



Advancing Equity Initiative Overview

Advancing Equity Team

*Office of Organizational Development
and Effectiveness (ODE)*

March 2019



WHO WE ARE

THE NYCDOE IS THE LARGEST SCHOOL DISTRICT IN THE UNITED STATES

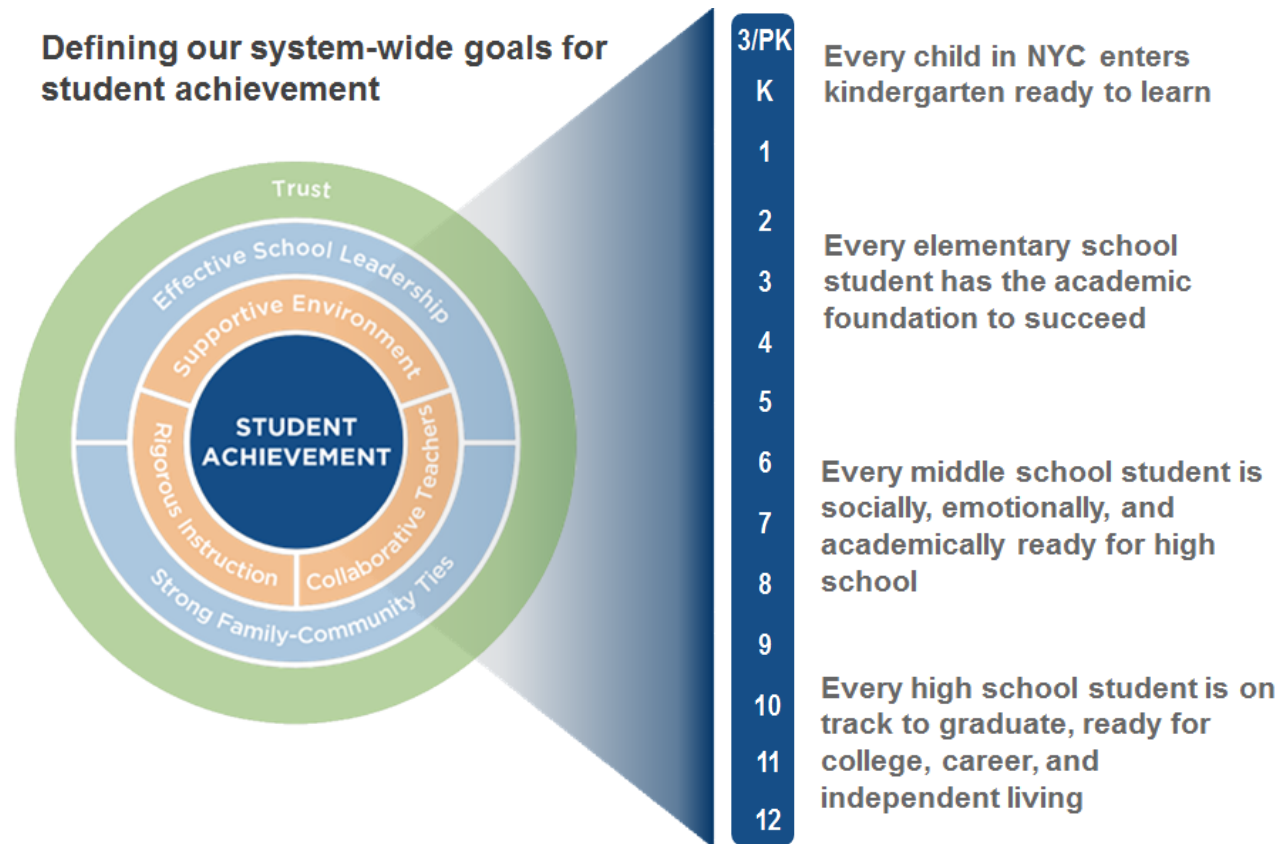
- Over 1 million students
- Over 1,600 schools
- Over 150,000 employees, of which over 78,500 are teachers
- \$32.3 billion budget in fiscal year 2019

For perspective, Los Angeles Unified, the next largest school district in the country, serves 660,000 students across 1,000 schools

Our Mission: Equity and Excellence for All

2026 GOALS:

1. 80% of our students will graduate high school on time
2. Two-thirds of our graduates will be college ready



Chancellor's Priorities for School Year 2018-19

Deepening and Expanding Our Shared Commitment to Equity and Excellence

EQUITY & EXCELLENCE FOR ALL

Accelerate
Learning and
Instruction

Partner With
Communities

Develop
People

Advance Equity Now

EQUITY & EXCELLENCE FOR ALL

**Advance
Equity Now**

Transform outcomes by tackling inequities in all forms throughout the system.

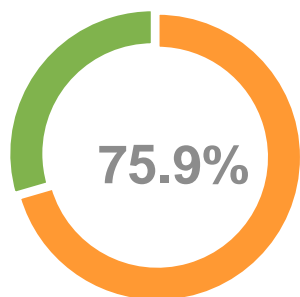
This means investing in historically underserved communities (with resources, time, attention, and direction). This also means thinking through investments we have historically always made.

This work begins by asking big questions:

- *Where are we perpetuating inequities?*
- *What role did we play in rendering the system in its current state?*
- *In the context of our respective work, where can we interrupt these inequities?*

Schools Are Making Progress, But Inequities Persist*

While tremendous gains have been made in student achievement...

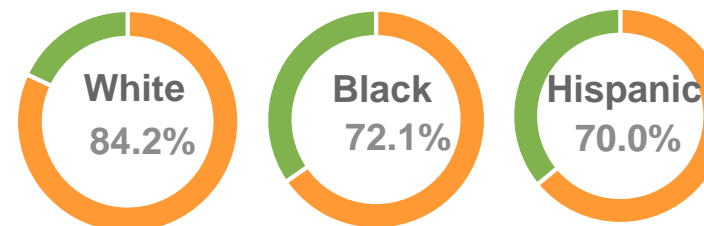


- Four-year graduation rates are at an **all-time high of 75.9%**

- Nearly half of high school graduates are college ready
- Math and ELA proficiency in grades 3–8 has risen over each of the last years, with significant gains in ELA

...persistent gaps remain between students and the schools that serve them

Four-year graduation rates by race:



- English Language Learners and students with disabilities continue to lag in academic performance in comparison to their peers
- Across the city's five boroughs, there are wide disparities in student achievement

We must take a differentiated approach to ensure a high bar of quality and capacity across New York City's 1,800 schools.

*Rates are from August 2018 Graduation Data

A photograph of two young women sitting at a table in a classroom. The woman on the left is wearing a dark blue hoodie and has her hair in a ponytail. The woman on the right is wearing a red hoodie and has dark hair. They are both smiling and looking towards the camera. A semi-transparent blue box is overlaid on the image, containing the text "ADVANCING EQUITY INITIATIVE".

ADVANCING EQUITY INITIATIVE

ADVANCING EQUITY

Advancing Equity is a multi-year professional learning and capacity building initiative aimed at equipping central office employees with the skills and knowledge to *Advance Equity Now*.

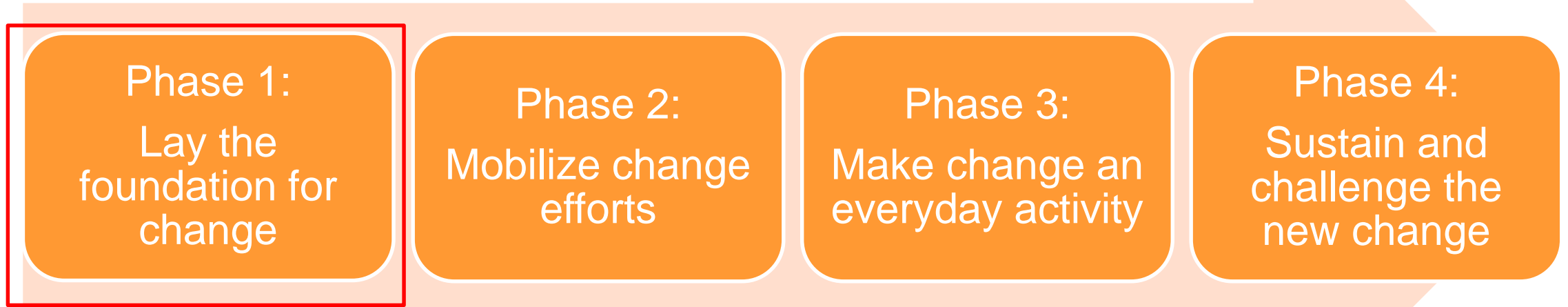
Vision: To build a fully inclusive and intercultural central administrative office, whose staff members represent New York City students and communities and make intentional decisions to address systemic biases and inequities that our historically underserved communities experience.

Mission: ODE will partner with stakeholders across the DOE to support the following objectives:

1. Recruit, retain, and empower a diverse and fully inclusive workforce;
2. Define, foster, and assess an organizational culture that helps our workforce thrive;
3. Build and encourage a supportive workplace environment that rewards and holds staff accountable for making intentional decisions to advance equity; and
4. Leverage the interdependence between the DOE support structure (central, district, and borough offices) and schools, families, and communities to promote a shared vision of equity across our system.

Culture Shift - Phasic Approach

To accomplish our Advancing Equity vision, we expect to pass through these four phases of change at the central office.



Advancing Equity: Four Pillars of Support

Advance Equity Now

Foundational Learning

Capacity Building

Organizational
Assessments

Division-based Action
Planning

Pillar 1: Foundational Learning

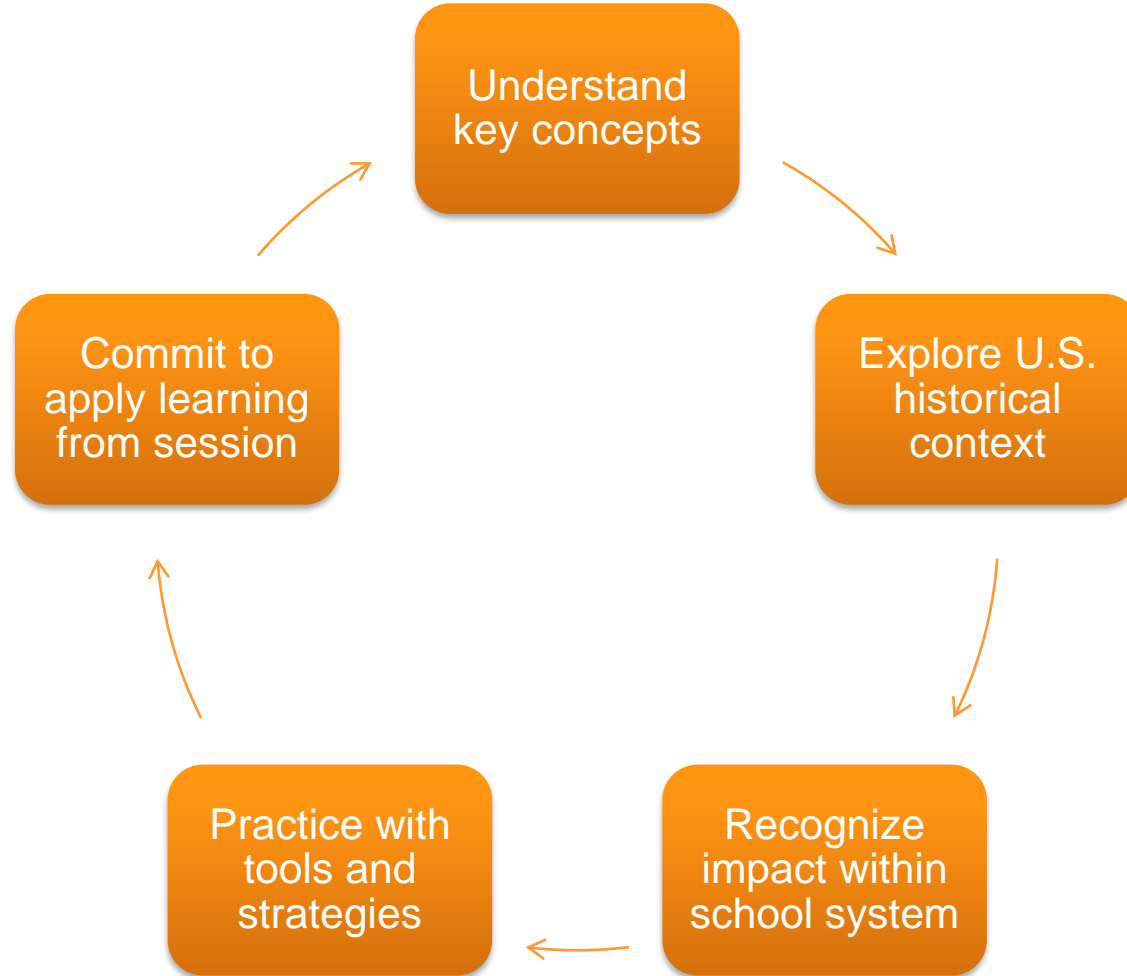


Purpose: To provide frequent learning opportunities for central employees to deepen and demystify their understanding of bias, power, privilege, and oppression.

Components of the Pillar



Objectives for Foundational Learning Opportunities



Pillar 2: Capacity Building



Purpose: To develop staff expertise and capacity to address issues of inequity throughout the divisions within DOE Central.

Components of the Pillar



Pillar 3: Organizational Assessments



Purpose: To provide tools to assess our organizational needs and recommendations for research-based and data-driven interventions.

Components of the Pillar



Pillar 4: Division-based Action Planning



Purpose: To advise office and divisional leaders on how to replicate and sustain similar efforts at the divisional level.

Components of the Pillar



How Will We Measure Success?

Outcome (By June 2022)	Ways to Measure
All central staff employees were provided learning opportunities to deepen their understanding related to bias, power, privilege, and oppression.	<ul style="list-style-type: none"> • Number of learning opportunities offered • Attendance at workshop sessions
Central staff members use standard tools to critically examine the impact of their programs, policies, and practices on students, families, and communities.	<ul style="list-style-type: none"> • Qualitative feedback from debrief sessions • Responses from Annual Employee Survey
Hiring managers engage in a standardized recruitment process that is informed by DOE underutilization reports, industry standards, and needs of their stakeholders.	<ul style="list-style-type: none"> • Embed into approval processes for hiring • Check-ins with HR directors
Expectations for how to Advance Equity Now have been defined and embedded in our performance mechanisms (e.g. job descriptions, employee competencies) for anyone working at the DOE.	<ul style="list-style-type: none"> • Embed into approval processes for hiring • Check-ins with HR Directors • Embed into DOE Employee Competencies
In the Principal Satisfaction Survey, principals report having supportive and challenging conversations about equity with central staff members.	<ul style="list-style-type: none"> • Quantitative feedback from Principal Satisfaction Survey

Contact Us

- For questions and feedback, please contact [the Advancing Equity team](#)
- For resources and related learning opportunities, visit our [InfoHub page](#)
- For questions related to the anti-bias workshops for district office, borough office, and school-based employee, please contact [the Implicit Bias team](#)