

**Appendix A:
Santa Barbara Unified School District & Just Communities
Cultural Proficiency & Equity Partnership
Programs & Services Descriptions
2019/20 School Year**



Program / Service	Recommendations	Cost to District
<i>Educator Professional Learning, Engagement & Leadership Development</i>		
<p>A.1: Educators <i>Institute for Equity in Education (IEE)</i> IEE is a 4.5-day residential institute that helps educators develop a cultural proficiency and equity lens that they can apply in their jobs. IEE also helps schools develop a core group of educators who are committed to leading equity and cultural proficiency efforts in their schools.</p>	<p>We continue to hear from graduates that IEE should be a requirement for all Santa Barbara Unified School District personnel and we regularly have waitlists for all 3 institutes.</p> <p>We also hear questions from Principals about how many people they can send and how it gets decided which schools get to send how many people to each Institute. We'd like to work with District Leadership to develop a clear process for deciding how schools/people participate in IEE moving forward.</p> <p>Recommendation:</p> <ul style="list-style-type: none"> • Continue with IEE as we have in the past with District covering the cost of the Institute and schools covering the costs for substitutes as needed. • Develop a more strategic process for recruiting teams to IEE. <p>2019/20 Numbers:</p> <ul style="list-style-type: none"> • 3 Institutes/year • 24 Santa Barbara Unified School District participants per institute • Total of 72 people per year 	<p>\$2,200 / person x 72 people = \$158,400</p> <p><i>This includes 1 hour of Just Communities staff time for follow-up with the school per IEE participant sent that school year to support the implementation of action plans developed at IEE.</i></p>
<p>A.2: Educators Custom-designed professional development on a range of equity, inclusion, and diversity topics based on specific needs of the district.</p>	<p>Just Communities will be available to provide 2-days of professional development to educators on specific educational equity topics based on the specific needs of the District. These 2 days could be provided during the District's 2020 Professional Learning Week (June 2020) or at other points during the school year as needed. Specific topics could include:</p> <ul style="list-style-type: none"> • Creating Bias-free Classrooms • Beyond IEE Workshops for IEE Graduates • Culturally Relevant Curriculum and Pedagogy • Safe Schools: Making Schools Safer for LGBTQ+ Students • Other topics as identified <p>2019/20 Numbers: Each workshop could accommodate up to 80 people.</p>	<p>\$3,200 per full-day workshop x 2 days = \$6,400</p>

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<p>A.3: Educators Implicit Bias A one-day workshop designed to help educators understand Implicit Bias, where it comes from, its impact on students, and what can be done to mitigate those impacts.</p>	<p>Just Communities will continue its partnership with Dr. Carmel Saad to bring Implicit Bias training to Santa Barbara Unified School District. The 2019/20 school year will be the 3rd year of the Implicit Bias Initiative. Preliminary data based on years 1 and 2 has been very positive and we expect to have more data at the end of the 2019/20 school year to demonstrate impacts on student outcomes.</p>	<p>Implicit Bias Training for Faculty/Staff/Administrators: \$2,800 x 2 = \$5,600</p>
<i>Student Awareness, Engagement & Leadership Development</i>		
<p>A.4: Students Talking in Class Talking in Class is a 3-day program to help bring student voices into conversations and action to improve equity, cultural proficiency, and, ultimately, student outcomes. Held once per week over 3-weeks on the school campus, Talking in Class works with a group of 35 students to identify existing barriers, existing supports and recommendations for future action while create a group of student leaders to work in partnership with educational and parent leaders.</p>	<p>By the end of the 2018/19 school year all high schools and junior high schools, and 1 elementary school will have conducted at least one Talking in Class program – some have conducted more. Students have generated a lot of recommendations for their schools. Some schools have had great success implementing these recommendations; others have not. We suggest focusing on implementation at these schools rather than running more Talking in Class programs. In addition, many of the recommendations from students are very similar across school sites. We recommend finding ways to share learnings across schools rather than holding a Talking in Class program at every school this year. This could take place in a variety of ways such as principal meetings, staff meetings, and other vehicles.</p> <p>At the same time, the LCAP identifies several student populations where focused work should take place. We therefore recommend shifting from a focus on school-based Talking in Class programs to identity-based Talking in Classes for the following groups of students/topics:</p> <ul style="list-style-type: none"> ● A district-wide Talking in Class for Immigrant Students ● A district-wide Talking in Class for Housing Vulnerable Students (Foster Care & Homeless) ● Monroe Elementary School ● Goleta Valley Jr. High School ● 1 TBD 	<p>\$7,950 / Talking in Class Program x 5 Talking in Class Programs = \$39,750.00</p> <p>For school site-based sessions: Elementary Schools pay: \$1,000 / program. Junior High Schools pay: \$2,000 / program High Schools pay \$3,500 / program The District covers the balance for each.</p>

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	<p>We welcome the District’s help scheduling these earlier in the school year so that there is time within the school year to build on the students’ energy and momentum coming out of the program.</p> <p>2019/20 Numbers:</p> <ul style="list-style-type: none"> • 5 Talking in class programs • Up to 35 students per for the District-wide Talking in Class programs • Up to 30 students per junior high or elementary school level Talking in Class program • Total of 165 students 	<p>For District-wide sessions, District pays the full costs.</p>
<p>A.5: Students CommUnity Leadership Institute (CLI)</p> <p>CLI is an 8-day residential summer program that helps high school students develop the knowledge, skills, and tools they need to be leaders for equity and social justice in their schools and communities.</p>	<p>Up to 8 students from each of the District’s 4 high schools will attend Just Communities’ CLI program in July 2019. In doing so, they will receive the knowledge, skills, and tools they need to serve as student leaders on issues of equity and social justice. This will prepare them to be a part of their schools’ Allies for Equity groups and lead other student equity efforts. Historically, Santa Barbara Unified School District graduates of CLI have led a host of initiatives such as starting Gay-Straight Alliances, Social Justice student groups, advocating for the District’s first Gender Neutral Restroom at Dos Pueblos High School, leading forums on critical issues in their schools and more.</p>	<p>CLI Cost: \$1,750 / student Total Cost: \$42,000</p> <p>Note: for the 2019/20 school year, these funds will come from outside sources and from rollover during the 2018/19 school year.</p>
<p>A.6: Students Implicit Bias Pilot Workshop</p>	<p>Based on a request from Santa Barbara Unified School District Students, the 2019/20 school year will see a pilot project designed to extend the District’s Implicit Bias Training Initiative to students. Just Communities and Dr. Carmel Saad will design and facilitate a 1-day training for formal and informal student leaders from each of the 4 high schools. This training would be adapted from the training currently provided to educators and would help student leaders address Implicit Bias on their campuses.</p>	<p>Implicit Bias Pilot for Students: \$2,800</p>
<p>Parent / Guardian Awareness, Engagement & Leadership Development</p>		
<p>A.7: Parents/Guardians</p>	<p>During the 2018/19 school year, Santa Barbara Unified School District and Just Communities piloted several parent/guardian-focused workshops on key equity issues</p>	

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<p>Family Equity Workshops A series of 3-hour workshops to help parents understand key educational equity concepts and to build their support for Santa Barbara Unified School District’s educational equity efforts.</p>	<p>designed to reach a much larger group of parents and requiring much less commitment of time than the PIDA program. The workshops in the 2018-19 school year started slowly, but grew in attendance as the school year moved forward. Based on the 2018-19 results, we recommend 4 workshops spread out over the course of the 2019-20 school year. Each workshop would be 3 hours in length and would be conducted bilingually with dinner and childcare provided to attendees at no cost. Potential topics would include:</p> <ul style="list-style-type: none"> • Implicit Bias • The 3 R’s of Equitable and Effective Education: Relationships, Relevance, Rigor • Language Justice / Creating an Inclusive Parent Group • Restorative Discipline or a Deeper Dive on Culturally Relevant Curriculum/Ethnic & Social Justice Studies • Other topics that may arise based on specific needs. <p>2019/20 Numbers:</p> <ul style="list-style-type: none"> • 4 Parent Equity Workshops • Each for up to 80 parents • Total of 320 parents served 	<p>\$2,950 per workshop x 4 workshops = \$11,800</p> <p><i>Includes food, childcare, and interpretation. Fees may be reduced if childcare and food are provided by district.</i></p>
<p>A.8: Parents Parents for Inclusion, Diversity & Access (PIDA) PIDA is an 18-hour program to help bring parent voices into conversations and action to improve equity, cultural proficiency, parent engagement and, ultimately, student outcomes. Usually held as a series of 2-hour sessions over 9 weeks, PIDA helps schools develop a core group of parent leaders to work in partnership with educational leaders.</p>	<p>The focus for the 2019-20 school year will be on on-going support and coaching to help schools/the district implement recommendations from past years.</p> <p>2019/20 Numbers:</p> <ul style="list-style-type: none"> • 2 District-wide “School Governance” PIDA programs designed to bring together parent leaders from Parent Leadership groups such as School Site Councils, ELACs and DELAC Advisory Committees, PTOs, and school Foundations. • 1 District-wide PIDA for parents with children in Special Education • 1 School-Based PIDA <p>Total of 80 participants</p>	<p>\$10,075 / PIDA Program x 4 programs = \$40,300</p> <p><i>Note: actual costs may be lower if no interpretation is needed or if there are existing childcare and options already in place.</i></p>

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<p>Language Access</p> <p>Language Access Development efforts consist of several programs all designed to improve communication between limited- and non-English speaking community members and the school district. Programs and services will help Santa Barbara Unified School District develop a larger number of skilled interpreters, ensure on-going skill development of those interpreters, and ensure key district personnel understand and implement best practices for working with interpreters and translators thereby creating effective cross-language communication</p>		
<p>A.9: Language Access Development Interpreting for Social Justice</p> <p>A 20-hour workshop that helps bilingual or multilingual school staff and faculty become effective interpreters. The workshop includes: interpretation ethics, best practices, how to set up a space that facilitates effective cross language dialogue, and interpretation practice. Graduates of the program are also invited to participate in monthly meetings designed to help them continue to build their skills.</p>	<p>Interpreting for Social Justice</p> <p>Interpreting for Social Justice has been an invaluable resource for helping the District’s bilingual staff increase their understanding of and effectiveness in interpretation. Due to the nature of the roles of the staff who participate in this workshop, it has proven hard for many of them to miss 3 days of school. As a result, past ISJ’s when offered 2x per year have been under capacity. In order to save the District money, we will shift to 1 ISJ during the 2019-20 school year and increase efforts for recruitment to maximize participation and the cost to value ratio of the session.</p> <ul style="list-style-type: none"> • 1 workshop for up to 22 people. 	<p>Interpreting for Social Justice: \$8,240 / 20-hour workshop</p> <p><i>Does not include meals and snacks which can be arranged by Just Communities for an additional fee.</i></p>
<p>A.10-11: Language Access Development One Room, Many Voices</p> <p>A 90-minute to 3-hour workshop designed to help schools understand and</p>	<p>One Room, Many Voices</p> <p>There was a time when every administrator in the district had been through One Room, Many Voices. However, with turnover, this is no longer the case. As a result, we will be training all administrators during the August pre-inservice days.</p> <p>In addition, the area where we the greatest challenges in terms of language access continue to be in Special Education. To address these challenges, we will hold One Room Many Voices sessions specifically for Special Education in 2019-20. One session will be for SPED Case Managers and one for parents/guardians with students in Special Education.</p>	<p>One Room, Many Voices: 1 Educator Workshop @ \$625 each</p>

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<p>implement best practices for creating cross-language engagement and partnership. The program can help school administrators, faculty, staff, PTSAs, and others understand best practices for successful meetings, presentations, IEPs, Back to School Nights, etc. where a common language does not exist amongst all participants.</p>	<p>This combined with the training already provided to the interpreters who work IEP meetings will increase the likelihood that everyone involved in a cross-language IEP meeting will know how to create the most effective communication environment.</p> <ul style="list-style-type: none"> • One 90-minute workshop for District Leadership • One 90-minute workshop for Special Education Case Managers • One 90-minute workshop for parents with children in Special Ed. <p>2019/20 Numbers</p> <ul style="list-style-type: none"> • 3 workshops for up to 80 people each = up to 240 people 	<p>1 Case Manager Workshop @ \$625</p> <p>1 Parent Workshop @ \$750</p>
<p>A.12: Language Access Development Language Access Handbook</p>	<p>Language Access Handbook Development & Dissemination:</p> <p>Since first beginning our work with Santa Barbara Unified School District, the District has made great strides relative to Language Access. The District has increased from one part-time interpreter to a multi-person Language Access Unit. In addition, the District has improved its effectiveness in working across languages, implementing best practices in many settings in ways that can be a model to many other districts in our region. Despite these successes, application of new protocols, procedures, and best practices has been inconsistent.</p> <p>In order to standardize best practices across the district and over time, Just Communities will work with the Director of English Learner and Parent Engagement and the Language Access Unit to develop an internal handbook that will outline the District’s Language Access guidelines, best practices, procedures, and policies. This handbook will be used at both the District and site level and will ensure the consistent delivery of high quality service and communication across languages. It will also serve as a tool to allow the District to hold schools and itself accountable to the highest standards for serving a linguistically diverse community.</p>	<p>Language Access Handbook: \$6,900</p>
Capacity Building & Transfer of Knowledge / Skills		
<p>A.13: Systems Change Coaching & Consultation</p>	<p>In order to maximize the impact of the District’s Equity and Cultural Proficiency Initiative, we will place a greater emphasis on on-going coaching and consulting during the 2019-20 school year.</p>	<p>\$250/hour x 120 hours = \$30,000.</p>

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<p>Just Communities will work with District and Site leadership, leadership teams, and graduates of IEE, PIDA, Talking in Class and CLI to help schools implement lessons learned from their participation in these Just Communities Programs.</p>	<p>The goal of this part of the initiative will be to build Santa Barbara Unified School District’s capacity to address issues of equity, diversity and inclusion internally and to become less dependent on outside consultants and resources such as Just Communities.</p> <p>This could take the form of supporting existing Allies for Equity (or similar groups) at various schools in their efforts to implement what they have learned, including action plans and recommendations developed through Just Communities other programs. It also could take the place of helping to build new Allies for Equity (or similar) groups at additional schools. It could also take the form of individual coaching with school.</p> <p>For the 2019-20 school year, we will provide a total of 120 hours of coaching and consultation to be shared between elementary, junior high, high school, and district level leaders. This is in addition to the 1 hour/person of on-going support Just Communities provides to each school that sends people to IEE during this school year.</p>	<p><i>Santa Barbara Unified will pay \$5,000 towards this expense with the balance coming from outside funders.</i></p>
<p>Additional Opportunities for Internal Capacity Building</p>	<p>Just Communities can also offer the following opportunities to build skills and knowledge among Santa Barbara Unified School District staff, faculty and administration:</p> <p>IEE Graduates: Just Communities & Santa Barbara Unified School District can review the list of IEE graduates and identify people we jointly believe have the potential to be even stronger resources to their sites and the district as a whole. These individuals can then be invited to participate in opportunities that would allow them to enhance their skills and deepen their knowledge in:</p> <ul style="list-style-type: none"> • Core equity frameworks and theory • Facilitating heart-based dialogue • Facilitating action planning processes <p>Opportunities would include:</p> <ul style="list-style-type: none"> • Attend IEE as “Faculty in Training”: At each IEE, several Santa Barbara Unified School District IEE graduates could be paired with a Just Communities IEE faculty member to gain more experience facilitating Equity work under the mentorship of an experienced facilitator. Those taking advantage of this opportunity would need to understand that they would not be paid by Just Communities for their work (because we still need our full complement of faculty to serve as mentors) but that this would be valuable professional development. This would add some cost to the overall initiative as Santa Barbara Unified School District would need to cover room and board for these individuals. 	<p><i>There is no specific cost for these opportunities. Some, such as serving as “Faculty in Training” at IEE outside the contractual school year would require the District to pay for room and board for those individuals. Some, such as serving as facilitators for Talking in Class program, could save the district</i></p>

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	<ul style="list-style-type: none"> • Serve as facilitators for Talking in Class programs: We have had several Santa Barbara Unified School District educators serve as facilitators of Talking in Class. They have found the experience extremely valuable in helping them strengthen their relationships with students, enhance their facilitation skills, and deepen their knowledge of the issues students are facing. Because Talking in Class takes place during the school day, their regular salaries would cover their time. If classroom teachers participate, Santa Barbara Unified School District could incur costs for subs. • Serve as Facilitators for PIDA programs: We have had several Santa Barbara Unified School District educators serve as facilitators of PIDA. They have found the experience extremely valuable in helping them strengthen their relationships with parents, enhance their facilitation and parent engagement skills, and deepen their knowledge of the issues families are facing. Because PIDA takes place during in the evenings, substitutes would not be an issue, but we're not sure how this would fall under people's contracts. <p>With all of these opportunities, the goal would be for people to train as facilitators in these roles during the 2019-20 school year and then be able to serve as full-facilitators in future years. This would bring down the costs in future years as Just Communities would reduce the number of our facilitators needed for each program. The specific levels of reductions would need to be determined once we assess how many Santa Barbara Unified School District facilitators could be recruited and trained to the level where they can not only serve on our facilitation teams, but replace one of our facilitators.</p>	<p><i>money by reducing the number of facilitators Just Communities brings to the program.</i></p> <p><i>These opportunities and others can be explore as opportunities arise and as the District determines it is ready.</i></p>