

# Welcome! We will begin at 1:00 p.m. (EST)

- To join the webinar by phone:  
    **Dial:** 1-877-668-4493  
    **Access Code:** 665 024 286
- Please introduce yourself! In the chat area, type in your affiliation and role
- It is always a good idea to close other windows while viewing the webinar
- To mute or unmute your line during the webinar, please press \*6
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# Webinar Features

**Important:**  
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WebEx Event Center - Test  
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**Participants:**

- View everyone participating in today's webinar
- Raise your hand

**Chat:**

- Share information or ask a question
- Communicate any technical difficulties

**Q&A:**

- Ask a question for today's facilitators

The screenshot shows the WebEx interface with three panels on the right side: Participants, Chat, and Q&A. The Participants panel shows a list of participants including 'ED Host (Host)' and 'Allison Camara (me)'. The Chat panel shows a text input field and a 'Send' button. The Q&A panel shows a 'Send to:' dropdown menu set to 'Host' and a 'Send' button. Red arrows point from the text boxes to these UI elements: one from the 'Participants' box to the Participants panel, one from the 'Chat' box to the Chat panel, and one from the 'Q&A' box to the Q&A panel.

Equitable Access  
Support Network

Policy and Programs

Community of Practice:

State Experiences Drafting Equity Plans

March 3, 2015



# Equitable Access Support Network

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**Policy and Programs  
Community of Practice:  
State Experiences Drafting Equity Plans**

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March 3, 2015

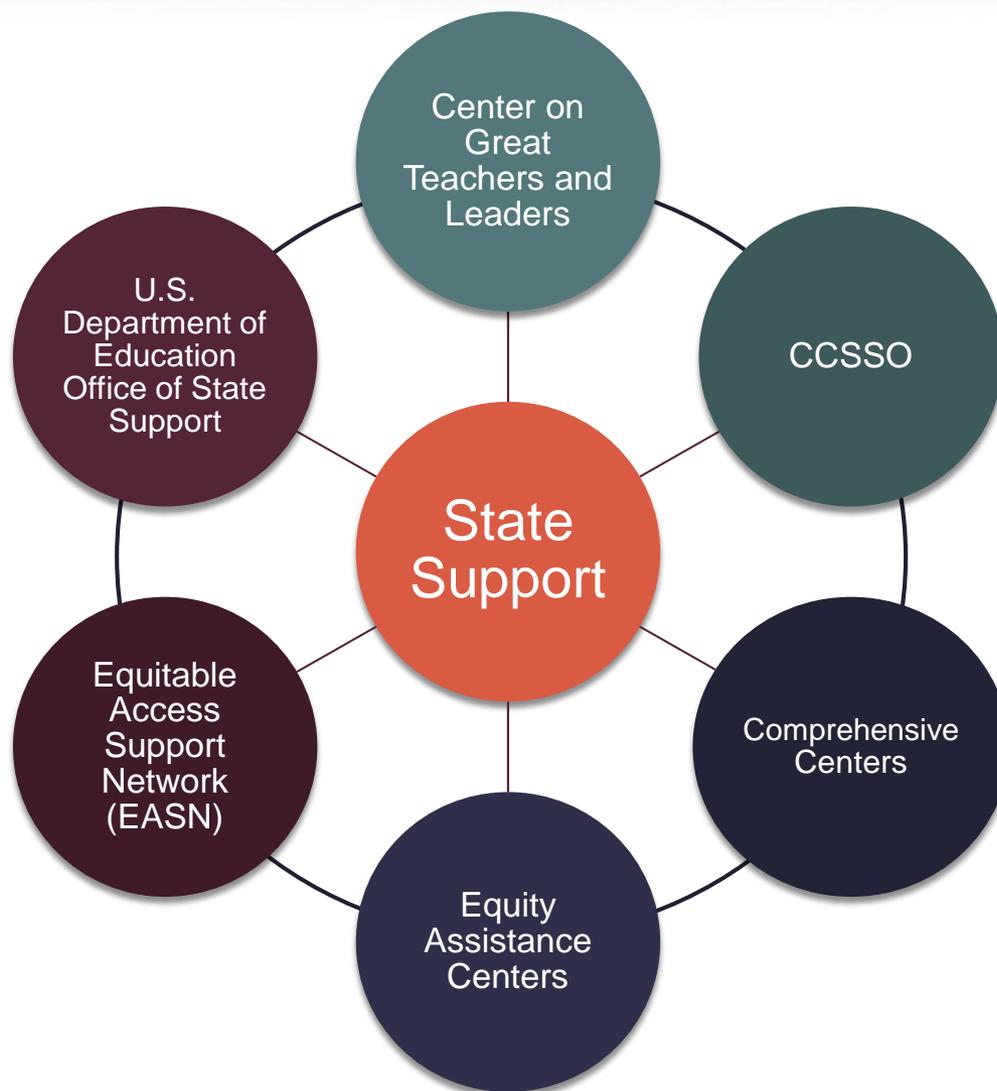


# Facilitators and Presenters

- **Danielle Smith**, US Department of Education
- **Rashidah Lopez Morgan**, Equitable Access Support Network
- **Monica Young**, Equitable Access Support Network
- **Bill Horwath**, Equitable Access Support Network
- **Laura Encalade**, Executive Director of Strategy and Operations, Tennessee State Department of Education
- **Paul Katnik**, Assistant Commissioner for the Office of Educator Quality, Missouri Department of Elementary and Secondary Education



# Equitable Access Support Network





# Agenda

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- Welcome and Overview
- Lessons Learned
  - Root Cause Analysis
  - Identifying Strategies
- State Education Agency (SEA) Perspectives
  - Case Study: New York
  - Tennessee
  - Missouri
- Wrap Up

# Welcome and Overview



# Webinar Objectives

Attendees will:

- Understand the purpose of the Policy and Programs Community of Practice (CoP)
- Review lessons learned from early cohort equity planning
- Learn how Missouri and Tennessee conducted root cause analyses and identified strategies to address inequitable access



# Communities of Practice

## Policy and Programs

Rashidah Lopez Morgan

## Data Use and Analysis

Dr. Andy Baxter

Dr. Monica Young

## Stakeholder Engagement

Dr. Ellen Sherratt

## Rural Access Issues and Support

Rose Honey



# Policy and Programs CoP Objectives

Through the support of EASN experts and other State teams, SEA staff members participating in the Policy and Programs CoP will:

- Identify State-level strategies to address teacher retention, teacher supply, and extend the reach of great teachers and school leaders to improve equitable access to excellent educators;
- Identify State-level policies to advance equitable access; and,
- Identify ways SEAs can support district-level equity strategies.

# Lessons Learned: Root Cause Analysis and Identifying Strategies



# Lessons Learned from Early State Plans

- In fall 2014, three SEAs (Missouri, New York, and Tennessee) developed early draft equity plans with support from the Reform Support Network (RSN) team
  - Convened SEA teams and connected them with experts
  - Provided ongoing facilitation and coaching support
  - Coordinated expert and peer feedback on draft equity plans
- Using the early experiences of these SEAs, the RSN team identified a set of recommendations for other SEAs to follow



# Lessons Learned from Early State Plans

1

Assign an “owner” of this work who can delegate tasks and engage stakeholders

2

Collect data and invest in data analysis

3

Build a theory of action

4

Work with others to develop the plan



# Root Cause Analysis

## Explain the likely cause(s) of the identified equity gaps.

- A root cause analysis helps you identify why equity gaps exist and how you can close them
  - Potential causes include a lack of effective leadership, poor working conditions, low-quality teacher preparation, and a lack of professional development opportunities
- Thorough analysis of data can help you explain causes of inequitable access
- Engaging stakeholders deepens understanding of how root causes differ across local educational agencies (LEAs)
- Equity gaps may share the same root cause; one equity gap could be the result of multiple root causes



# Strategies

**Set forth the SEA's approach to eliminate identified equity gaps, including strategies, timelines, and efforts to monitor LEAs.**

- Strategies will address the root causes you identified; examine each cause and develop specific strategies
- Although it is easier to base strategies on existing programs and initiatives, you might need to build new strategies from the ground up. Do not force the use of existing strategies to address new problems
- You can tailor strategies to LEAs with unique needs
- Always keep in mind the SEA's role in each strategy
  - How can you best address the root causes from the State level?

# SEA Perspectives



# Case Study: New York

New York took a systematic approach to its root cause analysis:

## 1. Data analysis

- New York examined student achievement data, educator ratings, equity metrics, and other data

## 2. Literature review

- Staff examined national research on equity gaps, talent management, and evidence-based strategies for improving achievement

## 3. Stakeholder engagement

- Staff spoke with superintendents, principals, teachers, union representatives, and boards of education across a subset of its districts to identify common challenges

## 4. Classifying causes

- Finally, staff grouped the causes they identified into five categories



# Case Study: New York

New York identified five common root causes of inequitable access based on national and State research:

- **Preparation:** Ineffective educator preparation programs
- **Recruitment:** Difficulty attracting talent outside of the district or region, lock-step pay structures, shortages of graduates in certain subjects
- **Development:** Professional development that does not improve teacher practice
- **Retention:** LEA inability to keep the most effective teachers and principals from retiring, transferring, or moving out of the profession
- **Extending the Reach of Top Talent:** Few opportunities for teachers to advance professionally without leaving the classroom



# **Laura Encalade**

**Executive Director of Strategy and Operations  
Tennessee State Department of Education**



## Share Your Thoughts!

As you listen, respond in the chat box to the questions below:

1. How could you adapt some of these strategies in your own State?
2. What early lessons have you learned as you conduct your root cause analysis and implement strategies to address inequitable access to excellent educators?



# Tennessee

- Tennessee views addressing inequitable access as a natural extension of current efforts to support effective human capital management and the SEA's strategic plan.
- They frame their approach to provide equitable access in terms of **supply of** and **access to** effective teachers.



# Tennessee

- Tennessee believes stakeholder engagement and root cause analysis are integrated work.
- The State plans to use existing stakeholder engagement structures to introduce new equity data.
- The equity data are the foundation of the root cause analysis.

Directors of Schools	Supervisors & Principals	Teachers & Teacher Groups	Other Education Organizations
Tennessee Organization of School Superintendents	Administrator Evaluation Coaches	Common Core Coaches	Tennessee State Board of Education
Superintendents Study Council Executive Board	Principal Study Council	Teacher Advisory Council	Tennessee School Boards Association
Common Core Leadership Council	Supervisors Study Council	Teach Plus	Tennessee Association of School Personnel Administrators
	TEAM Coaches		State Collaborative on Reforming Education



# Tennessee

Internal stakeholders brainstormed a preliminary list of likely root causes of inequitable access to excellent educators:

- Rural challenges
- Lack of quality preparation programs in specific geographic or subject areas
- Inadequate feedback, coaching, and professional learning for teachers
- Variance in leadership skills and capacity

The SEA will conduct additional root cause analyses within LEAs. Since districts vary widely in characteristics such as size, geographic location, local challenges, and leadership, their root causes will differ.



# Tennessee

Once they established an initial list of root causes, Tennessee laid out potential strategies in four phases:

- Phase 0: Focus on implementing current programs
- Phase 1: Share data on where highly effective teachers are and whether students have access
- Phase 2: Provide support to districts without access
- Phase 3: Share progress with the public

As Tennessee identifies strategies, it categorizes them by which root cause they address.



# Tennessee

Strategies Tennessee plans to employ include those that address:

- Supply of effective educators
  - Preparation
  - Recruitment
- Access to effective educators
  - Staffing and assignment
- Both supply and access to effective educators
  - Evaluation
  - Compensation



# Tennessee

Early lessons learned from Tennessee include:

- It works best to tie existing strategies together with the new equity work so that equitable access does not seem like a separate exercise
- It also helps to appoint a team that spans multiple departments to draft the plan and create strategies
- The State also plans to conduct more local root cause analyses to help districts identify more specific strategies

“We wanted to be mindful of what our biggest leverage points are versus what type of action is best left to the district level. Ultimately, we decided that the role of data analysis and data sharing, along with several existing support strategies, would be our biggest impact. This conversation was integral to determining exactly what our strategies would be.” – Tennessee Official



## Q&A

# Share Your Thoughts!

Please type your question for Laura Encalade in the chat box.



# Paul Katnik

Assistant Commissioner for the Office of Educator  
Quality

Missouri Department of Elementary and  
Secondary Education



## Share Your Thoughts!

As you listen, respond in the chat box to the questions below:

1. How could you adapt some of these strategies in your own State?
2. What promising practices can you recommend to States based on your experiences?



# Missouri

Missouri is meeting with stakeholders across the State to develop root causes and accompanying strategies that will provide equitable access to effective teachers:

- Meetings with professional organizations (superintendents, principals, boards, teachers, parents, etc.)
- Focus groups with school personnel (districts and charter schools)
  - Missouri will share feedback from these groups with the professional organizations group.



# Missouri

The State used its data to begin the root cause analysis and then asked stakeholders to verify it.

- Identified 550 of the richest/poorest/most rural schools across the State.
- Compared characteristics of these three groups of schools such as student achievement levels, teacher quality, salary, etc.
- Met with people in those schools, showed them the data, and asked about potential root causes.

“In our focus groups, we are hearing the real challenges that occur. The data suggests these challenges, but in the focus groups we are hearing what reality really looks like.”

– Missouri Official



# Missouri

Missouri's strategies will focus on the following areas:

- Strengthen the pipeline of effective educators
- Strategically deploy educators in areas (both content and geographic) of greatest need
- Improve the quality of existing teachers



# Missouri

Missouri's current challenges/concerns include:

- Access to the right stakeholders to provide input
  - The regional focus groups have helped them reach key stakeholders
- Time to conduct a comprehensive root cause analysis that will inform the strategies
  - A project plan has helped outline the approach to complete the equity plan by June



## Q&A

# Share Your Thoughts!

Please type your question for Paul Katnik in the chat box.

# Wrap Up



# Your Perspective

## Share Your Thoughts!

Please complete the poll in the bottom right corner of your screen.



## Next Steps

### Policy and Programs CoP Webinar Schedule

April	How States can support district-level equity strategies
May	Teacher retention strategies

If there are topics you want the Policy and Programs CoP to cover, please type them in the chat box.



# EASN Communities 360°

<https://easn.grads360.org>

The screenshot shows the EASN website interface. At the top, there's a navigation bar with 'Home' and 'Collaborate' tabs. Below that, a secondary menu includes 'Program: Home', 'State Equity Plan Support', 'Tools and Toolkits', 'Network Partners', and 'Help Center'. The main content area features a large banner with the text 'Log in to access more!' and a magnifying glass over a login form. Below the banner, a welcome message reads: 'Welcome to the Equitable Access Support Network website — your access point to useful tools and the latest news and products from EASN and its partners. Explore the resources and work with us to build a more equitable future for students across the country.' Three circular icons represent 'Communities', 'Equity Plan Help', and 'Tools & Toolkits'. On the right side, there are two sections: 'EASN News' with a list of recent updates and 'Relevant Resources' with links to 'State Plan Readiness Tool' and 'Sample Educator Equity Plan Template'.

- ### EASN News
- [Technical Assistance Opportunity - Targeted Coaching Support](#): SEAs interested in accessing coaching support should review this overview and contact EASN by February 24th!
  - [Webinar: Understanding Your Educator Equity Plan](#): Watch the recording and find materials from this ED event (12/1/14).
  - [Webinar: Ensuring Equitable Access to Excellent Educators](#): Watch the recording and find materials from this ED event (11/17/14).
  - [FAQs: State Plans to Ensure Equitable Access to Excellent Educators](#): New document from ED.

- ### Relevant Resources
- [State Plan Readiness Tool](#): Equitable Access Support Network
  - [Sample Educator Equity Plan Template](#): Center on Great Teachers and Leaders



**Communities**

Communities of practice (CoPs) will allow states to share



**Equity Plan Help**

Need help with your State's Equity Plan? We can answer



**Tools & Toolkits**

Find useful tools and toolkits to help your State plan for and



# EASN Communities 360°

<https://easn.grads360.org>

**GRADS360° - Home > Overview > Home**

<https://easn.grads360.org/#program>

**Equitable Access Support Network**

Home Collaborate

Program: **Home** | State Equity Plan Support | Tools and Toolkits | Network Partners | Help Center

Home

Home > Overview > Home

**Log in to access more!**

Welcome to EASN Online!

**Links to all of our partners**

**Webinar Series Links**

**New to this site? Click here for helpful tutorials.**

**Apply for State Coaching support!**

**EASN News**

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Welcome to the Equitable Access Support Network website — your access point to useful tools and the latest news and products from EASN and its partners. Explore the resources and work with us to build a more equitable future for students across the country.

**Communities**

**Equity Plan Help**

**Tools & Toolkits**

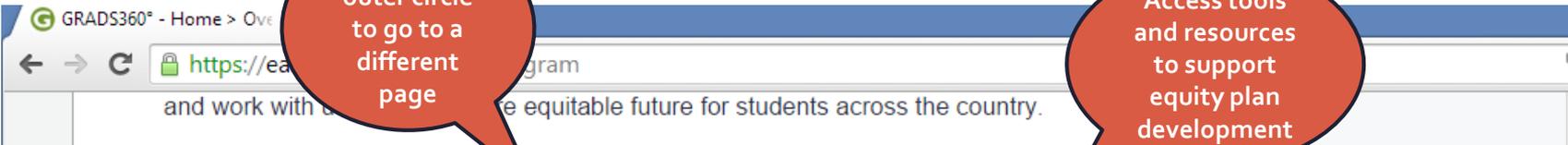
**Relevant Resources**

- State Plan Readiness Tool**  
Equitable Access Support Network
- Sample Educator Equity Plan Template**  
Center on Great Teachers and Leaders

Communities of practice (CoPs) will allow states to share

Need help with your State's Equity Plan? We can answer

Find useful tools and toolkits to help your State plan for and



Click on the outer circle to go to a different page

Access tools and resources to support equity plan development



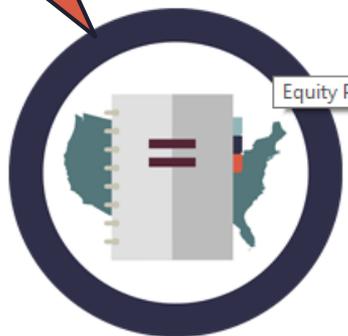
### Communities

Communities of practice (CoPs) will allow states to share information and connect with experts and peers as they develop their Equity Plans. Current CoPs:

- [Data Use & Analysis](#)
- [Stakeholder Engagement](#)
- [Policy & Programs](#)
- [Rural Access Issues & Support](#)

Email [EASN@aemcorp.com](mailto:EASN@aemcorp.com) with ideas for additional CoP topics.

Click on a link to join EASN Communities of Practice



### Equity Plan Help

Need help with your State's Equity Plan? We can answer questions, provide targeted support, or help you find relevant resources.

Please visit the [Equity Plan Support page](#) to find helpful resources or request support, or just click the button below.



### About the EASN

Learn about EASN



### Tools & Toolkits

Find useful tools and toolkits to help your State plan for and implement systemic changes to close the equity gap.

Currently, this page highlights tools developed by or in partnership with our partner organizations. Additional tools and toolkits from the EASN are currently in development, so be sure to check back soon.

Email EASN to request assistance

### Relevant Resources



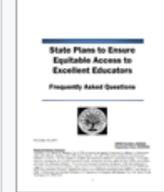
[State Plan Readiness Tool](#)  
*Equitable Access Support Network*



[Sample Educator Equity Plan Template](#)  
*Center on Great Teachers and Leaders*



[Moving Toward Equity Root-Cause Analysis Workbook](#)  
*Center on Great Teachers and Leaders*



[FAQs: State Plans to Ensure Equitable Access to Excellent Educators](#)  
*U.S. Department of Education*



[Sample Educator Equity Plan Template](#)  
*Center on Great Teachers and Leaders*

In partnership with the Office of State Support (OSS) of the U.S. Department of Education, the Equitable Access Support Network (EASN) offers collective and individualized technical assistance (TA) and resources to all 50 States and their districts. The Network will assist in the development and implementation of statewide equity plans to the U.S. Department of Education in June 2015, and will



Use the EASN Readiness Tool as a guide to develop your plan

As you develop your plan, be sure to also use our [State Plan Readiness Tool](#), which guides States through developing each section of their plans. The tool reflects both the guidance from the U.S. Department of Education on State plans as well as input from experts on what defines a high-quality equity plan. You can use this tool to guide your initial planning efforts as well as assess your progress.

This site provides States a place to interact with State colleagues and subject matter experts, share information, and create connections with other States. States can access meaningful publications and other resources, related partner organization websites, the latest information from the field, and an events calendar. States can also request direct technical assistance from the EASN.

**Moving Toward Equity Root-Cause Analysis Workbook**  
Center on Great Teachers and Leaders



[View All EASN Resources >>](#)

### Network Partners

Related initiatives and organizations:

- [U.S. Department of Education](#)
- [Center on Great Teachers and Leaders](#)
- [Council of Chief State School Officers \(CCSSO\)](#)
- [Comprehensive Centers \(Regional and Content\)](#)
- [Equity Assistance Centers](#)
- [Reform Support Network Teacher & Leader Effectiveness and Standards & Assessments CoP](#)
- [Education Resources Information Center \(ERIC\)](#)

[More >>](#)

View upcoming EASN and partner events

### Events Calendar

**Calendar**

February 2015

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

[View All](#)

- Upcoming Events
- Feb 24** [Webinar: Stakeholder Engagement and Communications for your State Equity Plans](#)
  - Feb 24** [Readiness Tools for State Coaching Due](#)
  - Mar 3** [EASN Webinar: State Experiences Developing Draft Equity Plans](#)
- [Featured Events](#)
- [Previous Events](#)

### EASN Open Forum

The Open Forum provides a convenient way for States, the U.S. Department of Education, and EASN technical assistance providers to communicate and share information. This forum is also a way for grantees to easily connect with their peers on a variety of topic areas. See below for helpful tips on participating.

Subject	Last Update	Author
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[View All](#)

Participate in log-in access only discussions with other States



# Contact the EASN

Please visit the EASN website or email the EASN to join an EASN Community of Practice, find relevant resources, or request targeted support.

<https://easn.grads360.org/>

[easn@aemcorp.com](mailto:easn@aemcorp.com)

**Thank You!**