PROMISE54

San Leandro Unified School District Diversity, Equity, and Inclusion Vision Setting and Strategic Planning

Proposed scope of work

Context

The San Leandro Unified School District serves a community with a rich, diverse, and complex history. School district leaders have prioritized diversity, equity and inclusion as they approach both student achievement and staff culture. Specifically, SLUSD is in the process of approving its 2021-2024 Strategic Plan, which includes a goal for "Equity-Centered Effective Employee Engagement." SLUSD has already invested a great deal structurally and culturally to push equity for its students, and district leaders are excited to continue to advance DEI across the organization. In service of its mission and priorities, SLUSD seeks support from an outside partner to further translate its commitment to DEI into action and accountability. Promise54 would be honored to support the SLUSD in understanding key gaps and need areas based on the experience of their staff members, and particularly those with historically marginalized identities; aligning on a vision and set of goals to move the organization forward; and creating an actionable DEI action plan to chart the path toward that vision.

Promise54 staff is both skilled at and prepared to carry out this full scope of work virtually or begin to implement a few in person components toward the end of the partnership – as the COVID-19 pandemic situation allows.

We would be available to begin this work Fall 2021 and anticipate this partnership spanning approximately **eighteen weeks in 3 parallel workstreams**. The details below capture both our general philosophy and our initial thinking about partnering with SLUSD. Of course, we're happy to answer questions, discuss in more detail, and iterate in order to fully align. It's been a pleasure connecting thus far, and we look forward to being in touch.

Yours in education,

Promise54

Work Stream 0 – Preparation

Four weeks

Objective:
Kick off a productive, connected partnership together and align on high-level objectives for our engagement.

Approach:
We enter into the partnership with humility, knowing that your SLUSD DEI 'train' is already very much in motion and if we are going to successfully support the journey forward, we must enter with care and intentionality. We believe that we will be best positioned to support SLUSD to success by investing time up front in getting to know you – the people running point on our work together and the organization more broadly. We believe that this DEI work will have a better chance of transformative success if we design to ensure that a broad swath of voices and perspectives are at the table from the beginning and throughout.

Key Activities

- Conduct a kick-off meeting with SLUSD project leadership to ensure alignment around scope, outcomes, sequence, and process and to inform our understanding of efforts to date and priority areas of opportunity.
- Determine norms for how we will work together
- Collect and review organizational artifacts to identify and understand DEI context and efforts to date, current talent and DEI practices, behaviors, and policies, and content from previous capacity building sessions with leadership and/or all staff.
- Identify key stakeholders and determine approach to engagement to help inform and guide this work.

Deliverables:
- Kick-off meeting materials
- Artifact request
- Stakeholder Engagement Plan

Work Stream 1 – Build Understanding of Current Organizational Culture Context

10 weeks, concurrent with work stream 0

Objective
Understand current state of staff experiences around diversity, equity and inclusion at SLUSD given efforts already in flight, systems and structures in place, and the team's own perspectives of workplace inclusivity. Align on perception of organizational bright spots and need areas related to diversity, equity, and inclusion, including approach to delivering on its commitment to antiracism.

Approach:
We believe that quantitative and qualitative data – objective "by the numbers" analyses and subjective perceptions and lived experiences – are all valid and useful.

Key Activities
- Pre-socialize and launch the DEI Staff Experience survey to gather employee perceptions of talent and diversity, inclusion, and equity. Note – The survey should take 15-20 mins to complete. Survey window is typically ~5-10 business days.
- Based on the survey data received, form initial hypotheses around the current state and current challenge areas related to the overall talent and DEI experience
- Analyze and summarize survey findings, and identify targeted interviews and focus groups, to further surface / refine emerging hypotheses
- Plan and facilitate ~5-7 focus groups to gather deeper understanding of employee perceptions related to emerging hypotheses and conduct root cause analysis
- Structure and facilitate up to 7 focus groups (determining the need for specific identity or role-based groups)
- Categorize focus group findings into main themes
- Analyze findings from focus groups and triangulate with survey data and compile into a Current State Summary report
- Facilitate one ~90-minute session with district leadership to share back and process current state summary findings

Deliverables:
- Full DEI Staff Experience and Organization Profile survey reports
- Focus group materials and facilitation

- Current state findings summary report
- Current state findings session materials and facilitation

Work Stream 2 - Future State Visioning

Five weeks, concurrent with work stream 1

Objective:
Work collaboratively with SLUSD staff and leadership to articulate beliefs and definitions around DEI within your organizational context.

Approach:
We believe our role is to facilitate you to alignment around your own set of SLUSD beliefs and definitions in relation to DEI (which may be distinct from our beliefs and definitions at Promise54). While this partnership at the onset is focused on diversity, inclusion, and equity, rather than a more narrow anti-racism focus, race is a primary identity indicator of life outcomes in the U.S. For this reason, we believe race *must* be among the aspects of identity prioritized in this work. In addition, we believe that if pain or gap areas emerge along any line of identity at SLUSD (race or otherwise), then specific attention should be paid to addressing/closing them.

Key Activities:
- Plan and facilitate a three or four-hour workshop with a SLUSD DEI Committee to ideate around current definitions of diversity, inclusion, and equity – shifting from aspirational phrasing to clearer drivers of action. The initial draft would include lingering questions for consideration, key tension points, or decisions to be made.
- Support SLUSD in developing a process for stakeholder engagement to collect feedback on initial DEI beliefs and definition drafts and iterate accordingly

Deliverables:
- Near final articulation of beliefs and definitions
- All materials for facilitated sessions

Work Stream #3 - Design and Socialize DEI Action Plan

10 weeks

Objective:
Based on key priority areas, develop specific priority areas and strategies in alignment with SLUSD's strategic plan Goal 3, sequenced over the next 3 years.

Approach:
We believe that you all are the best experts on SLUSD and therefore a large part of our role is facilitating you all to design your own tailored solutions (versus bringing a pre-fabricated checklist from the outside in) to create a living plan and then supporting you to build the internal skill and experience to update it as appropriate.

Key Activities:

- Facilitate three working sessions with a DEI Committee to develop a multi-year DEI plan to address key priority areas based on current state findings and in alignment with SLUSD's larger strategic plan
- Review draft plan and solicit feedback
- Plan will include sequencing, strategies, key action steps, and potential metrics for the upcoming 18-24 months
- Support DEI plan socialization by helping to develop draft language to share with various audiences

Deliverables:

- Pre-reads and session materials for all sessions
- A multi-year DEI plan
- Abbreviated presentation with talking points to share with staff regarding the plan development process, findings, and a broad overview of priority areas, strategy buckets, and potential next steps
- Draft socialization language and messaging around the DEI plan

Budget

Work Stream 1	Understanding Current State	$38,000
Work Stream 2	Future State Visioning	$14,000
Work Stream 3	Design and Socialize DEI Action Plan	$50,000
	Total	**$102,000**

No travel costs included because of COVID-19 pandemic uncertainties. If we are able to conduct some of this work live, travel will be charged separately.

Project Staffing

We typically staff client engagements with a multi-ethnic team that guides clients from kickoff to closeout in a collaborative, communicative relationship.

About Promise54

Promise54 specializes in a strategic, systemic approach to end-to-end talent for education organizations. We do all of our work with a deeply infused focus on diversity, equity, and inclusion as well as expert facilitation and project management. We appreciate the complexities and implementation challenges of major human capital change management efforts, and therefore apply both a rigorous data-driven lens *and* a nuanced and intentional engagement strategy to our process.

We work on both sides of the talent equation: we help organizations find and develop exceptional talent, and we help organizations become "talent-ready" with a deeply infused focus on diversity, equity, and inclusion. We ensure that organizations have the systems, capacity, and culture to cultivate diverse teams of leaders to reach their goals.

We are driven by the belief that places of work must be diverse and sustainable, prioritizing the development of new and existing talent. When individual employees can thrive in their organizations, they in turn generate a dramatic impact for kids. We've learned that while the

field has placed important focus on building the pipeline of talented individuals entering the education sector, there has been relatively little focus on ensuring that the organizations where these individuals land are actually "talent-ready." We offer an array of services to address any talent-readiness gaps. Services include, and are not limited to:

- Tailored, rigorous one-one executive coaching
- Analyzing organizational "talent-readiness"
- Designing comprehensive multi-year human capital plans
- Identifying needs and creating solutions around diversity, equity, and inclusion
- Management capacity building (custom training and leadership coaching programs)
- Defining organizational structure, roles, responsibilities, and competencies
- Supporting strategic change management during organizational change processes
- Designing and implementing performance management systems
- Recruitment and on-boarding process development

Thought Leadership

Promise54's thought leadership in the field includes formal research reports, case studies, blogs, webinars, and more. A sampling of relevant thought leadership pieces include:

- Unrealized Impact: our groundbreaking study of staff experience, workplace practices, and demographics across the education sector.
- DEI in Action: a radically human approach to three DEI case studies.
- Radically Human
- Must the show go on? COVID-19 and the Hidden Inequity of 'Personal Choice'
- Both/And: Values Based Decision Making in a Time of Crisis
- Psychological Safety: What's Keeping Your Team from Taking Critical Risks?"
- All of the Above: The Unpaid Labor of People of Color in DEI
- It's About to Get Real…
- From Saviorism to Co-Conspiring

Please don't hesitate to let us know how we might further tailor this proposal to meet your needs. We would be honored to partner in this important work together!