

Recruiting and Retaining Educators of Color:

*A Board Resolution
Guide for California
School Board Members
and Advocates*

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WEST



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What is the purpose of this guide?

This guide helps board members and advocates design and use board resolutions to diversify the educator workforce. It includes a menu of proven policy actions, a resolution template, and a checklist to support local adoption and implementation.

Who should use this guide?

School board members, superintendents, human resources (HR) staff, and local advocates (for example, parents, educators, and community-based organizations)

How can I use this guide?

1. School board members, superintendents, and district staff can use this guide to learn best practices for improving the recruitment and retention of educators of color and bilingual teachers and to design effective school board resolutions or other policies (for example, Memorandums of Understanding, or MOUs) to institutionalize these practices in their districts.
2. Local advocates can use this guide to learn what it will take to work with a school board to pass a resolution that will support the recruitment and retention of teachers of color and bilingual teachers.

How was this guide developed?

This guide was developed with and for California school board members, drawing on their experiences, insights, and feedback. It reflects the opportunities and challenges board members face in their local districts and offers practical guidance to help governing teams advance the recruitment and retention of educators of color and bilingual teachers.

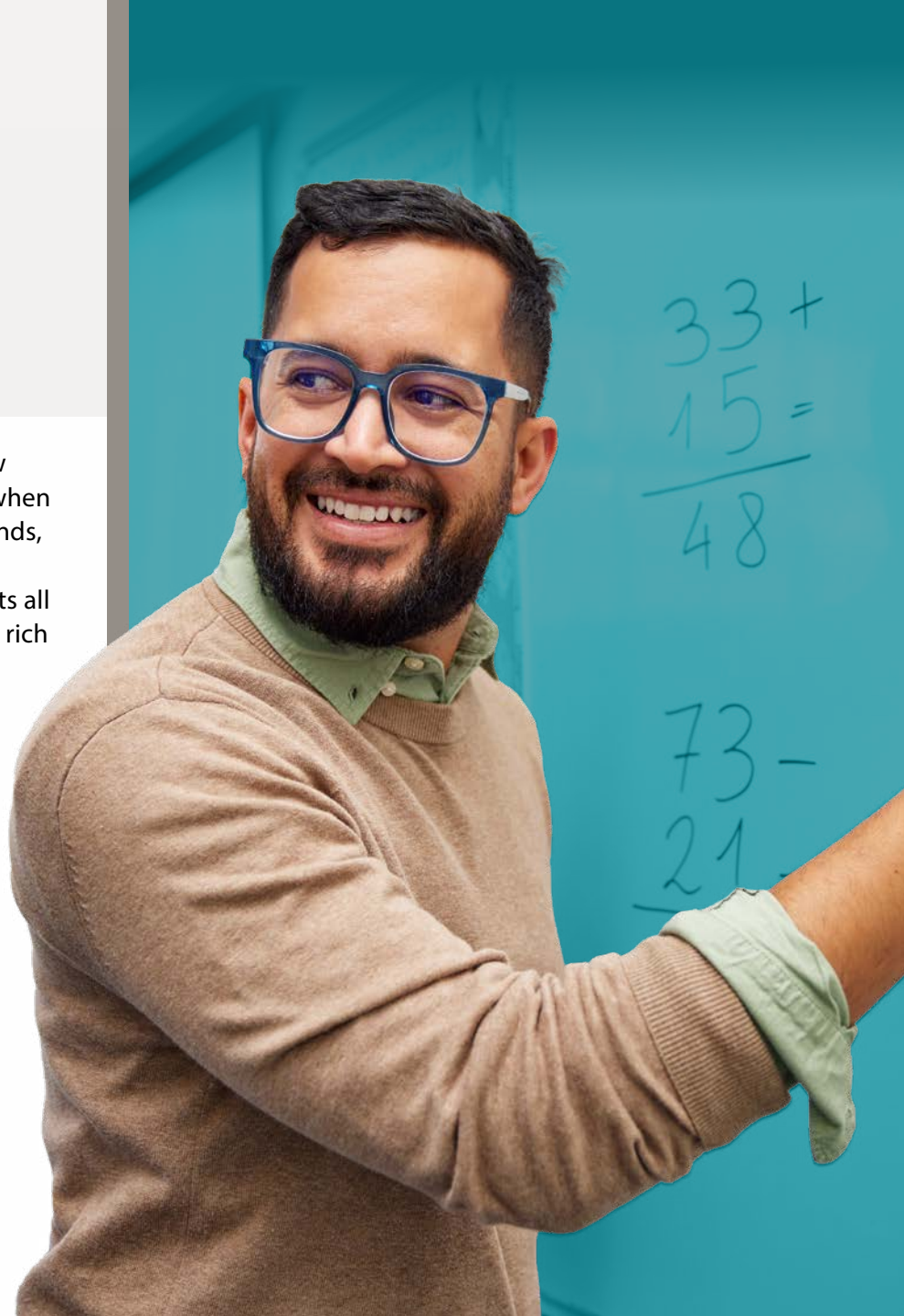
Note: Throughout this toolkit, we use educators as an umbrella term for teachers, school leaders, and other school-based staff. And in certain places, we intentionally use the term “teachers” to refer to instructional staff in the classroom.

WHY THIS MATTERS:

Students Thrive When Educators Reflect Their Communities' Diversity

Teachers are the single most important in-school factor affecting how well students do in school.¹ Research shows that students do better when taught by educators who reflect their racial and/or cultural backgrounds, and multilingual teachers play a critical role in effectively engaging linguistically diverse learners.^{2,3,4} A diverse educator workforce benefits all students,⁵ but California's educator workforce does not yet reflect the rich racial, linguistic, and cultural diversity of the communities it serves. Systemic barriers make it difficult for educators of color to enter and remain in the profession. Nearly eight in 10 students in California are students of color, yet only 40% of all teachers in the state are teachers of color.⁶ The gap between students and teachers of color is also large in the most populous county in the state. Nearly nine in 10 (86%) students in Los Angeles County are students of color, but only 58% of all teachers are teachers of color.⁷

School board members have an important role to play in addressing this gap by setting clear priorities and directing district action. Building a more diverse educator workforce requires targeted recruitment, strong preparation and retention pathways, equitable hiring practices, and affirming environments where educators of color can thrive.



Board Resolutions Are a Powerful Tool

What board resolutions are and why they matter:

A school board resolution is a formal decision or action adopted by the governing body of a school district to set priorities, state positions, and direct district action. Resolutions help establish policy direction, authorize next steps, and create a basis for monitoring implementation and progress.

How board resolutions get passed:

Typically, one or two school board members sponsor a resolution by authoring it and building support, while the rest of the board votes to approve, reject, or abstain. Resolutions generally require a majority vote of regular voting members at a properly noticed public meeting. Superintendents may also author resolutions for board consideration.

What a board resolution can do:

A board resolution is one of the clearest tools a school board has to set priorities, state its position, and direct district action. A strong resolution need not solve every part of the problem at once. Instead, it can do the following:

- ▶ Name a priority and set direction for district action.
- ▶ Direct staff to develop a focused implementation plan.
- ▶ Establish accountability through timelines, reporting, and progress monitoring.

WHAT TO DO FIRST

Before introducing a resolution, start by:

1

reviewing local data and existing community input to define the problem clearly and ground the resolution in district need

3

engaging students, families, educators, and community partners early to inform the resolution's development and implementation

5

considering budget, staffing, bargaining, and legal implications to ensure the resolution is feasible

2

identifying one or two priority commitments that align with the board's and district's shared vision, strategic goals, and district capacity

4

coordinating with the superintendent, HR, and other key stakeholders early to support role clarity, realistic timelines, and coherent implementation

6

including clear timelines, public reporting expectations, and accountability measures from the outset

Best Practices Menu

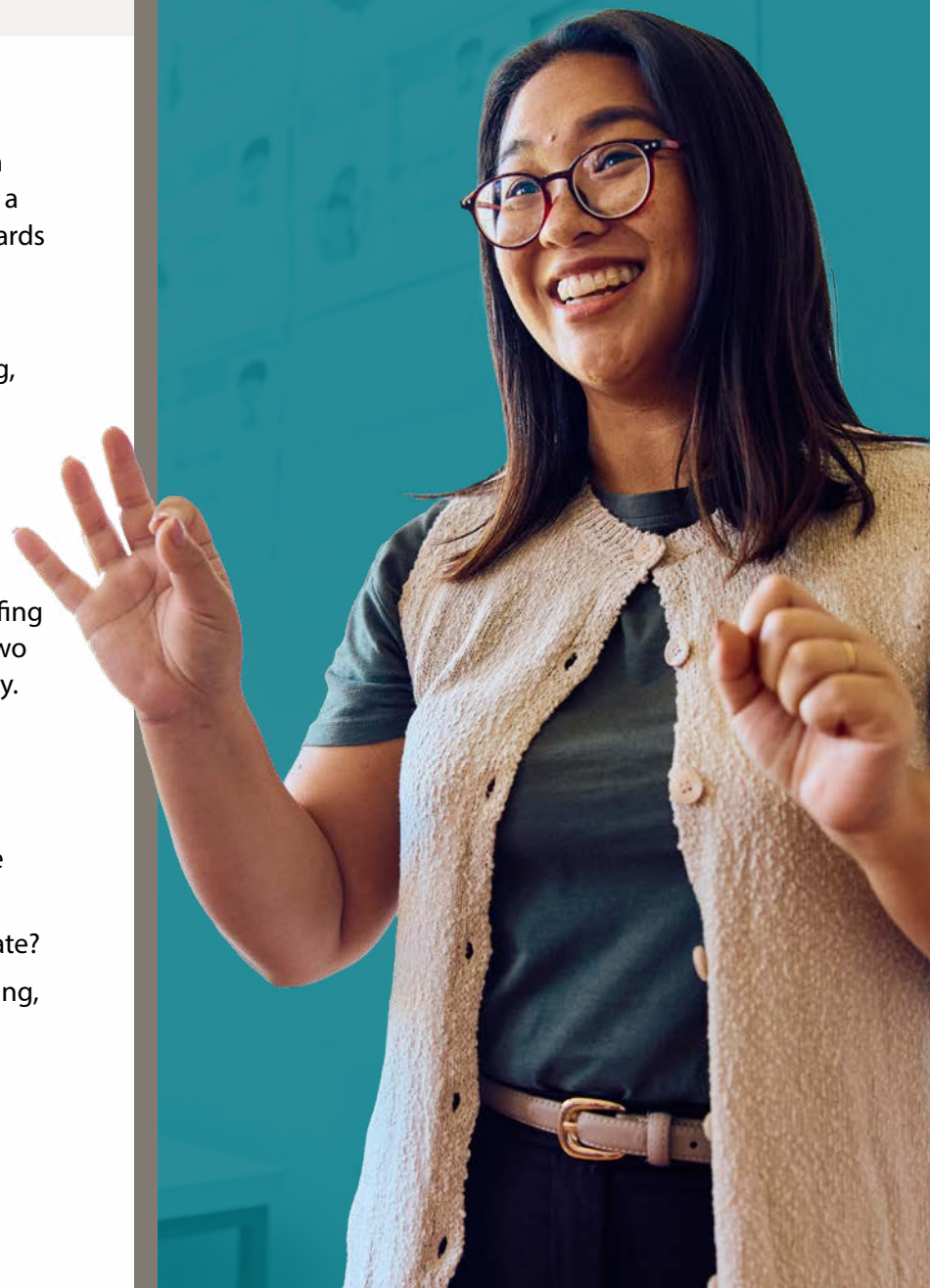
Good policy begins with research and evidence-based practices. The following is a menu of research-informed actions school boards can take to strengthen the recruitment, hiring, onboarding, and retention of educators of color and bilingual educators.⁸ Each strategy includes a level-of-lift rating and key implementation considerations to help boards assess feasibility and readiness.

The strategies in this menu will not look the same in every district. What is feasible depends on local context, including available funding, staff capacity, bargaining requirements, political dynamics, and the relationship between the board and district leadership. The ratings provided here reflect our best understanding based on the research. Districts should use them as a guide rather than a fixed measure.

Boards do not need to adopt every strategy at once. Some strategies are easier starting points, whereas others require more planning, staffing capacity, funding, or coordination. Use this menu to identify one or two strategies that best align with your district's goals, needs, and capacity.

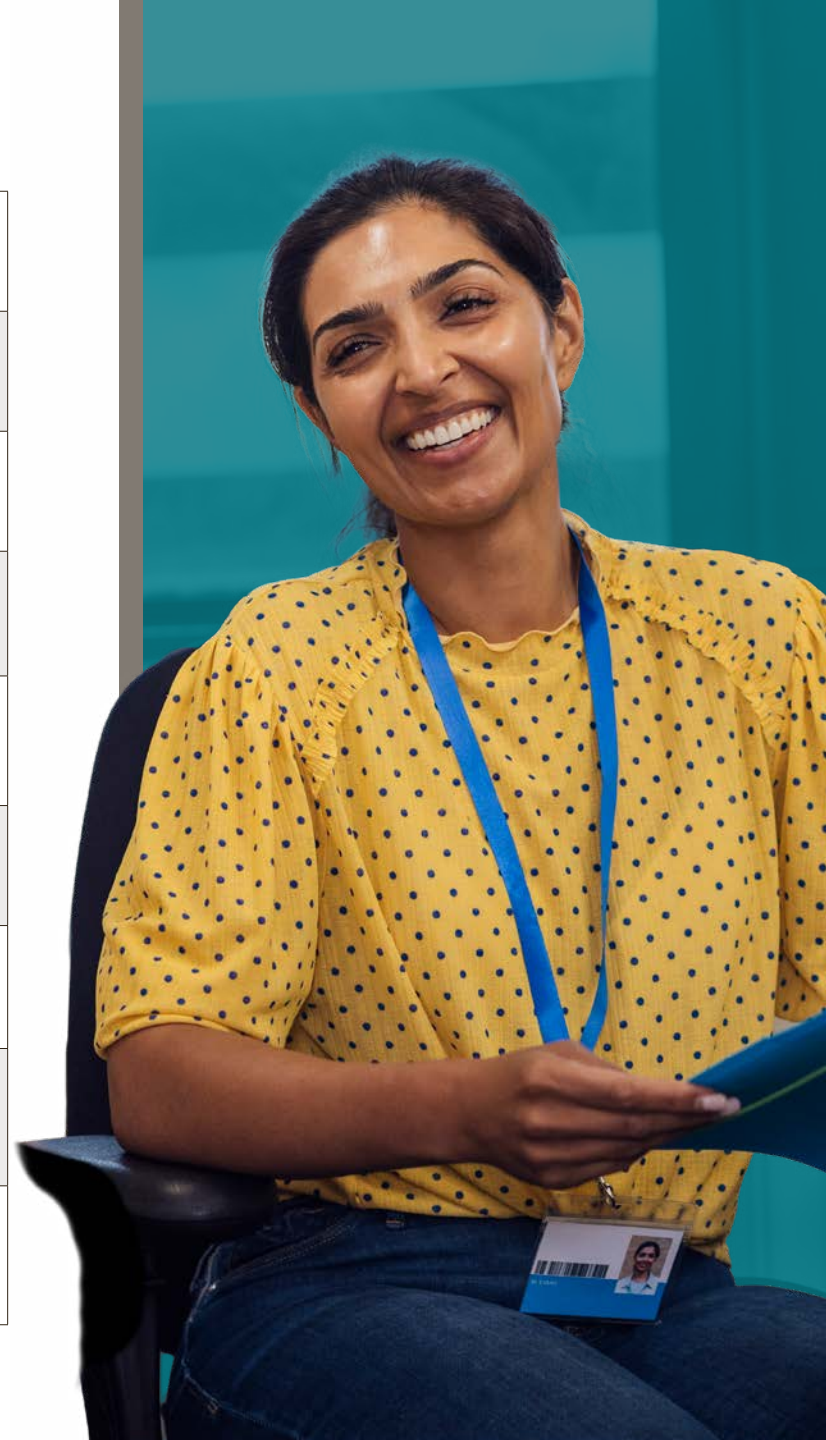
As you review the menu, consider:

- ▶ Does the district need a quick win or a long-term strategy?
- ▶ Does the district have staff capacity to implement a new initiative this year?
- ▶ Is the greatest need recruitment, hiring, retention, or school climate?
- ▶ Which strategies are most feasible given current budget, bargaining, and staffing conditions?



BEST PRACTICES KEY

 Easy start	Involves relatively low complexity and may be easier to launch
 Moderate lift	May need planning and coordination to implement well
 Higher lift	May require substantial time and investment to put in place
 Requires funding	May need new, expanded, or redirected financial resources
 Needs staff capacity	Requires staff time, expertise, or operational support to implement well
 Needs partners	Depends on collaboration with external partners
 May require bargaining	May require labor consultation or collective bargaining
 Needs legal review	Should be reviewed for legal compliance or policy alignment
 Requires coordination	Involves alignment across multiple teams, departments, or stakeholders



RECRUIT

Strategies That Expand and Strengthen the Pipeline of Educators of Color

Strategy	Level of Lift	Implementation Considerations
1. <u>Increase educator pay and expand financial supports</u>	 Higher lift	 Requires funding  May require bargaining
2. <u>Expand Grow Your Own (GYO) pathways</u>	 Higher lift	 Requires funding  Needs partners
3. <u>Build partnerships to recruit future educators</u>	 Higher lift	 Needs staff capacity  Needs partners
4. <u>Use targeted outreach to recruit educators</u>	 Easy start	 Needs staff capacity  Requires coordination
5. <u>Develop educator residency pathways</u>	 Higher lift	 Requires funding  Requires coordination  Needs partners

HIRE

Strategies That Improve Access, Fairness, and Consistency in Hiring

Strategy	Level of Lift	Implementation Considerations
1. <u>Move hiring earlier in the school year</u>	 Easy start	 Requires coordination  May require bargaining
2. <u>Reduce bias in hiring through training</u>	 Easy start	 Needs staff capacity  Requires coordination
3. <u>Engage educators of color in the hiring process</u>	 Easy start	 Needs staff capacity  Requires coordination
4. <u>Use multiple measures to evaluate teacher candidates</u>	 Higher lift	 Needs staff capacity  Requires coordination  Needs legal review

RETAIN

Strategies That Strengthen Support, School Climate, and Long-Term Success for Educators of Color

Strategy	Level of Lift	Implementation Considerations
1. <u>Increase staffing capacity to reduce burnout</u>	 Higher lift	 Requires coordination  Requires funding  May require bargaining
2. <u>Strengthen onboarding and mentorship for new educators</u>	 Moderate lift	 Needs staff capacity  Requires coordination  Requires funding
3. <u>Build out affinity groups and support networks for educators of color and multilingual educators</u>	 Moderate lift	 Requires coordination
4. <u>Train school leaders on building culturally affirming school cultures</u>	 Moderate lift	 Needs staff capacity  Requires funding
5. <u>Expand leadership pathways for educators of color and multilingual educators</u>	 Higher lift	 Requires coordination



Recruitment Strategies

Recruitment strategies help districts expand and strengthen the pipeline of educators of color and multilingual educators into the profession.



INCREASE EDUCATOR PAY AND EXPAND FINANCIAL SUPPORTS

In California, teachers earn 24% less on average than other similarly educated professionals, creating a financial disincentive that undermines recruitment.^{9,10} To attract emerging and diverse talent, districts should offer more competitive salaries along with benefits such as child care and housing support.

What a Resolution Can Include

- ▶ Set a goal to raise minimum teacher salaries.
- ▶ Direct staff to identify feasible funding options, including new, expanded, or redirected revenue sources, to support educator benefits such as child care, housing, or other financial supports.
- ▶ Direct staff to develop and present options for incentives targeted to high-need schools and high-demand fields such as bilingual education, STEM, art, and special education.

Level of Lift + Implementation Considerations



Higher lift



Requires funding



May require bargaining



EXPAND GROW YOUR OWN (GYO) PATHWAYS

GYO programs intentionally recruit candidates from nontraditional and community-based pathways, strengthening educator diversity and supporting long-term retention.¹¹ Districts should expand GYO programs that create pathways for paraprofessionals, classified staff, students, and community members to become teachers.

What a Resolution Can Include

- ▶ Direct staff to create or expand a GYO program with a local college or university to help students of color and multilingual students become teachers. For example, districts could create a pathway for Seal of Biliteracy recipients to become bilingual educators.
- ▶ Direct staff to develop and present a funded pathway for school support and expanded learning staff to earn teaching credentials while working, with training and financial assistance.

Level of Lift + Implementation Considerations



Higher lift



Requires funding



Needs partners



BUILD PARTNERSHIPS TO RECRUIT FUTURE EDUCATORS

Partner with local community colleges, universities, community organizations, and residency programs to recruit future educators.¹² Districts that effectively recruit educators of color strategically partner with institutions that enroll a diverse student body and engage prospective candidates through campus visits, alumni outreach, and connecting them with current educators with similar backgrounds.

What a Resolution Can Include

- ▶ Direct staff to identify and formalize partnerships with colleges, residency programs, and community organizations that support recruitment of educators of color.
- ▶ Direct staff to develop and present a district partnership strategy, including recommended agreements, implementation steps, and expected outcomes.
- ▶ Require staff to report back annually on partnership activity, recruitment outcomes, and recommendations for strengthening partnerships.

Level of Lift + Implementation Considerations



Higher lift



Needs staff capacity



Needs partners



USE TARGETED OUTREACH TO RECRUIT EDUCATORS

Use focused outreach to recruit bilingual candidates and candidates of color. Districts that effectively recruit educators of color use data-driven, targeted strategies to inform their outreach efforts. This includes creating marketing campaigns that appeal to candidates of color,¹³ are specific to the position, and highlight the benefits a district has to offer.¹⁴

What a Resolution Can Include

- ▶ Direct staff to share demographic staffing data to identify gaps and needs in hiring by race/ethnicity, bilingual authorization, and hard-to-fill content areas to inform targeted outreach.
- ▶ Direct staff to develop a targeted outreach and recruitment plan for hard-to-staff roles and bilingual authorizations.
- ▶ Require staff to report back publicly on outreach strategies, progress, and recruitment outcomes.

Level of Lift + Implementation Considerations



Easy Start



Needs staff capacity



Requires coordination



DEVELOP EDUCATOR RESIDENCY PATHWAYS

Create teacher and administrator residency models that financially support entry into the profession. Residencies bring more educators of color into the profession and prepare them to stay for the long term.¹⁵

What a Resolution Can Include

- ▶ Direct staff to assess the feasibility of creating or expanding teacher and administrator residency pathways, including partnership, funding, and staffing considerations.
- ▶ Direct staff to develop and present relevant grant opportunities, including the state Teacher Residency Grant program and the Diverse Education Leaders Pipeline Initiative Grant Program, and report back on funding options and next steps.

Level of Lift + Implementation Considerations



Higher lift



Requires funding



Needs staff capacity



Needs partners



Hiring Strategies

Hiring strategies help districts improve access, fairness, and consistency in hiring and selection practices.



MOVE HIRING EARLIER IN THE SCHOOL YEAR

Earlier hiring can help districts compete for strong candidates, including candidates of color, and build larger applicant pools in high-need subject areas.¹⁶ Districts can support this by incentivizing veteran teachers to announce retirements or resignations in early spring, allowing vacancies to be posted and filled sooner.

What a Resolution Can Include

- ▶ Direct staff to develop and implement an early hiring calendar
- ▶ Require staff to report back on implementation progress and, where feasible, present options for incentives that support earlier notice of retirements or resignations.

Level of Lift + Implementation Considerations



Easy start



Requires coordination



May require bargaining



REDUCE BIAS IN HIRING

Research suggests that bias in hiring can disproportionately disadvantage candidates of color.¹⁷ To address this, districts can require training for staff involved in screening and interviewing on recognizing implicit bias and using behavior-based interview techniques. Districts should also carefully vet their use of AI in hiring because these tools have been found to be biased.¹⁸

What a Resolution Can Include

- ▶ Direct staff to assess current training requirements and practices for hiring managers and interview panels.
- ▶ Direct staff to develop and implement annual training on implicit bias and behavior-based interviewing for staff involved in screening and interviewing candidates.
- ▶ Direct staff to examine and vet any AI tools they are considering using for hiring, including what data and assumptions are encoded into these systems.
- ▶ Require staff to report back on training completion, implementation progress, and any recommended improvements.

Level of Lift + Implementation Considerations



Easy start



Needs staff capacity



Requires coordination



ENGAGE EDUCATORS OF COLOR IN THE HIRING PROCESS

Districts can improve recruitment and hiring of educators of color by meaningfully engaging current teachers of color throughout the process, including by connecting them with candidates and drawing on their expertise, networks, and perspectives to shape recruitment strategies, selection decisions, and assessment of candidates' cultural competencies.¹⁹

What a Resolution Can Include

- ▶ Direct staff to develop and implement hiring panel composition guidelines that support diverse representation at all levels of hiring.
- ▶ Require staff to report back on implementation, challenges, and recommendations for continuous improvement.

Level of Lift + Implementation Considerations



Easy start



Needs staff capacity



Requires coordination



USE MULTIPLE MEASURES WHEN CONSIDERING TEACHER CANDIDATES

Districts that use multiple measures, including cultural competence and performance-based tasks, provide a more holistic understanding of what a candidate has to offer beyond certifications and education.²⁰ For example, districts can invite candidates to perform a sample lesson or submit a video of a previous lesson to assess teaching style and management techniques.

What a Resolution Can Include

- ▶ Direct staff to review the district's teacher candidate evaluation rubric and assess opportunities to incorporate multiple measures of candidate readiness.
- ▶ Direct staff to develop and present recommended updates to the rubric, including measures such as cultural responsiveness and performance-based tasks.
- ▶ Require staff to return with proposed implementation steps, legal review as needed, and a timeline for adoption and use.

Level of Lift + Implementation Considerations



Higher lift



Needs staff capacity



Requires coordination



Needs legal review

Retention Strategies

Retention strategies improve support, climate, and long-term success of all educators.





INCREASE STAFFING CAPACITY TO REDUCE BURNOUT AND STRENGTHEN CLASSROOM SUPPORT

Because poor working conditions are a major driver of teacher turnover, districts can improve retention by increasing school-based staffing and classroom support so teachers spend less time on coverage and noninstructional duties and have more time for planning and collaboration.²¹ Districts can also pilot innovative staffing models, such as team teaching or integrated support staffing, to identify and scale approaches that better support teachers.²²

What a Resolution Can Include

- ▶ Direct staff to assess staffing conditions, workload pressures, and school-based support needs that may contribute to educator burnout and turnover.
- ▶ Direct staff to develop and implement staffing capacity pilots or other support strategies at priority schools, including protected planning and collaboration time where feasible.
- ▶ Require staff to report back on outcomes, implementation challenges, and recommendations for continuation, scaling, or adjustment.

Level of Lift + Implementation Considerations



Higher lift



Requires coordination



Requires funding



May require bargaining



STRENGTHEN ONBOARDING AND MENTORSHIP FOR NEW EDUCATORS

Districts can better support and retain new teachers, especially educators of color, by providing strong onboarding and mentorship from trained and qualified colleagues and by compensating mentors with a stipend.²³

What a Resolution Can Include

- ▶ Direct staff to assess current onboarding and mentorship practices and identify strengths, gaps, and opportunities for improvement, particularly for educators of color.
- ▶ Direct staff to develop and present a plan for strengthened onboarding and compensated peer mentorship for new teachers of color.
- ▶ Require staff to report back on implementation progress, participation, and early outcomes.

Level of Lift + Implementation Considerations



Moderate lift



Needs staff capacity



Requires coordination



Requires funding



May require bargaining



BUILD OUT AFFINITY GROUPS AND SUPPORT NETWORKS FOR EDUCATORS OF COLOR

New teachers of color often face added challenges, including feeling undervalued, navigating hostile school cultures, and taking on extra responsibilities. Districts can support retention by creating dedicated affinity groups and networks for teachers of color that provide space for connection, mutual support, and stronger belonging.

What a Resolution Can Include

- ▶ Direct district leadership (not staff) to develop a plan for affinity groups and support structures that promote connection, belonging, and mutual support.
- ▶ Require district leadership to report back on implementation, participation, and recommendations for sustaining or expanding these supports.

Level of Lift + Implementation Considerations



Easy start



Requires coordination

TRAIN SCHOOL LEADERS ON BUILDING CULTURALLY AFFIRMING SCHOOL CULTURES

School administrators play an important role in whether teachers stay or leave, especially for teachers of color who may be underrepresented. Districts can support retention by investing in ongoing leadership development, including microcredentials and other course-based learning, to help leaders create affirming, inclusive, and anti-racist school environments. One study, for example, found that the McREL Balanced Leadership Development Program reduced teacher turnover.²⁴

What a Resolution Can Include

- ▶ Direct staff to assess professional learning needs for school leaders related to creating culturally affirming, inclusive, and anti-racist school environments.
- ▶ Direct staff to develop and implement ongoing professional learning opportunities, including microcredentials and other course-based learning, for school leaders.
- ▶ Require staff to establish accountability structures and report back on participation, implementation, and progress.

Level of Lift + Implementation Considerations



Moderate lift



Needs staff capacity



Requires funding





EXPAND LEADERSHIP PATHWAYS FOR EDUCATORS OF COLOR

Provide career pathways and leadership development for teachers of color by building teacher-leader and administrative pipelines that expand opportunities for advancement and strengthen the recruitment and retention of diverse school leaders. Research shows that administrators of color improve retention of teachers of color.²⁵

What a Resolution Can Include

- ▶ Direct staff to assess existing career pathways and leadership development opportunities for educators of color and identify gaps in advancement pipelines.
- ▶ Direct staff to develop and present a plan for teacher-leader and administrative pathways aligned to the district's workforce strategy.
- ▶ Require staff to report back on implementation progress, participation, and recommendations for strengthening leadership development opportunities over time.

Level of Lift + Implementation Considerations



Higher lift



Requires coordination



How to Draft and Pass a Board Resolution to Advance Educator Diversity

The following checklist provides steps to get you started on proposing and passing a board resolution, along with a sample board resolution template that you can use to call on your district to diversify, prepare, and retain its educator workforce.

HOW TO BUILD A RESOLUTION CHECKLIST

1. Ground the resolution in community priorities. Review existing community input (for example, Local Control and Accountability Plan engagement, surveys, and listening sessions) so the resolution reflects community priorities and lived experience.
2. Review local data and name the problem clearly.
 - ▶ Review publicly available demographic staffing data to identify gaps/needs (for example, recruitment, hiring/selection, and retention). You can use the California Department of Education's [DataQuest Tool](#) to explore district and school-level data on student demographics and education outcomes and the [TAMO data tool](#) to explore local and intradistrict disparities in teacher diversity and preparation.
 - ▶ Identify and include three to five data points in your resolution that demonstrate the need for a resolution or policy change, such as:
 - ▶ student demographics
 - ▶ teacher demographics
 - ▶ bilingual authorizations
 - ▶ vacancy/turnover rates (overall and/or by school)
 - ▶ student experience
 - ▶ student outcome
3. Identify sponsors and ownership upfront.
 - ▶ Add your district name and board member sponsor(s).
 - ▶ Confirm what the resolution does and does not do (for example, policy direction vs. operational ownership).
 - ▶ Name who owns implementation (for example, HR lead or superintendent) plus the implementation process and reporting structure.
4. Choose a focused set of commitments.
 - ▶ Based on the most pressing needs and gaps identified through community input and local data, select one or two priority commitments overall.
 - ▶ Prioritize the strategies most likely to build momentum, address key barriers, or produce meaningful impact. Keeping the resolution focused on one or two commitments can also make implementation more feasible and support stronger accountability over time.

5. Check the feasibility: capacity, budget, and bargaining implications.
 - ▶ Identify any budget, staffing, or capacity implications and whether existing resources can support implementation.
 - ▶ Consult labor representatives (as applicable) to flag any items that may affect bargaining.
6. Add accountability metrics and timelines.
 - ▶ Define the key metrics the district will report (for example, retention rates, vacancy rates, and number of schools implementing a strategy).
 - ▶ Add key dates and deadlines. For example, a due date for the plan, first update, and timeline for annual reporting.
7. Draft the resolution using the template. Use the board resolution template to draft a version tailored to your district's needs and selected commitments.
8. Vet with key stakeholders before scheduling a vote.
 - ▶ HR review
 - ▶ Legal review
 - ▶ Labor partner consult (as applicable)
 - ▶ Advocate and community feedback
9. Move it through the board process.
 - ▶ Review with the superintendent.
 - ▶ Schedule a first reading at a board meeting.
 - ▶ Finalize revisions and schedule the vote.
10. Schedule future and ongoing staff reports to the board about progress and outcomes.

Board Resolution Template

You can use the following sample board resolution template to call on your district to diversify, prepare, and retain its educator workforce.

School board members and advocates can use and modify this template to best fit the needs and context of their district and community. The section labels are for drafting support only and can be removed in the final resolution.



PART 1

State the Problem and Provide History on the Issue

Purpose

Use this section to explain why the resolution is needed and provide history and context on how the district has or has not addressed the issue. Include local data, existing district commitments, and a few research-based statements that show why educator diversity matters.

Sample Language

- ▶ WHEREAS, the Governing Board of the [DISTRICT] has demonstrated its commitment to equity and addressing the needs of students of color, low-income students, and high-need students through unanimously adopting the following resolutions: [LIST ALL RELEVANT PAST BOARD RESOLUTIONS FOCUSED ON EQUITY AND SUPPORTING STUDENTS BASED ON NEED];
- ▶ WHEREAS, local leaders across the [DISTRICT] have committed to addressing the needs of our Black, Latino, and multilingual students through comprehensive targeted supports to reflect the high expectations and fervent belief in our Black, Latinx, and multilingual students, such as: [LIST ALL RELEVANT DISTRICT PROGRAMS AND INITIATIVES FOCUSED ON ADDRESSING THE NEEDS OF BLACK, LATINO, AND MULTILINGAL STUDENTS]
- ▶ WHEREAS, XX% of students in [DISTRICT] are Latinx and XX% are Black, but only XX% of teachers in the district are Latinx and only XX% are Black.
- ▶ WHEREAS, XX% of students in [DISTRICT] are multilingual, but only XX% of teachers in the district have a bilingual authorization.
- ▶ WHEREAS, the research is clear that students benefit academically and socially when taught by educators who reflect their racial, cultural, and linguistic backgrounds;²⁶ and.
- ▶ WHEREAS, California's teacher shortage is severe and worsening.

PART 2

Name the District's Commitment

Purpose

State clearly what the board is committing to and why.

Sample Language

- ▶ THEREFORE, BE IT RESOLVED, that the Governing Board of [DISTRICT] affirms its commitment to strengthening the recruitment, hiring, support, and retention of educators of color and multilingual educators to improve representation, relationships, and student outcomes.

PART 3

Direct Staff to Assess Needs and Develop a Plan

Purpose

Use this section to direct district analysis and implementation planning so the resolution moves from a statement of commitment to a clear course of action.

Sample Language

- ▶ BE IT FURTHER RESOLVED, that the Board directs the [DISTRICT] to prepare and present to the Board within 60 days an analysis of district and school-site gaps related to educator diversity, recruitment, hiring, and retention, including but not limited to:
 - ▶ hiring rates by race/ethnicity and bilingual authorization
 - ▶ educator vacancy and turnover rates
 - ▶ educator tenure and years of experience
 - ▶ promotion and leadership pathway data
 - ▶ perceptions of job satisfaction, support, and school climate
 - ▶ any other relevant factors that may affect student achievement
- ▶ BE IT FURTHER RESOLVED, that the superintendent or designee shall return to the Board with a recommended implementation plan that includes priority actions, timelines, responsible staff, budget implications, and any bargaining or legal considerations.

PART 4

Direct Staff on Selected Strategies

Purpose

This is where you insert the one or two commitments you chose from the menu. Choose one or two priority commitments overall. The strongest resolutions are focused enough to be feasible and specific enough to support accountability.

Sample Language

- ▶ BE IT FURTHER RESOLVED, that the Board directs the superintendent or designee to implement and/or develop recommendations for the following priority actions:
 - ▶ [INSERT RECRUITMENT STRATEGY] (for example, GYO, residency, and partnerships)
 - ▶ [INSERT HIRING STRATEGY] (for example, early hiring calendar, anti-bias training, and inclusive hiring panels)
 - ▶ [INSERT RETENTION STRATEGY] (for example, mentorship, staffing capacity pilots, training for school leaders)

PART 5

Require Stakeholder Engagement and Set Timelines, Reporting, and Accountability

Purpose

Build engagement into the resolution from the start and ensure you outline a clear timeline for implementation, reporting back, and regular public updates.

Sample Language

- ▶ BE IT FURTHER RESOLVED, that the superintendent or designee will engage and collaborate with students, families, staff, relevant community groups, educators, and community-based organizations in the development and implementation of the district's plan and shall provide clear opportunities for input and feedback.
- ▶ BE IT FURTHER RESOLVED, that the superintendent or designee shall present the initial district analysis and implementation plan at a public board meeting no later than [DATE] and shall provide progress updates to the Board at least [quarterly/biannually/annually].
- ▶ BE IT FURTHER RESOLVED, that progress reports shall include implementation updates, outcome data, challenges, and any recommended next steps or policy adjustments.



Sample Starter Resolutions

Boards need not adopt every strategy at once. The following examples illustrate how parts three to five of a resolution might be structured at different levels of ambition and are designed to help board members turn the best practices menu into focused, actionable next steps that fit their district's context and capacity.

STARTER RESOLUTION A EASY START

Best for districts looking for a manageable starting point this year

This type of resolution could direct staff to:

- ▶ assess district data on recruitment, hiring, and retention of educators of color and bilingual educators
- ▶ implement an earlier hiring timeline to strengthen educator applicant pools
- ▶ review current onboarding practices and develop a plan to strengthen mentorship and onboarding for new educators of color
- ▶ report back to the board with progress updates and recommended next steps

Sample resolution language

BE IT FURTHER RESOLVED, that the Board directs the superintendent or designee to assess district gaps in educator recruitment, hiring, and retention; implement an earlier hiring timeline; develop a strengthened onboarding and mentorship plan for new educators of color; and report back to the Board on progress, outcomes, and next steps by [DATE].

STARTER RESOLUTION B MODERATE LIFT

Best for districts ready to strengthen hiring practices and school climate

This type of resolution could direct staff to:

- ▶ assess current hiring and retention practices
- ▶ implement annual training on implicit bias and behavior-based interviewing for staff involved in hiring
- ▶ establish guidelines for diverse interview panels
- ▶ report back on implementation timelines, progress, and outcomes

Sample resolution language

BE IT FURTHER RESOLVED, that the Board directs the superintendent or designee to strengthen fair and inclusive hiring practices by implementing annual hiring training, establishing guidelines for diverse interview panels, and reporting back to the Board on implementation progress and outcomes by [DATE].

STARTER RESOLUTION C

HIGHER LIFT, MULTIPRONGED

Best for districts ready for longer-term systems change

This type of resolution could direct staff to:

- ▶ assess district needs and develop a comprehensive implementation plan
- ▶ identify compensation, financial, and working-condition supports that could strengthen recruitment and retention
- ▶ evaluate opportunities to expand Grow Your Own and/or residency pathways
- ▶ develop leadership pathways for educators of color
- ▶ engage key stakeholders throughout planning and implementation
- ▶ return to the board with phased recommendations, funding considerations, and regular progress reports

Sample Resolution Language

BE IT FURTHER RESOLVED, that the Board directs the superintendent or designee to develop a long-term educator workforce strategy that includes assessing district needs, identifying compensation and retention supports, evaluating Grow Your Own and residency pathways, developing leadership pathways for educators of color, engaging key stakeholders, and returning to the Board with phased recommendations, implementation timelines, and funding considerations by [DATE].



ENDNOTES

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