



Leading your Community through Change

An engagement-centered approach to navigating the New York State Policy on Native American imagery in mascots

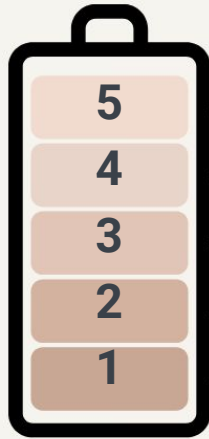
January 17, 2023

Prepared for New York State Leaders



Let's Check-In in the Chat!

SELF-CARE BATTERY CHECK-IN: HOW ARE YOU FEELING?



5 I'm feeling amazing!

4 I'm doing well! I'm meeting my needs.

3 Meh, I need to keep an eye on my energy levels.

2 I'm struggling a bit, but I'm working on it!

1 I'm drained and I need to recharge.

Share your **Name**,
District, and **how**
you are feeling
coming into today's
webinar.

Your Hosts



Jason Broussard

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Terri Bavis

Superintendent
Waterloo CSD, NY



Schools grow when people grow.



We believe that change begins with people not products; that to shape a more equitable and just future for each student, we must evolve our habits and mindsets, and redesign our systems and practices.

We do this by bringing out the best in people and their communities, leveraging networks and our expertise. We help schools, districts, and state agencies with their challenges related to:

- Personalized learning
- Employee retention
- Equitable practice
- Strategic planning
- Community perception surveys
- Curriculum adoption, and
- Leadership development

Our Reach

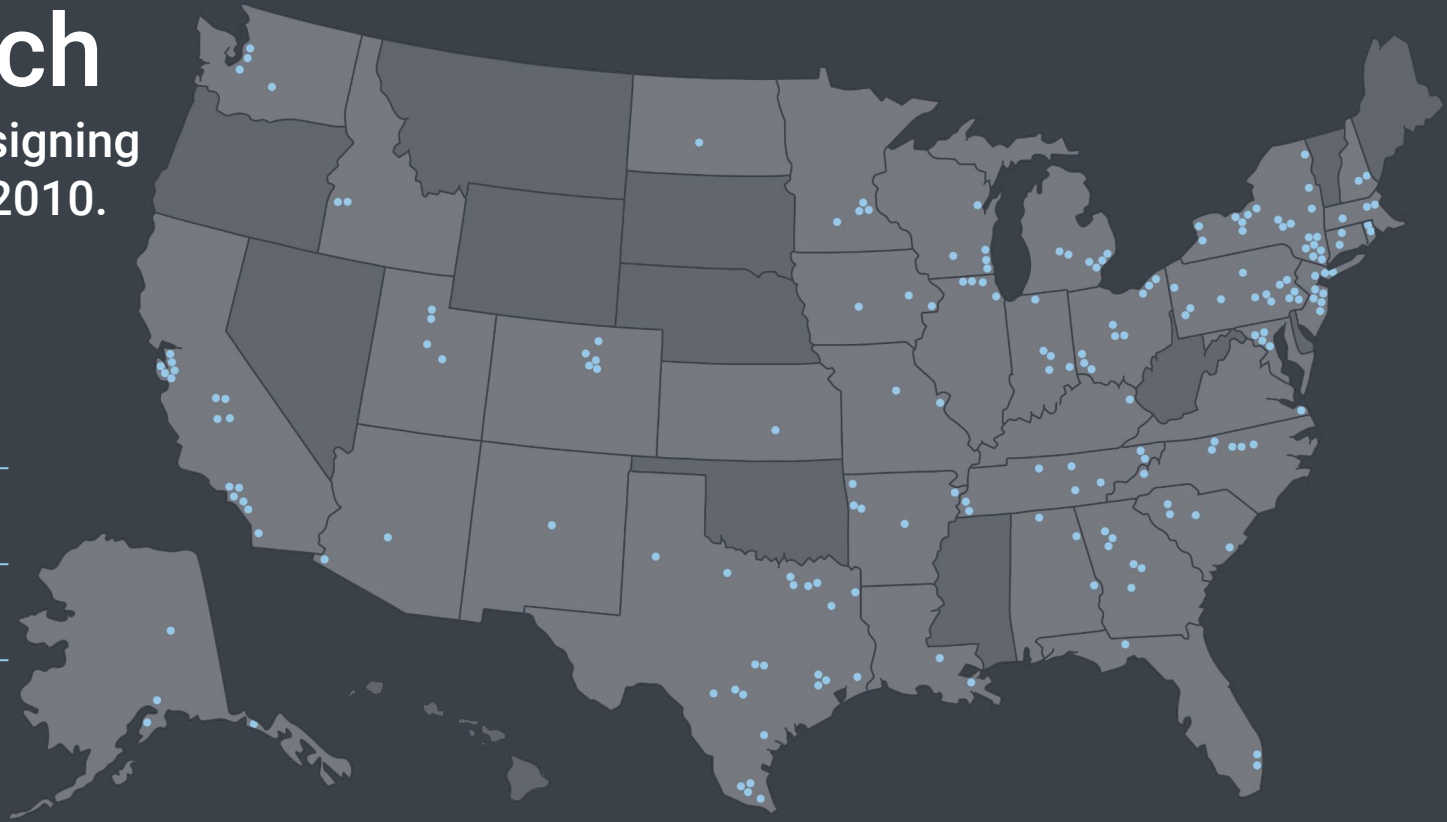
We've been redesigning education since 2010.

We've reached:

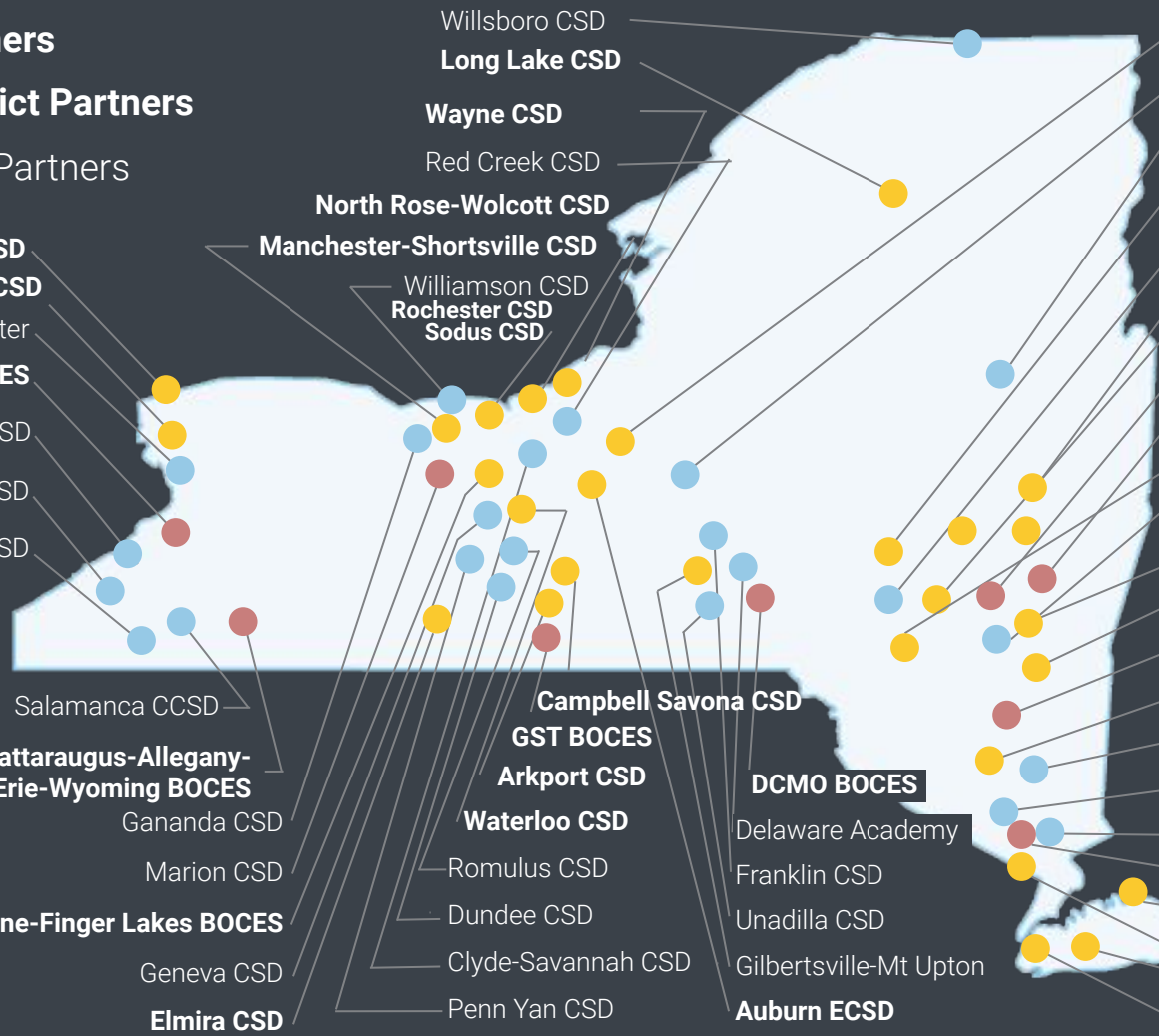
1.5M students

1700+ schools

320+ districts



- **BOCES Partners**
- **Current District Partners**
- **Past District Partners**



- Lewiston-Porter CSD**
- North Tonawanda CSD**
- Enterprise Charter
- Erie 2 BOCES**
- Eden CSD
- Pine Valley CSD
- Frewsburg CSD

- Salamanca CCSD
- Cattaraugus-Allegany-Erie-Wyoming BOCES**
- Gananda CSD
- Marion CSD
- Wayne-Finger Lakes BOCES**
- Geneva CSD
- Elmira CSD**

- Willsboro CSD
- Long Lake CSD**
- Wayne CSD**
- Red Creek CSD
- North Rose-Wolcott CSD**
- Manchester-Shortsville CSD**
- Williamson CSD
- Rochester CSD**
- Sodus CSD**
- Manlius CSD**
- Oriskany CSD**
- Delaware CSD**
- Delaware Academy**
- Franklin CSD**
- Unadilla CSD**
- Gilbertsville-Mt Upton**
- Auburn ECSD**

- Campbell CSD**
- Savona CSD**
- GST BOCES**
- Arkport CSD**
- Waterloo CSD**
- Romulus CSD
- Dundee CSD
- Clyde-Savannah CSD
- Penn Yan CSD

- DCMO BOCES**
- Delaware Academy**
- Franklin CSD**
- Unadilla CSD**
- Gilbertsville-Mt Upton**
- Auburn ECSD**

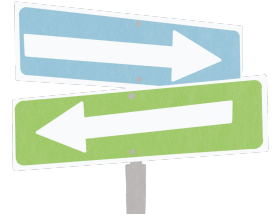
- Syracuse CSD**
- Central Valley School District
- Glens Falls City Schools
- Ellenville CSD**
- Red Hook CSD
- Enlarged CSD of Middletown**
- Newburgh Enlarged CSD**
- Dutchess County BOCES**
- Ulster BOCES**
- Pine Bush CSD**
- Poughkeepsie CSD
- Millbrook CSD**
- Beacon CSD**
- PNW BOCES**
- Hendrick Hudson SD**
- Bedford CSD
- Ossining CSD
- Chappaqua CSD
- Rockland BOCES**
- Rocky Point UFSD**
- Nyack CSD**
- Roosevelt UFSD**
- NYC DOE**

Objectives



- Share a framework for thinking about Change Management
- Review Case Study on Change Management through Waterloo's Mascot Change Story
- Plan to apply Change Management practices to your district

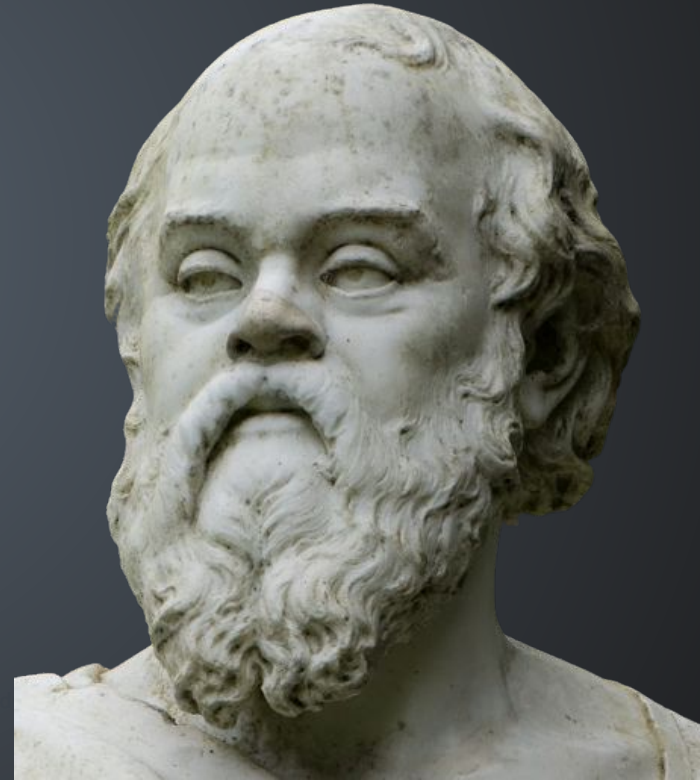
Agenda



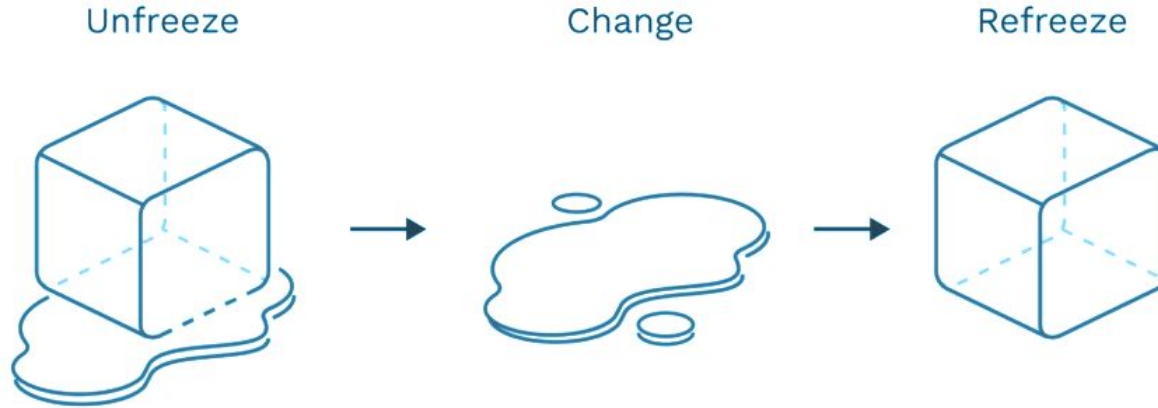
- [5 mins] Check-Ins and Introductions
- [10 mins] Spark: Intro to Change Management
- [10 mins] Expand: Application to Mascot Change
- [15 mins] Practice: Case Study + Best Practices from *Waterloo CSD*
- [10 mins] Apply: Q&A and support from Ed Elements
- [10 mins] Q&A + Check-out

"The secret of change is to focus all of your energy not on fighting the old, but on **building the new.**"

- *Socrates*



Lewin's Change Management Model



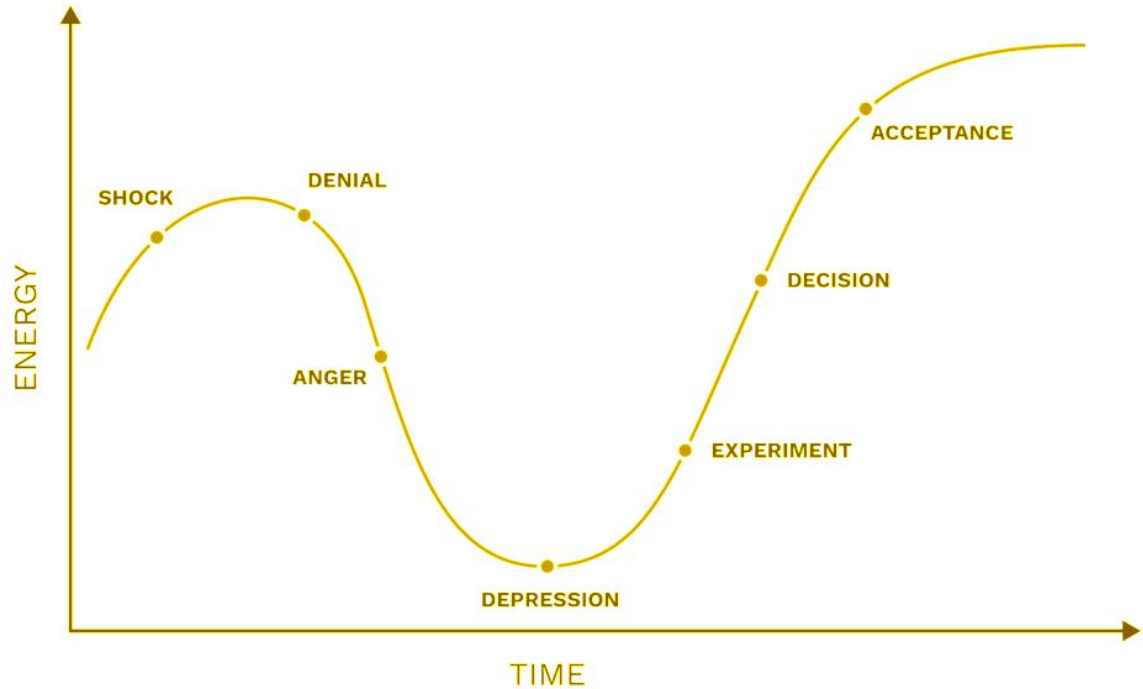
Evaluate the change and prepare the company/your team.

Roll out change and communications.

Incorporate these changes in the new "status quo."

Kübler-Ross Model

Psychological model maps the experience of processing change over time.



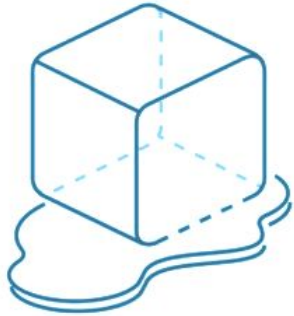
Kotter's Model for Leading Change



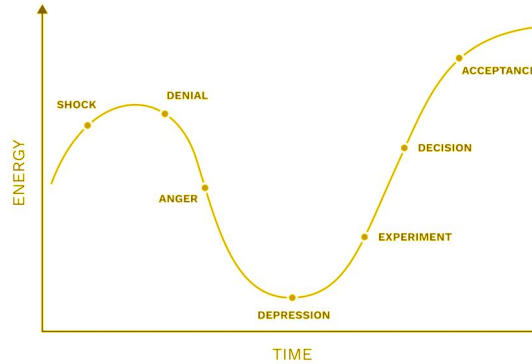
8-step model to move from need for change to implementation.

Common Pitfalls in Change Management...

Unfreeze



OVERSIMPLIFICATION



EMPATHY WITHOUT IMPLEMENTATION



IMPLEMENTATION WITHOUT INCLUSION

EXPAND | NY State Mandate on Mascot Changes

STATE OF NEW YORK

1549--E

2021-2022 Regular Sessions

IN SENATE

January 13, 2021

Introduced by Sen. BIAGGI -- read
printed to be committed to the Comm.
discharged, bill amended, ordered re
to said committee -- committee
reprinted as amended and recommitted
discharged, bill amended, ordered re
to said committee -- recommitted
accordance with Senate Rule 6, sec.
amended, ordered reprinted as amend
tee -- committee discharged, bill
amended and recommitted to said com

AN ACT to amend the education law,
or mascots

The People of the State of New York
bly. do enact as follows:


1 Section 1. The education law is amend
2 read as follows:
3 § 319. Native mascots, names or
4 "native name, logo, or mascot" shall
5 used to represent a school district
6 or is associated with Native American
7 American cultures and specific Native
8 2. No public school shall use a nat
9 3. Notwithstanding this section,
10 uniforms or other materials bearing a
11 were purchased on or before the s
12 September first, two thousand twent
13 requirements are met:
14 (a) The school selects a new scho
15 mascot.



THE STATE EDUCATION DEPARTMENT / THE UNIVERSITY OF THE STATE OF NEW YORK STATE / ALBANY, NY 12244

James N. Baldwin, Senior Deputy Commissioner for Education Policy
Education Building, Room 204 EB (S18) 474-3862
89 Washington Avenue
Albany, NY 12244
jbaldwin@sed.nysed.gov

To: All School Districts

From: James N. Baldwin, Senior Deputy Commissioner 

Date: November 17, 2022

Re: Use of Native American Mascots

The State Education Department (SED) wishes to ensure school districts' knowledge of a recent legal decision and their concomitant need to ensure that district mascots, team names, and logos are non-discriminatory.

SED has consistently opposed the use of Native American mascots. In 2001, former Commissioner of Education Richard P. Mills issued a memorandum "conclud[ing] that the use of Native American symbols or depictions as mascots can be a barrier to building a safe and nurturing school community and improving academic achievement for all students." Commissioner Mills recognized that, while a role for local discretion existed, "there is a state interest in providing a safe and supportive learning environment for every child." He asked boards of education "to end the use of Native American mascots as soon as practical."

Many school districts have heeded Commissioner Mills' directive and retired their mascots. Most recently, the Waterloo and Lyme Central School Districts retired their mascots. SED commends the efforts of these districts.

Other school districts have not complied. Among them, until recently, was the Cambridge Central School District. After extensive study in 2020 and 2021, Cambridge voted to retire its "Indians" team name, logo, and mascot in June 2021. It hastily reversed itself in July 2021 upon the election of a new board member. Community members challenged this action in an appeal to the Commissioner of Education under Education Law § 310.

In *Appeal of McMillan, et al.*,¹ the Commissioner held that: (1) Cambridge "offered no meaningful explanation as to why [it] no longer found the information it had previously cited persuasive"; and (2) Cambridge's retention of the "Indians" logo "inhibit[ed] the creation of a safe and supportive environment for all students." On the latter point, the Commissioner noted that:

EDUCATION

New York tells schools to drop Native American mascots

November 19, 2022 · 7:00 AM ET



GIULIA HEYWARD



POLITICS

Mohonasen superintendent: Schools need SED funds to replace mascots by deadline

BY KATE LISA | NEW YORK STATE
PUBLISHED 7:42 PM ET NOV. 23, 2022

Some New York public school districts say they'll need additional funding from the state Education Department to meet a department deadline to replace their Native American mascots by the end of the academic year.

The department published a memo late last week mandating dozens of New York school districts with Native American mascots, logos and related imagery to change them by the end of the 2022-23 school year or forego future state aid.

"If they're going to give what I would quickly refer to as an unfunded mandate, then they need to back it up with dollars," Rotterdam-Mohonasen Superintendent Shannon Shine said Wednesday.

EXPAND | 3 common options to respond to Mandate



OPTION 1: Remove native American Imagery without a rebrand.



OPTION 2: Ask and receive permission from Native American nation for continued use.

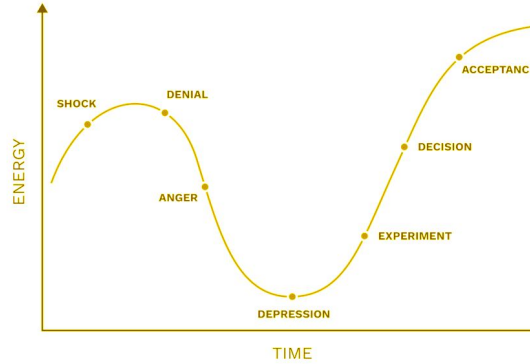
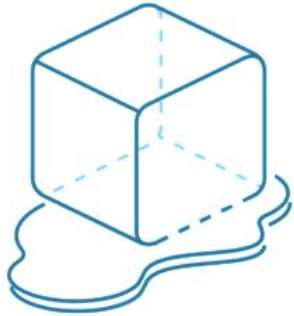


OPTION 3: A full rebrand of the district mascot and logo.



PRACTICE | How to avoid Pitfalls when approaching your own Mascot change

Unfreeze



OVERSIMPLIFICATION

Solution: Communicate that this will be a multi-step process.

EMPATHY WITHOUT IMPLEMENTATION

Solution: Engage your community members and follow-up with how their ideas are being used.

IMPLEMENTATION WITHOUT INCLUSION

Solution: Ensure multiple rounds of feedback loops, while keeping one of your most important groups (students) at the center.

PRACTICE | Waterloo CSD Case Study

Summer 2021

Written into Strategic Plan as a goal

Spring 2022

District Newsletters share timeline and how community can give input

Summer 2022

After several rounds of voting, students submit a final mascot for board approval

WATERLOO CENTRAL SCHOOL DISTRICT

Our Mission
We put kids first every day. We support each student on a personalized journey to realize their goals. Our caring community develops learners and leaders.

Our Vision
All Students. All Staff. One Family.

Our Values
We believe these values are at the core of who we are. These values direct our work and guide our decision-making at every level of our school district.

- Student-Centered**
We make all decisions from a student-centered lens. We actively seek student input and feedback on our approach to supporting students in pursuit of their self-directed goals.
- Diversity**
We value differences in people. We believe in celebrating and honoring perspectives that are similar to and different from ours. Everyone deserves to be shown respect and trust.
- Community**
We care about sharing experiences together. Compassion and understanding among students, educators, and parents fosters strong relationships in our school and global communities.
- Personalization**
Our students, staff, and community members deserve to learn and grow in a personalized way. Everyone deserves learning experiences that make their voice, offer choice, meaningfully engage them, and instruct at their individual level.
- Collaborative Spirit**
Our stakeholders work collaboratively and cooperatively to achieve shared goals.

Our Path Forward
Our future as Waterloo Central School District is determined by our students and community. With the input of hundreds of students, parents, teachers, staff members, administrators, and other Waterloo community members we created this strategic plan to provide directional clarity for how we will grow as a family over the next five years.

● TIMELINE ●

- **2020:** Strategic Planning Committee formed.
- **July 2021:** Board of Education approves Strategic Plan, which includes adaptation of new mascot during 2021-2022 school year.
- **December 2021:** Mascot Committee formed.
- **April 2022:** Mascot committee sends surveys to the community.
- **May 2022:** Mascot committee reviews the survey data.
- **June 2022:** Student representatives from the Mascot Search Committee will present re-branding concepts of the four final mascot choices to the Board of Education for consideration before the Board adopts the new mascot.



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APPLY | Questions for Waterloo CSD?



SUPPORT FROM EDUCATION ELEMENTS

PLAN AND ALIGN

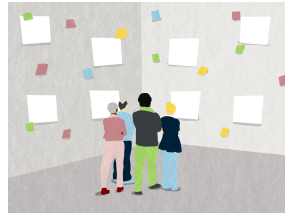
FOUNDATIONS

DESIGN

LAUNCH



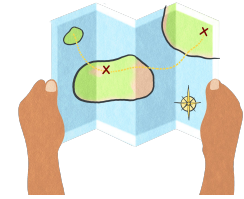
We help you listen and understand your community's input and needs with the mascot change process. Can include surveys or other community engagement options to generate ideas for a mascot rebrand.



We walk you through a visioning session to review the district's current mascot, vision, and values, and align this to the engagement data.



We help you and your steering team to narrow down final choices for a mascot rebranding, and bring in our team of professional designer sot help you create your new design.



We co-design a plan to launch your new mascot with a presentation to your board and rebranding implementation plan.

Series on Mascot Change/Change Management

Thursday, Jan 5:
Coffee Chat on
Change as Loss

Tuesday, Jan 17:
Webinar on how
we have supported
districts with this
type of change

Thursday, Jan 19:
Coffee Chat on
Equity and
Change
Management

Join our Northeast Leaders Coffee Chats!

Biweekly on
Thursdays @ 8 a.m.
EST

RESOURCE BANK NE THURSDAY COFFEE CHATS

2022 - 2023 SCHOOL YEAR

2022 Dates	9/8	9/22	10/6	10/20	11/3	11/17	12/1	12/15					
2023 Dates	1/12	1/26	2/9	2/23	3/9	3/23	4/6	4/20	5/4	5/18	6/1	6/15	6/29



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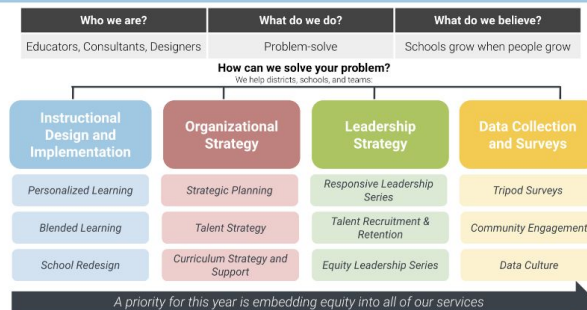


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EDUCATION ELEMENTS SERVICES



Next coffee chat:

Thursday, January 19

**FREE
WEBINAR**

WHAT TO DO WHEN YOU FIND YOURSELF ON THE ACCOUNTABILITY LIST

**THURSDAY,
JANUARY 19TH**

9:30-10:30 AM EST

**REGISTER
HERE** →

www.plcassociates.com



Let's Check-Out in the Chat!

*Share **one new idea you are leaving with** or **one way you anticipate needing support** with your next change management process?*

