**Target Area: EQUITY**

**Human Resources Goals:**
- Continue to improve recruitment systems that promote minority recruitment

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</table>
| Increase Recruitment in Bilingual Pathways Programs | • Specific promotion of bilingual pathways opportunities for classified staff  
• Deeper relationships with community teacher recruitment programs  
• University presentations to eligible classified staff | • Measurable increase in numbers of informed and eligible classified staff members  
• Year over year increase in applications to partnership programs | General Fund | Director of Equity & Compliance/HR  
Superintendent |
| Establish Teacher Cadet Program at RHS | • Establish partnership with Warner Pacific teacher cadet program at MHCC  
• Establish selection process and support for identified students and staff | • Up to 10 teacher cadets selected for the 2017-18 school year | General Fund | Director of Equity  
Asst. Superintendent  
RHS Principal  
Superintendent |
| Increase Minority Applicant Pool | • Systematize manner to track and process minority applications  
• Annual workforce demographic report | • Measurable increase in number of viable HR strategies for minority recruitment | General Fund | Director of Equity & Compliance/HR  
Superintendent |
**Teaching and Learning Goals:**
- Expand targeted language resources for instruction, parents and communities
- Ensure equitable access for Special Education, Talented and Gifted, Bilingual Education and English Language Development students
- Affect a measurable increase in the amount of trained culturally responsive staff
- Institute equitable entry-exit procedures for specified minority programs
- Continue to reduce disparities in discipline through restorative justice practices
- Increase cultural integrative services for academic priority students

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| **Continue Alder Two-Way Bilingual Education Program** | • Quarterly reports on academic and systemic improvement  
• Comprehensive evaluation and report | • Research and evidence based systemic and academic program alignment. | • General Fund | • Director of Equity & Compliance/ C&I  
• Superintendent |
| **Implement Systemic Professional Development for Staff in Cultural Responsibility** | • District wide access to PD modules and tools that measure cultural responsibility | • Increase in the # of staff exposed to culturally responsive professional development | • General Fund | • Director of Equity & Compliance/ C&I  
• Superintendent |
| **Refine Disciplinary and Expulsion Systems Alignment** | • Streamline disciplinary internal systems  
• Aligned intervention/restorative practices district wide  
• Increased restorative problem solving with administration and Expulsion Hearings Officer | • 20% decrease in overall student out of school suspensions, from 1,250 incidents district wide, to under 1,000 incidents.  
• Disciplinary incidents proportionately aligned to district ethnic group populations. | • General Fund | • Director of Equity and Compliance  
• Ex. Dir of Student Services  
• Asst. Superintendent  
• Superintendent |
| **Implement Newly Created Structures to Service SPED/EL Students in RSD** | • Staff access and PD on new SpED/ELL procedures for dual identified EL/SPED students | • 100% inclusion of all identified students into ELD  
• Measurable decrease in misidentified/unidentified students | • Title III | • Director of Equity & Compliance/ C&I  
• Ex. Dir. Of Student Services  
• Superintendent |
## Action Goals & Impact

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<tr>
<td>Implement Viable Entry-Exit Procedures for Equity Programs</td>
<td>• Implementation of guidelines for minority recruitment into specialty programs (TAG/ bilingual)</td>
<td>• Measurable increase in teacher referrals of minorities into specialty programs</td>
<td>• General Fund</td>
<td>• Director of Equity &amp; Compliance/ C&amp;I</td>
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<td>• Superintendent</td>
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<tr>
<td>Expansion and Enhancement of Language Services</td>
<td>• Re-structuring of the language services division</td>
<td>• Measurable increase in the capacity of language services division</td>
<td>• Title III</td>
<td>• Director of Equity &amp; Compliance/ C&amp;I</td>
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<td>• Recruitment of more language liaisons</td>
<td>• Measurable increase in the access to various translated documents</td>
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<td>• Superintendent</td>
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<td>• Professional development for language liaisons</td>
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<td>Expansion and Enhancement of ELD Newcomer Services</td>
<td>• Well-designed newcomer programs (e.g. Raider to Raider high school program)</td>
<td>• Measurable increase in achievement, graduation rates and Annual Measurement of Achievement Objectives (AMAO) among high school ELD population</td>
<td>• Title III</td>
<td>• Director of Equity &amp; Compliance/ C&amp;I</td>
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<td>• Restructured newcomer registration K-12</td>
<td>• Measurable increase in student leadership opportunities in ELD</td>
<td>• General Fund</td>
<td>• Superintendent</td>
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<td>• Access to alternative programming for older RHS/RLA newcomers</td>
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<td>Audit Student Rights Policies for Equitable Access</td>
<td>• List of policies delivered to superintendent for equity review</td>
<td>• Decrease in misaligned policies and procedures within student rights and responsibilities handbooks across schools</td>
<td>• No Impact</td>
<td>• Director of Equity &amp; Compliance/ C&amp;I</td>
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<td>• Superintendent</td>
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<tr>
<td>Sustain Marylhurst University ESOL Endorsement Program for Faculty</td>
<td>• Continuance of new ELD cohort for spring semester</td>
<td>• Increase of ELD Endorsement candidates in Reynolds School District</td>
<td>• General Fund</td>
<td>• Director of Equity &amp; Compliance/ C&amp;I</td>
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## Target Area: EQUITY

### Operations Goals:
- Provide the support for each operations department to create an equity plan of action

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| Continue PD Equity Cycles for Classified Operations Staff | • Increase in electronic professional development opportunities (Schoology) and workshops | • Measurable increase in % of classified staff receiving systematic, periodic equity professional development | • No Impact | • Director of Equity & Compliance/Operations  
• Superintendent |
| Establish Equity Plans Across All Operations Departments | • Realistic, implementable, goal-oriented plans for equity in 100% of all operations departments | • Increase in administrative oversight and follow-up for operations equity and equitable practice | • No Impact | • Director of Equity & Compliance/Operations  
• Superintendent |
| Equity Expansion Through Electronic Record Keeping | • Implementation of electronic ticket services for language services/tutoring services for ELD | • Measurable decrease in wait times for language services  
• Archived, systematic record of accountability for needs analysis | • General Fund | • Director of Equity & Compliance/Operations  
• Superintendent |
Target Area: EQUITY

Communications Goals:
• Expand the community knowledge and information about equity in the district

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| **Expansion of Cultural Promotion** | • Systematic, archived promotional materials for cultural events and information | • Measurable increase in faculty and staff awareness of cultural difference | • General Fund | • Director of Equity & Compliance/Communications  
• Superintendent |
| **Bilingual Pathways Promotion** | • Systematic, archived promotional materials for bilingual pathway opportunities (PSU)  
• Increase in informational events to promote bilingual pathways  
• Increase in applicants to bilingual pathways | | • General Fund | • Director of Equity & Compliance/Communications  
• Superintendent |
| **Expand Language Access for the RSD Website** | • Complete cost-support analysis for Spanish and at least 2 other district languages | • Increase in electronic information accessibility for language minority communities in RSD | • General Fund | • Director of Equity & Compliance/Communications  
• Superintendent |
| **Equity Conference Promotion** | • Systematic, archived promotional materials and mailing lists for Reynolds Equity Conference | • Measurable increase in conference participation | • General Fund | • Director of Equity/Communications  
• Superintendent |
Target Area: EQUITY

District Leadership Goals:
- Develop equity plans at each school to provide cultural awareness and equitable practice

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| **Active Involvement for Administrative Equity Committees** | • Communication of equity initiatives through administrative participation in district committee work  
• Complete representation across K-12 and other departments | • Increase in district wide workshops lead by Administration  
• Archived electronic resources for administrative staff  
• Aligned building and departmental equity plans to district initiatives | • No Impact | • Administration/Director of Equity & Compliance  
• Superintendent |
| **Implementation of Administrative Equity Action Plans** | • Mid-term progress administrative progress report  
• Archived annual equity plans for 100% of administration by September 30th for October 1 implementation  
• Principal report on the state of school equity during board SIP presentations | • Fully implemented equity plans with evidence of outcomes from all buildings and departments | • No Impact | • Administration/Director of Equity & Compliance  
• Superintendent |
| **Expand District Equity Council** | • Quarterly reports to Cabinet regarding current equity issues in the RSD community  
• Bi-annual reports to the RSD Board of Directors regarding the state of equity in RSD | • Increase in administrative and public access to knowledge of district equity affairs | • General Fund | • Administration/Director of Equity and Compliance  
• Superintendent |