis of hiring and interview protocols to determine how results will impact the development and implementation of the district's Educator Equity Plan by early spring.
- Distribute a high-quality applicant pool report to appropriate district staff detailing the district's partnership with educational and/or non-educational organizations by early spring.
- Use research findings from the Analysis strategies to design and implement an Educator Equity Plan by early summer.

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Analysis Phase – Performance Measures Worksheet

Indicator *What change is to be measured?**

Unit of Measure *How is the indicator quantified?**

Baseline *What is the starting reference level?**

Target *What is the desired performance?**

Citation: Botniak, J. (2012). How to write great performance measures: Part of a continuing series on performance monitoring and program evaluation [PowerPoint]. Sponsored by the National Oceanic and Atmospheric Administration, U.S. Department of Commerce. Retrieved from <http://www.lib.noaa.gov/about/news/PerformanceMeasures101Tutorial.pdf>

Source: Westat.com 1

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Design

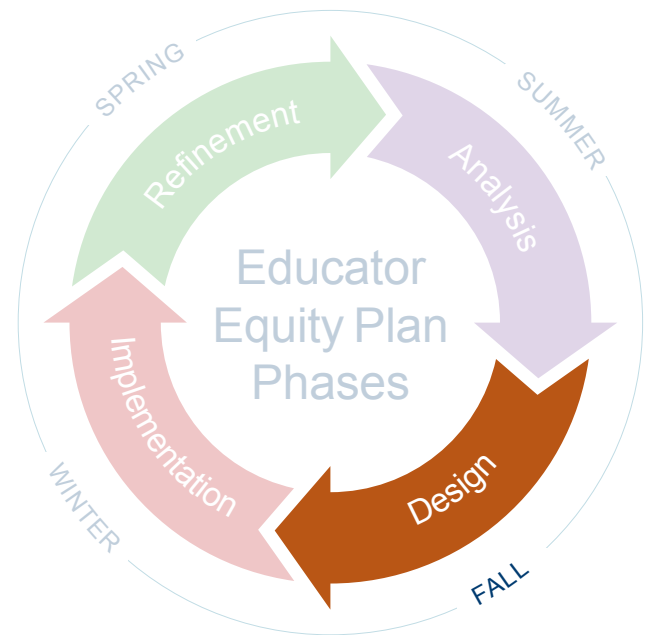
Strategies

Equity Plan Worksheet

Performance Measures Worksheet

Design Phase – Strategies

- ▶ Using the results of each assessment and research findings, identify strategies that are integrated and aligned with best practice research on ensuring equitable distribution of effective and highly effective educators. Complete a working draft of an Educator Equity Plan.
- ▶ Conduct working conditions assessments and develop action plans and strategies for improving working conditions to be included in the Educator Equity Plan (if applicable).
- ▶ Using the working draft, develop an Educator Equity Plan that details effective strategies the district will use to recruit, place, and retain effective and highly effective educators in all schools (especially in high-poverty, high-minority, and/or hard-to-staff schools). Include strategies such as differentiated compensation incentives, creating professional learning communities, placing teams of effective teachers in such schools, and providing distributive leadership models.



Design Phase – Equity Plan Worksheet

Click here to open a separate Microsoft® Word document that allows you to record your specific *Design Goals*, *Implementation Strategies*, *Alignment with State Plan*, and *Additional Resources* for the Design Phase of your Equity Plan.

This editable document allows you to collaborate with your team to create a comprehensive equity plan.



The screenshot shows a digital form titled "Educator Equity Resource Tool A Guide for America's Schools" with a sub-header "Design Phase – Equity Plan Worksheet". The form is divided into four main sections, each with a light orange header and a white content area:

- Design Goals**: A large white text area for recording design goals.
- Implementation Strategies**: A white text area for recording implementation strategies.
- Alignment with State Plan**: A white text area for recording alignment with the state plan.
- Additional Resources**: A white text area for recording additional resources.

At the bottom of the form, there is a footer that reads "Source: Westat.com" on the left and the page number "1" on the right.

Design

Strategies

Equity Plan Worksheet

Performance Measures Worksheet

Design Phase – Performance Measures Worksheet

Click [here](#) to open a separate Microsoft® Word document that allows you to specify performance measures for the design phase of your organization's Equity Plan.

Some suggested language to guide the development of your specific Design Phase Performance Measures:

- File draft documents of equity plan at the Board office by early fall
- File summative working conditions and teacher attrition and retention report at the Board office by early fall
- Include action plan and strategies for improving working conditions and teacher retention in equity plan draft document by early fall
- Board of Education approves equity plan at first fall Board meeting, September
- File equity plan at all schools, central office, and Board office, September.

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Design Phase – Performance Measures Worksheet

Indicator *What change is to be measured?**

Unit of Measure *How is the indicator quantified?**

Baseline *What is the starting reference level?**

Target *What is the desired performance?**

Citation: Bortniak, J. (2012). How to write great performance measures: Part of a continuing series on performance monitoring and program evaluation [PowerPoint]. Sponsored by the National Oceanic and Atmospheric Administration, U.S. Department of Commerce. Retrieved from <http://www.lib.noaa.gov/about/news/PerformanceMeasures101Tutorial.pdf>

Source: Westat.com
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Implementation

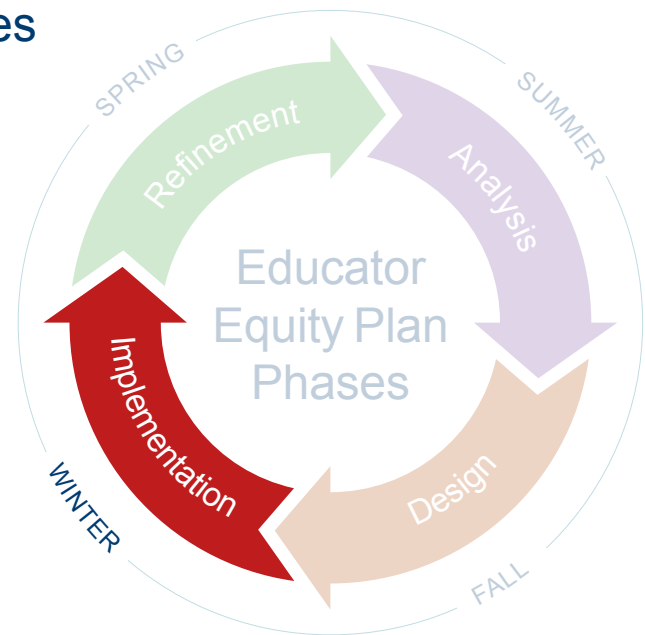
Strategies

Equity Plan Worksheet

Performance Measures Worksheet

Implementation Phase – Strategies

- ▶ Implement the district's Educator Equity Plan by executing the effective strategies outlined in the plan (fall – summer).
- ▶ Monitor the district's progress in fulfilling the goals and completing the effective strategies in the Educator Equity Plan (ongoing).
- ▶ Based on qualitative and quantitative data sources (e.g., educator effectiveness data, teacher and learning conditions data, teacher retention and attrition data, teacher, student, and/or parent surveys, data specific to the LEA context), identify specific and achievable ways to refine the Educator Equity Plan.



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Implementation

Strategies

Equity Plan Worksheet

Performance Measures Worksheet

Implementation Phase – Equity Plan Worksheet

Click here to open a separate Microsoft® Word document that allows you to record your specific *Implementation Goals, Implementation Strategies, Alignment with State Plan, and Additional Resources* for the Implementation Phase of your Equity Plan.

This editable document allows you to collaborate with your team to create a comprehensive equity plan.

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Implementation Phase – Equity Plan Worksheet

Implementation Goals

Implementation Strategies

Alignment with State Plan

Additional Resources

Source: Westat.com

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Implementation Phase – Performance Measures Worksheet

[Click here](#) to open a separate Microsoft® Word document that allows you to specify performance measures for the implementation phase of your organization's Equity Plan.

Some suggested language to guide the development of your Implementation Performance Measures:

- Strategies outlined in the equity plan that are 100 percent effective will be implemented, monitored, and assessed based on successful impact.
- Ninety percent of teachers in high-poverty, high-minority and/or hard-to-staff schools are effective and/or highly effectively. Eighty-five percent of teachers teaching in a designated subject area shortage are effective and/or highly effective.
- Results from the effective educators analysis and summative data reports will be used to refine district equity plan.
- Board of Education approves refined equity plan.
- Final Equity plan on file at Board Office

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Implementation Phase – **Performance Measures** Worksheet

Indicator *What change is to be measured?**

Unit of Measure *How is the indicator quantified?**

Baseline *What is the starting reference level?**

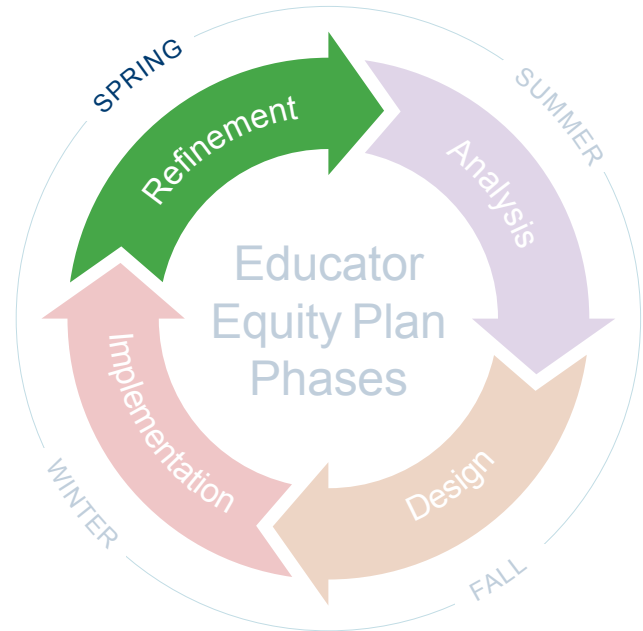
Target *What is the desired performance?**

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Source: Westat.com
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Refinement Phase – Strategies

- ▶ Determine whether the selected effective strategies are having a desired impact (e.g., differentiated compensation incentives, professional learning communities, placing of teams of effective teachers in high-poverty and/or high-minority schools, distributive leadership models, and teacher placement based on factors other than or in addition to seniority).
- ▶ Conduct an equitable distribution of effective educators analysis based on full implementation of the district’s teacher evaluation system.
- ▶ Based on qualitative and quantitative data sources (e.g., educator effectiveness data; teacher and learning conditions data; teacher retention and attrition data; teacher, student, and parent surveys; data specific to the LEA context), identify specific and achievable ways to refine the Educator Equity Plan.
- ▶ Implement the refined Educator Equity Plan.



Refinement Phase – Equity Plan Worksheet

Equity Plan Worksheet

Click here to open a separate Microsoft® Word document that allows you to record your specific *Refinement Goals*, *Implementation Strategies*, *Alignment with State Plan*, and *Additional Resources* for the Refinement Phase of your Equity Plan.

This editable document allows you to collaborate with your team to create a comprehensive equity plan.

Refinement Phase – Equity Plan Worksheet

Refinement Goals

Implementation Strategies

Alignment with State Plan

Additional Resources

Refinement Phase – Performance Measures Worksheet

[Click here](#) to open a separate Microsoft® Word document that allows you to specify performance measures for the refinement phase of your organization's Equity Plan.

Some suggested language to guide the development of the Refinement Performance Measures:

- Strategies outlined in the Equity plan that are 100 percent effective will be implemented, monitored, and assessed based on successful impact.
- Ninety-five percent of teachers in high-poverty, high-minority and/or hard-to-staff schools are effective and/or highly effectively. Ninety percent of teachers teaching in a designated subject area shortage are effective and/or highly effective.
- Results from the effective educators analysis and summative data reports will be utilized to refine district equity plan.
- Board of Education approves refined equity plan.
- Final equity plan on file at Board office

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Refinement Phase – Performance Measures Worksheet

Indicator *What change is to be measured?**

Unit of Measure *How is the indicator quantified?**

Baseline *What is the starting reference level?**

Target *What is the desired performance?**

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Source: Westat.com
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This resource tool is designed to support and inform the development, implementation, and refinement of district and school equity plans.

For further guidance, specific equity inquiries, and technical assistance requests, please e-mail education@westat.com

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