

## River Forest School District 90

Submitted to: Ed Condon, Superintendent  
River Forest School District 90  
Aug 4, 2021

NEP Contact: Juan Alegría, Associate  
312.721.1991, [jalegria@nationalequityproject.org](mailto:jalegria@nationalequityproject.org)

Brett Bradshaw, Portfolio Manager  
[bbradshaw@nationalequityproject.org](mailto:bbradshaw@nationalequityproject.org)

Project Duration: 7/1/21 - 6/30/22

Cost: \$22,175 + *expenses to be billed as actuals*

---

The National Equity Project partners with leaders to transform the outcomes, experiences, and life trajectories of young people and families who have been historically underserved by their public institutions. We offer sustained, embedded support to leaders to make effective, equity-based decisions and take informed action in their day-to-day work.

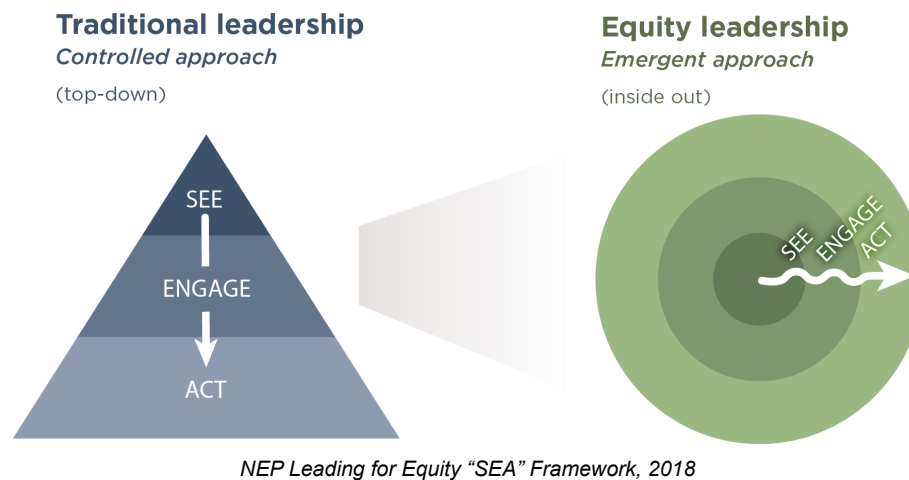
We believe anyone can be a leader for equity. We progress towards our vision by building leaders' will, skill, knowledge, capacity, and emotional intelligence to:

- Incorporate and apply both a racial equity and systems-thinking lens to their understanding of factors contributing to root causes of inequity in systems and to design and implement solutions.
- Examine and transform the discourse people have at personal, institutional, and structural levels.
- Lead powerful, human-centered, and cohered communities of practice across institutions (i.e. employment, health, childcare, education, transportation and housing sectors) toward improved racial equity outcomes.
- Design and implement policies, practices and processes necessary to support and protect the structural changes required to achieve equity.
- Disrupt, dismantle and address issues of systemic oppression (race, class, gender, language, sexual orientation, etc.) so that families and communities can be self-determining, self-renewing, and educated with increased political, educational, and economic opportunity.
- Sustain change by developing diverse leadership across systems and institutionalizing practices to catalyze and maintain the momentum for equity-driven change

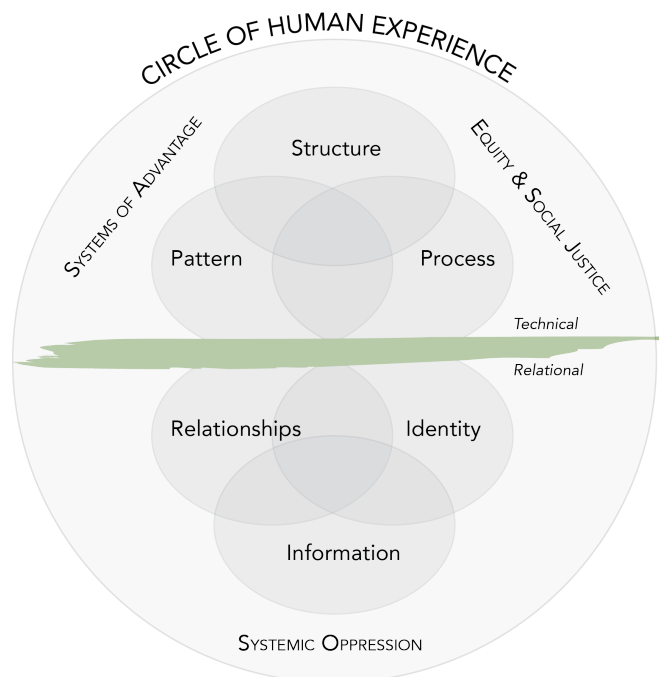
Most of us are accustomed to leading and being led from the “outside-in,” where the drivers of our actions are external requirements, hierarchical authority, and requisite programs to implement. When it comes to complex equity challenges - to which there are no step-by-step manuals, and which stretch us cognitively, relationally and emotionally, this approach is inadequate. The National Equity Projects offers an

“inside-out” approach to leadership that creates a different set of possibilities for how we approach equity work.

Our transdisciplinary *Leading for Equity™ Framework* provides a context of reference that enables leaders to navigate the complex territory of equity challenges and develop their capacity to engage in purposeful leadership action.



People created this system and it will take people to reimagine and reinvent it. We support our partners to work on both technical and relational challenges – supporting you to identify and develop necessary structures, patterns, and processes, while deeply focusing on too-often overlooked aspects of information sharing, relationships, and identity.



*NEP Seven Circle Model of a Racialized System, 2018  
Adapted from Dalmau Network Group “Below the Green Line”*

We develop leaders from the boardroom to the classroom who have the political will, skill, knowledge and emotional intelligence to recognize those aspects of the inherited system that need to be interrupted, eliminate practices and policies that continue to serve only the already advantaged, and create new ways of educating all students, not just some. Ours is a human-centered approach informed first by stakeholders in the system itself. At every stage there are a set of decisions and actions that system leaders can make. Our work with systems leaders is to support them to see the choices and make decisions in alignment with their values and desired outcomes.

## Understanding Your Needs

---

Working closely with River Forest School District 90 for the past 5 years, we recognize that the next step for moving forward in our work together is to focus on how to support D90 to move from a sense of awareness and concern to comprehensive equity consciousness which leads to action and redesign. Our vision is that D90 will begin to establish a coherent sense of equity as an imperative value manifested visibly at every level of student life, family engagement and Board and Staff commitments.

We believe the goal for this year should be to support teams to take action and continue to articulate a compelling vision for equity in the district. This may involve a deep dive into what we already know (survey data, achievement gaps, etc.) and use of additional inquiry and development tools such as the PERTS Engagement Project as a principal component of youth voice and redesign of an inclusive learning environment: <https://www.perts.net/engage>

Additionally, we would work on building a culture of inquiry and shared accountability with regular data reviews disaggregated by socio-economic categories (strategically and as much as the data formats allow) to guide reflection and action cycles. Our vision is that D90 can increase the assertiveness, care and level of engagement and accountability with which it invites and supports students, families, staff, Board and other stakeholders, to bring greater equity of outcomes to every facet of school life.

In light of this, the National Equity Project proposes the following Scope of Work.

## Scope of Work

---

We believe that any attempt to effectively address deep, persistent equity challenges within an organization or system requires leadership with strong equity-consciousness, a clear sense of purpose, a humble understanding of the complexity of these challenges, and the capacity to mobilize the system in an aligned direction. Often, leaders focus on action without tending to their own requisite capacity-building. These service offerings focus on supporting such equity leadership learning and development.

1. Continuing the work of the Design Circle Team will offer D90 a space to:
  - a. Learn to apply and consistently use NEP's Leading for Equity (LFE) framework as a way to expand equity consciousness and shift from traditional leadership paradigms to a more dynamic approach to equity-focused problem-solving and decision-making required for leading for equity in complex systems
  - b. Articulate and implement a vision of success that is liberatory and inclusive of the values and aspirations of students of color and students living in poverty in their communities

- c. Work together to identify or refine a priority “equity challenge” and design, apply, and reflect on approaches to advance progress toward equity
  - d. Learn and apply a Learning Partnership approach to change, working collaboratively with colleagues and students to implement rapid cycles of inquiry, running small tests of change to learn what works, how it works, for whom, under what conditions, and why
  - e. Review, discuss, apply, and contribute to the latest research in the neuroscience of change and the science of learning and development in service of equity.
2. NEP facilitator to serve as a strategic advisor and support partner to the Superintendent and other teams such as committees implementing the Strategic Plan to encourage consistent application of equity focus in planning and strategy execution.
3. Equity Design, Strategy, and Learning
  - a. Attend community equity learning events and support coordination and coherence
  - b. Deepen the level of parent, Board of Education, and community members engagement in understanding the mutual benefit of pursuing the creation of a more equitable, inclusive, thriving community.
4. Partnership/support for faculty & staff with implementation of UDL & SEL
  - a. Support the integration of an equity lens and focus in the design and implementation of curricular and pedagogical frameworks and initiatives including UDL, SEL, and Advisory.
  - b. Participate in the New Teacher Mentoring Workshop and support the full integration of new staff in the equity values, progress and commitment of D90 to fostering the conditions necessary for every student to belong and thrive.

## Pricing

Service/Deliverable	Fee	Notes
<b>Circle Team Support and Equity Leadership Coaching</b> <ul style="list-style-type: none"> <li>Develop equity leadership among vertical team of D90 central office and site-based leaders and teachers</li> <li>Engage in inquiry-based Liberatory Design process to explore approaches to increasing equitable experiences and outcomes in D90 schools</li> <li>Support the utilization of qualitative data platform focused on student engagement in monthly inquiry cycles</li> <li>Help to apply the latest research in the Science of Learning and Development (SOLD) to build equitable, social-emotionally and culturally sustaining learning environments to increase student engagement in learning, build student competencies, and nurture</li> </ul>	\$12,600	<ul style="list-style-type: none"> <li>Utilize disaggregated quantitative and qualitative data to identify equity priorities and monitor progress</li> </ul>

student agency and integrated identity development		
<b>Strategic Advising and Technical Assistance</b> <ul style="list-style-type: none"> <li>2 days consultation, participation, and support for Equity-Centered Strategic Planning and Implementation to ensure integration of equity focused values, vision, priorities, and approaches for an equitable and thriving D90.</li> </ul>	\$4,200	<ul style="list-style-type: none"> <li>Collaborate and support strategic partnerships for equity, including district, site, community, parent, and student leaders</li> </ul>
<b>Equity Leadership Learning and Strategy Sessions:</b> <ul style="list-style-type: none"> <li>BoE, Equity Committee, IAB</li> </ul>	\$3,150	<ul style="list-style-type: none"> <li>Continue to build equity leadership</li> <li>Provide guidance on how to deepen and accelerate change to existing teams</li> </ul>
<b>Support Youth Leadership</b> Partner with student leaders to elevate their voice and feel welcomed at the table and able to contribute ideas, experiences and hopes for equitable learning environments	\$2,100	<ul style="list-style-type: none"> <li>Utilize IAB Survey Results</li> <li>Help to recruit and meaningfully engage youth leaders</li> </ul>
<b>Total Service Fees</b>	\$22,050	
<b>*Estimated Expenses (.5%)</b>	\$125	<i>*to be billed as actuals</i>
<b>Total Project Cost</b>	\$22,175	

Service fees include planning and travel time, materials development and production, and reflection and debriefing. Service fees do not include travel expenses, which will be billed based on actual expenses. 25% of project cost is due upon contract signature; NEP will invoice the remainder in quarterly intervals. Additional services may be negotiated as needed.

## Project Team Leadership

---



### Juan Alegria, Associate

Juan joined the National Equity Project in February 2019, bringing more than 30 years experience in nonprofit management, including 18 years of leadership experience in educational reform, community schools and violence prevention. Most recently, Juan served as Executive Director of the San Jose Obrero Mission in Chicago. Juan has a B.A. in psychology and philosophy from Ottawa University. He also earned a Master of Divinity from Northern Baptist Theological Seminary and a Master of Arts from the University of Chicago in the School of Social Service Administration. Juan has been featured on NPR's Morning Edition, The News Hour with Jim Lehrer, several local TV and radio programs and various magazines and periodicals. Juan also wrote a paper for the World Bank

entitled Programa de Prevención de Violencia con Jóvenes de Chicago y su Posible Aplicación al Contexto Cetroamericano. Juan lives in Chicago with his wife and two sons who attend Chicago Public Schools.

## Experience & Partners

---

The National Equity Project has over 20 years of experience partnering with system leaders to deliver on the promises they make in their communities to provide an exceptional and transformative public education. Our mission is to transform educational experiences, outcomes, and life options for students and families who have been historically underserved. Our unique leadership and organizational development approach focuses on the technical, relational, social, and cultural dimensions of complex change efforts.

In our view, working towards equity entails:

- Removing the predictability of success or failure that currently correlates with race, socio-economic status, and any other social or cultural factor.
- Ending inequitable practices, addressing individual and systemic biases, and creating respectful, inclusive environments for adults and children to thrive.
- Discovering and cultivating the unique talents and interests that everyone possesses.

We support educational, intermediary, community-based, and philanthropic leaders to authentically collaborate to transform the systems to which they belong. We have partnered with a range of organizations and foundations including the following recent clients:

Alameda Unified School District	Alameda, CA
Annie E. Casey Foundation	Baltimore, MD
Aspire Public Schools	Oakland, CA
Battle Creek Public Schools	Battle Creek, MI
Berkeley Unified School District	Berkeley, CA
Bill & Melinda Gates Foundation	Seattle, WA
City Of Grand Rapids	Grand Rapids, MI
Denver Public Schools	Denver, CO
Educate78	Oakland, CA
Emery Unified School District	Emeryville, CA
Federal Way Public Schools	Federal Way, WA
First Five San Francisco	San Francisco, CA
Forest Grove School District	Forest Grove, OR
Foundation for Newark's Future	Newark, NJ
Grand Rapids Public Schools	Grand Rapids, MI
Green Dot Public Schools of California	Los Angeles, CA
Hayward Unified School District	Hayward, CA
Hewlett Foundation	Menlo Park, CA
Hood River County School District	Hood River, OR
Kenneth Rainin Foundation	Oakland, CA
KIPP Foundation	Chicago, IL
Lake Oswego School District	Lake Oswego, OR
Los Angeles Unified School District	Los Angeles, CA
Lumina Foundation	Indianapolis, IN
Madison Metropolitan School District	Madison, WI
Menlo Park City School District	Atherton, CA
Milpitas Unified School District	Milpitas, CA
Mississippi Low-Income Childcare Initiative	Biloxi, MS
Monterey County Office of Education	Salinas, CA
New Leaders National	Washington, D.C.
North Clackamas School District	Milwaukie, OR
Novato Unified School District	Novato, CA
Oak Park District 97	Oak Park, IL
Oakland Unified School District	Oakland, CA
Palo Alto Unified School District	Palo Alto, CA
Partners in School Innovation	San Francisco, CA
Raikes Foundation	Seattle, WA
Rockford Public Schools	Rockford, IL
Roosevelt Campus	Portland, OR
Sacramento City, USD	Rancho Cordova, CA
San Diego Unified School District	San Diego, CA
San Francisco Unified School District	San Francisco, CA
San Jose Unified School District	San Jose, CA
San Mateo County Office of Education	San Mateo, CA
San Rafael City Schools	San Rafael, CA
Santa Clara County Office of Education	San Jose, CA
Southern Education Foundation	Atlanta, GA
Spring Branch School District	Houston, TX

Springfield Public Schools	Springfield, OR
Tamalpais Union High School District	Larkspur, CA
Teach for America	New York, NY
Thrive Washington	Seattle, WA
Tulsa Public Schools	Tulsa, OK
UF Lastinger Center	Gainesville, FL
United Way for Southeastern Michigan	Detroit, MI
United Way Greater Atlanta	Atlanta, GA
Vallejo City Unified School District	Vallejo, CA
W.K. Kellogg Foundation	Battle Creek, MI

Client references are available upon request.