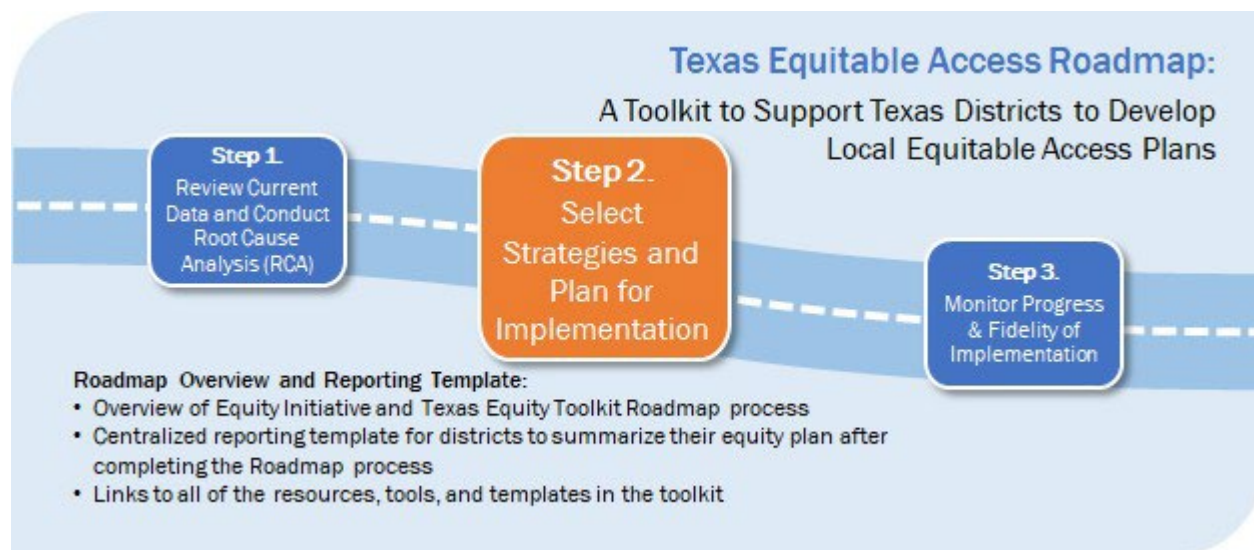


Step 2. Select Strategies and Plan for Implementation

This is the second step in the roadmap—an overview of the three steps can be found here, with links to the resources for each step of the process.



Purpose

The resources in *Step 2: Select Strategies and Plan for Implementation* will support district teams as they use the results of the data review and root cause analysis (*Step 1*) process to identify strategies that address district equitable access gaps. This tool guides districts through the process of developing and prioritizing strategies and activities most likely to address the root causes identified in Step 1.

Interested in learning more about selecting strategies to address equity gaps? Check out these resources from TEA and the Center on Great Teachers and Leaders (GTL Center):

- Texas Education Agency's [Effective Schools Framework](#)

In *Step 1: Review Current Data and Conduct Root Cause Analysis (RCA)*, your district team worked with stakeholders to define the root causes of your district equity gaps and organize

them into categories and focus areas. As a next step, districts need to think about strategies that may eliminate gaps in student access to excellent teachers by identifying actions that directly link to each category. Then, districts will begin to plan for the implementation of their selected strategies.

These strategies and supporting activities must:

- ✓ Address systemic root causes.
- ✓ Build institutional knowledge and leadership capacity to support strategies.
- ✓ Be based on best practices or research.
- ✓ Align to the District Commitments in the Effective Schools Framework (Levers 1, 2, 5).
- ✓ Be measurable (defined by data or metrics that can be analyzed).
- ✓ Be viable in your district's specific context; and
- ✓ Have a single owner who is a district leader and who is ultimately responsible for implementation of the strategies.

Step 2 organizes the process of selecting strategies into three tasks:

- Task 1: Inventory Current Practice: Perform a high-level inventory of current programs and policies
- Task 2: Review the Research: Scan recommended strategies related to each category of the root causes.
- Task 3: Build Consensus: Select strategies that are aligned to root causes and are evidence-based, measurable, and viable.

Stakeholder Engagement

Share with stakeholders in your district, including teachers, parents/guardians, and students, the selected strategies to improve equitable outcomes to ensure stakeholder buy-in. These could take place during PTA meetings and staff meetings. You could also consider sending a letter to stakeholders to share the strategies and their intended outcomes to improve equitable outcomes.

Task 1: Inventory Current Practice: What are you doing currently that impacts (or doesn't impact) the root causes of your equity gaps?

Policy Coherence and Alignment

The process of reviewing existing strategies may prompt some districts to consider a more comprehensive review of the alignment and coherence of their district's policies and practices.

When reviewing the findings from the root cause analysis (see the end of *Step 1* for the list), consider: Is this the full list? If there is something missing, what would our district team need to add?

After the team reaches consensus that the list is complete, the team should now shift focus to what the district is currently *doing* in relation to each category of the root causes it has identified (*leverage, not layer*). This step is important because some of your final strategies may be to continue with a current approach or to expand or improve an existing program.

Using the Blank Strategy Inventory Table in Step 2 resources, inventory what strategies, programs, and policies your district already has in place to support categories of root causes of the district equity gaps. Consider the root causes in each area of the talent management continuum—*attracting, assigning, supporting, or retaining excellent teachers*. Use the blank planning template in the Step 2 resource documents to record your district's thinking in the "Current Programs or Policies" row to inform your strategies selection in Task 3.

Task 2: Review the Research: Scan recommended strategies related to each category of the root causes.

Conducting an RCA and selecting strategies are circular processes. The process of inventorying current practices may prompt you to consider other root causes. These practices (RCA and district practices inventories) can be cycled through several times to fully determine all your root causes.

As a team, review the resources listed in the callout box on page 2 of this tool as suggested evidence-based strategies for addressing your district's equity gaps. Think about and discuss which strategies and activities may remediate the root causes of equitable access gaps in your district. Then, prioritize the strategies and supporting activities most likely to impact these factors. Highlight approaches that directly align to what you are already doing and those that are not part of district practice. Use the Effective Schools Framework's District Commitments from Levers 1, 2, and 5 to guide your selection of strategies.

Connect and Reflect: As a team, review the results of your strategy inventory before you begin your final round of strategy selection. Remember—some of your strategies may include continuing with an existing program. In the next part of this process, you'll be further examining these strategies to prioritize a set of strategies for inclusion in your district's equity plan.

Task 3: Build Consensus: Select Strategies That Are Aligned to Your Root Causes and Are Evidence-Based, Measurable, and Viable

Discussion Tips: When determining which strategies to include in your district's equity plan, consider the following criteria and guiding questions. Are the selected strategies:

- Aligned to root causes? Is this strategy aligned to a root cause identified in Step 3? How do you know?
- Evidence-based? Is there evidence or research supporting this strategy? What makes us think this strategy will be effective?
- Measurable (defined by data or metrics that can be analyzed)? How will we measure the impact of this strategy?
- Viable? Can our district successfully implement this strategy? What are the barriers to implementation? This is a key step that will require significant discussion. See the next section.

- Aligned to the Effective Schools Framework District Commitments? Lever 1: Strong School Leadership and Planning; Lever 2: Effective, Well Supported Teachers; and Lever 5: Effective Instruction.

Consider Barriers to Implementation

During the strategy selection process, district leaders also must consider and identify barriers to implementing or sustaining selected strategies. Use the following prompts as a team while considering strategies, and note your responses here as you discuss each possible strategy:

- What are the barriers to implementing this strategy?
- Are there “work-around” solutions to the barriers?
- Are there other reasons that prevent the district from implementing a particular strategy?
- How would the district approach short-term barriers?
- How would the district approach long-term barriers?

Use the Proposed Strategy Planning Template to think about how each of your proposed strategies meets the guidance for selecting an equity plan strategy. Based on your answers, in the right-hand column, determine whether the strategy should be included in your equity plan.

After using the strategy planning template to consider which strategies will be most appropriate to prioritize for implementation through your district’s equity plan, work with your planning team to select three to four strategies. There should be consensus among district leaders that the strategies are highly viable and, based on the research evidence, will have a high impact on eliminating district equity gaps. The results of your “identifying barriers” discussion may prompt you to remove some strategies from your list.

After your team has agreed to the selected strategies, you’ll move forward in your district equity plan, recording the strategies in the reporting template at the end of this tool in the Putting It All Together section.

Next Steps for District Equity Planning Group

Now that your team has completed a data review and conducted the RCA process (*Step 1*) and identified equity plan strategies aligned to the root causes (*Step 2*), you’re ready to move forward to *Step 3. Monitor Progress & Fidelity of Implementation* to begin thinking about how you will design and implement your selected strategies in your district.

First, take a moment to record your key findings from *Step 2* into the planning template.

Putting It All Together: Incorporating Your *Selecting Strategies* Efforts into Your Equity Planning Template

After completing the processes suggested in this toolkit, consider the results of your *Selecting Strategies* work, which will be recorded in *Step 2* of the Equity Plan Template.

You will be able to directly transfer your findings into the centralized reporting template. In the first column, document the root causes discovered during your RCA in *Step 1*. Then add your selected equity plan strategy aligned to the root cause as well as the ESF lever and district commitment. You will then begin thinking through biannual milestones that you would like to see because of implementing the selected strategy. Further development of implementation planning will occur in the final step, *Step 3: Monitor Progress and Fidelity of Implementation*.

