



2021-2022
EQUITY, DIVERSITY,
INCLUSION,
AND BELONGING
STRATEGIC PLAN



INTRODUCTION

Dear Menlo Community,

As we continue to advance the equity, diversity, inclusion, and belonging (EDIB) work on our campus, I am beyond grateful for the level of cooperation and collaboration that I see happening all around me. Over the last few years, there has been a noticeable increase in awareness and participation, making the work more accessible while building capacity and moving intellectually generative ideas across the community.

The theme of this year's strategic plan is joy, connection, and belonging, with belonging being our north star. Our work as an institution continues to bolster a fundamental belief in our educational promise. As a mission-driven institution, equity, diversity, inclusion, and belonging are core to everything we do. We are continuing to make substantial progress while fully recognizing that we are imperfect. We will forever remain committed to our ambitious goals through sustained efforts, strategic planning, and shared accountability.

I am incredibly proud to work at Menlo—a school committed to systemic and structural change. As we continue our work, it will only be accomplished and achieved with the heads, hearts, and hands of every member of our community.

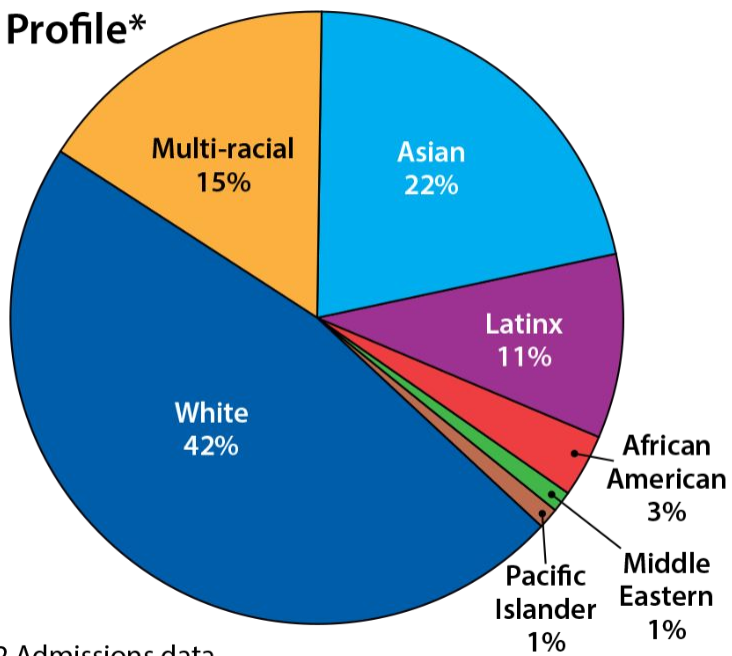
In Full Partnership,

A handwritten signature in black ink, appearing to read 'K. B. Wheeler', with a long horizontal flourish extending to the right.

Keith B. Wheeler
Chief of Institutional Equity, Diversity, and Inclusion

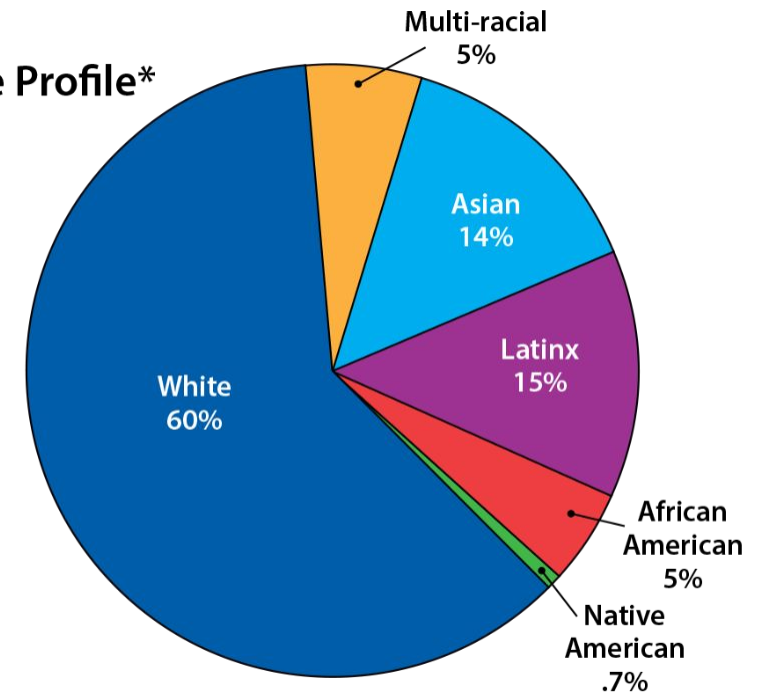
2021-22 Demographic Data

School Profile*



*2021-2022 Admissions data

Employee Profile*



*2021-2022 Human Resources data

2021-2022 EDIB Student Representatives

Sophia Maldonado '27
Zoya Prabhakar '27
Jade Yoo '26
Sonia Dholakia '25
Jacqueline Larsen '25
Samantha Floyd '22

2021-2022 EDIB Strategic Plan Leadership Team

Carmen Borbón
Kevin Campion
Miriam Magaña
Saletha Okunnuga
Keith Wheeler

2021-2022 MSPA EDIB Representative

Marilyn Barton

Welcome Our New Director of Family Support Services

[Miriam Magaña](#), Menlo's new Director of Family Support, plays a central role in assisting families in experiencing full belonging and participation in the School community, including by coordinating translation and interpretation services. Miriam grew up in Michoacán, Mexico, before coming to East Palo Alto in 2001. She received her bachelor's degree in anthropology, with a minor in Spanish, from Bryn Mawr College.

She shares, "As one of the first people in my family to graduate from high school and go to college, my college graduation was a monumental accomplishment in my life. Having benefited from the support of many programs in East Palo Alto inspired me to return to my community after graduation." As Program Director for the San Francisco 49ers Academy, she served as an advocate and liaison for families transitioning from Ravenswood to Menlo-Atherton High School, and one of her proudest accomplishments is founding the High School Program there. She lives in East Palo Alto with her husband, her daughter Nicole '28, her three-year-old terrier mix Rosie, and over 50 houseplants.



ABOUT THE PLAN

The EDIB Strategic Plan consists of 17 strategies in
7 priority areas:

- ① United Campus Culture and Inclusive Leadership Development
- ② Faculty of Color Recruitment and Retention
- ③ Equity, Diversity, Inclusion, and Belonging Professional Development
- ④ Academic Support and Social-Emotional Learning
- ⑤ School-wide Family Support Services
- ⑥ Board of Trustees Equity, Diversity, Inclusion, and Belonging Professional Learning and Leadership
- ⑦ Affinity Group and Community Outreach and Leadership



How We Determine the Results of the Strategic Plan

Throughout the year, we assess these initiatives in a variety of ways, including surveys, direct observations, interviews, meeting agendas, and other artifacts. We conduct an in-depth analysis of each initiative and report our understanding of its success back to the community. We consult the data to determine if the work will discontinue, be modified, or continue. In some cases, an initiative may be discontinued because it has already been successfully completed.





PRIORITY AREA 1

United Campus Culture and Inclusive Leadership Development

Facilitated by Carmen Borbón

Goal: The School will continue to cultivate a healthy and inclusive culture that builds greater unity within our community, thus enhancing the overall experience of students, parents, staff, and faculty.

PRIORITY AREA 1

United Campus Culture and Inclusive Leadership Development

	TIMELINE	OWNERS
Strategy 1 Implement the Assessment of Inclusivity and Multiculturalism (AIM) survey to understand how different groups within Menlo feel empowered, affirmed, safe, and supported in our community.	April 2022	<i>Carmen Borbón, Keith Wheeler, Rey Banatao, Than Healy, and Upper and Middle School EDIB Officers</i>
Strategy 2 Successfully onboard the new Associate Director of Student Restorative Practices, identifying annual goals, initiative-related objectives, and performance metrics.	June 30, 2022	<i>Carmen Borbón and Keith Wheeler</i>

PRIORITY AREA 2

Faculty of Color Recruitment and Retention

Facilitated by Keith Wheeler

Goal: The School will successfully recruit and retain highly qualified educators representing diverse backgrounds and ethnicities.



PRIORITY AREA 2

Faculty of Color Recruitment and Retention

	TIMELINE	OWNERS
Strategy 1 Develop a human resources recruitment master plan to identify strategies, including the optimal location and timing, for recruiting historically underrepresented employees. The process will also seek to identify resources to help the School achieve its recruitment goals and successfully hire desired candidates.	June 30, 2022	<i>John Schafer, La Vina Lowery, Than Healy, Bridgett Longust, Carla Diez-Canseco, and Keith Wheeler</i>
Strategy 2 Implement annual “stay” interviews as a best practice, specifically for all faculty of color, to gain an understanding of the employee experience at Menlo.	June 30, 2022	<i>Carla Diez-Canseco and Keith Wheeler</i>



PRIORITY AREA 3

Equity, Diversity, Inclusion, and Belonging Professional Development

Facilitated by Keith Wheeler

Goal: The School will offer equity-centered learning opportunities for all employees and parents, introducing best practices that will become parts of daily life and encouraging collaborative interaction with colleagues and families.

PRIORITY AREA 3

Equity, Diversity, Inclusion, and Belonging Professional Development

	TIMELINE	OWNERS
Strategy 1 Explicitly target faculty, staff, administrators, students, and trustees to attend the People of Color Conference (POCC) and Student Diversity Leadership Conference, which will be online for the 2021-2022 school year. Pre-conference meetings will prepare attendees to engage fully during the conference and return with key takeaways to share. Create a selection process for the 2021-2022 school year that prioritizes participation from Black Indigenous People of Color (BIPOC) faculty, staff, students, and trustees.	December 1, 2021	<i>Keith Wheeler, Bill Silver, Than Healy, and Frances Ferrell</i>
Strategy 2 Identify ways to deepen the Standards of Excellence, in collaboration with the Middle and Upper School Directors and Dean of Teaching and Learning, with an explicit focus on classroom climate, belonging, and identify-affirming best practices.	June 30, 2022	<i>John Schafer, La Vina Lowery, Upper and Middle School Department Chairs, Bridgett Longust, and Keith Wheeler</i>

PRIORITY AREA 4

Academic Support and Social-Emotional Learning

Facilitated by Kevin Campion and Keith Wheeler

Goal: The School will provide and improve relevant and robust support programs that respond to the academic, social, and emotional needs of all students, ensuring that historically underrepresented students, members of the LGBTQ+IA community, students with neurological differences, and their families are provided an equitable and inclusive experience.



PRIORITY AREA 4

Academic Support and Social-Emotional Learning

	TIMELINE	OWNERS
Strategy 1 Continue to develop innovative 6-12 academic support programs, including Response to Intervention, Knights Leadership Academy, and Kickstart.	May 2022	<i>Kevin Campion, Keith Wheeler, Carmen Borbón, Frankie Machado, Miriam Magaña, John Schafer, La Vina Lowery, Joan Iwamoto, and Gabe Schwarzer</i>
Strategy 2 Continue to identify student leaders at the Middle School level that will help steward ideas, plan activities, and initiate programs that are inclusive, joyful, and reflective of the Habits of the Hearts and Mind pedagogical approaches, specific to the Middle School.	June 30, 2022	<i>Kevin Campion, Sean Hyland, La Vina Lowery, Mima Takamoto, and Keith Wheeler</i>
Strategy 3 The School will work with the Technology Department to design and implement a gender-inclusive feature within the Knightbook system that will allow students, faculty, and staff to state their preferred pronouns and how to properly pronounce their names, especially names that have cultural and linguistic nuance.	June 30, 2022	<i>Kevin Campion, Gabe Schwarzer, Emory Tudor, Jack Rosenberg, Than Healy, John Schafer, La Vina Lowery, Mima Takamoto, Eve Kulbieda, and Keith Wheeler</i>



PRIORITY AREA 5

Schoolwide Family Support Services

Facilitated by Miriam Magaña and Keith Wheeler

Goal: The School will curate and deliver impactful services that will enhance and inform the parent experience.

PRIORITY AREA 5

Schoolwide Family Support Services

	TIMELINE	OWNERS
Strategy 1 Successfully onboard the new Director of Family Support Services in the identification of annual goals, initiative-related objectives, and performance metrics.	June 30, 2022	<i>Miriam Magaña and Keith Wheeler</i>
Strategy 2 Fully develop the School's Family Support Plan (FSP). The FSP will address the School's short and long-term efforts to address transportation, economic and community-based supports, and pandemic-related resources for students and families in need.	May 30, 2022	<i>Miriam Magaña and Keith Wheeler</i>
Strategy 3 Refine and implement school-wide language translation and interpretation procedures to better serve the Menlo students and families whose primary language is Spanish.	November 30, 2021	<i>Miriam Magaña, Keith Wheeler, Katie Miller, and the Communications Department</i>

PRIORITY AREA 5

Schoolwide Family Support Services

	TIMELINE	OWNERS
Strategy 4 Partner with the Counseling team, College Counseling, Health and Wellness staff, and other faculty and staff members to launch Menlo Parent Group for Spanish-speaking families, where the content will be delivered in Spanish and reflective of our LatinX families' experience and needs.	May 30, 2022	Miriam Magaña
Strategy 5 Develop a summer onboarding program, in partnership with the EDIB division, Admissions, Upper and Middle School Directors, Counseling Department, Kickstart, and Knights Academy. This program will cater to underrepresented families and will be launched in June 2022.	May 30, 2022	Carmen Borbón, Frankie Machado, Kevin Campion, Miriam Magaña, Keith Wheeler, Bill Silver, Carla Diez-Canseco, Joan Iwamoto

PRIORITY AREA 6

Board of Trustees Equity, Diversity, Inclusion, and Belonging Professional Development

Facilitated by Keith Wheeler

Goal: Develop an ongoing professional learning community, whereby the School's Board of Trustees are familiarized with the School's Equity, Diversity, Inclusion, and Belonging Strategic Plan that was developed through the Western Association of Schools and Colleges (WASC) recommendations and a campus-wide process and approved by the senior team, along with other internal and external documents addressing matters of equity, diversity, inclusion, and belonging.



PRIORITY AREA 6

Board of Trustees Equity, Diversity, Inclusion, and Belonging Professional Development

	TIMELINE	OWNERS
Strategy 1 Successfully recruit a Board of Trustees Equity, Diversity, and Inclusion committee promoting creativity, innovation, and diversity of perspectives. The committee will engage the School's leadership in conversation about key priorities to ensure that we honor our commitment to these values.	June 30, 2022	<i>Than Healy, Keith Wheeler, Rey Banatao, and Milton Reynolds</i>
Strategy 2 Collaborate with the recently appointed Menlo School Parents Association (MSPA) Vice President of Equity, Diversity, and Inclusion, who will work to ensure that Menlo is strengthening relationships, identifying resources, and engaging all parent communities. They will work to ensure that Menlo is effectively responding to inquiries and providing parents with the necessary tools to navigate the School's structures with confidence.	June 20, 2022	<i>Keith Wheeler, Allison Chao, Page Curtin, and Marilyn Barton</i>



PRIORITY AREA 7

Affinity Group and Community Outreach and Leadership

Facilitated by Saletha Okunnuga and Keith Wheeler

Goal: The School will proactively seek to develop, support, and maintain a one-school ethos by way of intentional and collaborative efforts representing all of its constituencies. From the annual work done, all activities will elevate and promote bonding, belonging, and a sense of community throughout the School.

PRIORITY AREA 7

Affinity Group and Community Outreach and Leadership

	TIMELINE	OWNERS
Strategy 1 Continue providing training sessions for Middle and Upper School affinity group leaders (faculty, staff, and students) to help them adopt best practices that unify campus culture and climate. After the completion of the 2021-2022 AIM Survey, work with the Chief of Institutional Equity, Diversity, and Inclusion, Associate Directors, divisional directors, and senior administrators to develop specific goals to address school-wide areas of growth.	May 2021	<i>Saletha Okunnuga, Keith Wheeler, Upper and Middle School Affinity Group Advisors, Parent Advisors, and Faculty Advisors</i>

ACKNOWLEDGEMENTS

The department of Equity, Diversity, Inclusion, and Belonging acknowledges the dedication and passion of the committed trustees, parents, faculty, staff, and students who help shape our efforts. Each of you has contributed in ways that have made a difference beyond measure.

As a school, we appreciate your meaningful contributions and collaborations.

Marc Allard

Rey Banatao '91

Carmen Borbón

James Dann

Maya Debnath '23

Sonia Dholakia '25

Frances Ferrell

Elenoa Fifita '22

Samantha Floyd '22

James Formato

Sean Hyland

Lulu Kautai '22

Karen King

Jacqueline Larsen '25

Sophia Maldonado '27

Louisa Moyer '22

Sharon Nejad '22

Vanessa Ortega

Zoya Prabhakar '27

Nkia Richardson

Jack Rosenberg '22

Emory Tudor '22

Jade Yoo '26