

## Ledyard Public Schools- Increasing Educator Diversity Plan

**Team Leads:** Anne Hogsten and Stacey Konakowitz

**Team Members:** Erin Arcangel - LMS Student Services Administrator, Tricia Baran - GFS teacher, Sally Davidson - LMS teacher, Jodi Davis - Director of Student Services and Chairperson of the DEI Steering Committee, Ryan Earley - LMS Principal, Kendall Fenton - Social Worker, Rebecca Gomez - Mashantucket Pequot Tribal Nation Director of Education & Recreation, Kurt Jannke - LHS teacher and More Than Words Advisor, Claire Malavazos - LHS teacher, Juliana Rosas - LHS teacher, Rebecca Swanson - GHS Assistant Principal, Dawn Yonush - GHS teacher

**Theory of Action:** If Ledyard Public Schools increases the racial consciousness and cultural responsiveness of district staff in positions responsible for talent management and provides resources for professional learning and action, then the district will transform and implement policies, structures, and practices that result in equitable hiring practices and increase access to diverse educators for all students so that they will achieve academically and possess the qualities needed for success in an increasingly diverse world.

	Goal (What are we trying to do?)	Who Manages the Goal? (name, position)	Strategies/Key Activities (How are we going to do it?)			Indicators of Progress (How will we know if we are on track for success?)	Resources Required (What people, time, money, and technology will be needed?)	Risks and Mitigation (What could go wrong? How will we make that less likely to happen?)	Communication/ Engagement Efforts (Who needs to be consulted/ engaged? What needs to be communicated? To whom?)
			What?	Who Owns This?	By When?				
Recruitment	Increase the percentage of applicants who represent racial, ethnic, and/or linguistic diversity by 5% from March to March of each school year from 2024 to 2027	Stacey Konakowitz - Human Resources Manager	Perform a strategic analysis of district and school websites and recruitment materials to ensure they display a diverse workforce and inclusive community	Stacey Konakowitz, IT, Administrators	Collect baseline for 24- 25 and then ongoing	Quarterly audits of content	Dedicated time and team to review and edit content	We will schedule time to hold the quarterly audits, discuss findings, and adjust as needed to ensure we stay committed to the work	Staff will be consulted and engaged The work will be shared with the broader community
		Stacey Konakowitz - Human Resources Manager	Update HR tab and materials on the district website to include a "Why Ledyard" section to attract diverse candidates	Stacey Konakowitz, Administrators, IT	March 2025	Team will develop timeline for project and do bi- monthly check-ins	Dedicated time, team members, students, and audio/visual equipment will be needed to create content	We will schedule time to do bi-monthly check-ins to discuss progress to ensure we stay committed to the work	Staff, students, and community members will be engaged We will advertise this project to identify interested team members, gather feedback during the creation phase, and share final product with broader community
		Anne Hogsten - Assistant Superintendent	Partner with RESCs and other agencies to promote the district at recruitment events	Anne Hogsten, Stacey Konakowitz	Ongoing throughout plan	Team will track partnerships, recruitment opportunities, and candidates interviewed	Dedicated time and staff to make connections with agencies and attend events Potential funds for mileage and time may apply	We will develop a timeline for each school year to ensure we stay committed to developing partnerships and attending events	Staff will be consulted and made aware of opportunities to assist with connections and participate in the events
Hiring & Selection	Increase the percentage of racially, ethnically, and/or linguistically diverse candidates interviewed, and increase representation of diversity in our educator workforce from 3.8% to 7% from March 2024 to March 2027	Stacey Konakowitz - Human Resources Manager	Train administrative team about diversity and implicit bias	Anne Hogsten, Stacey Konakowitz	Fall 2024, ongoing	Feedback on training, quality of action steps	Time will be needed to plan and deliver the training Potential funds may be needed to purchase resources and/or pay for a presenter/training program	We will research quality resources/presenters to ensure the time is well spent and there is a clear message of "why" this is important and there is shared understanding of expectations moving forward	The administrative team will be engaged in this work New understandings will be communicated to hiring committees and shared with the broader school community

		Stacey Konakowitz - Human Resources Manager	Create a hiring flowchart to ensure qualified diverse candidates are interviewed	Stacey Konakowitz and Administrative Team	Winter 2024	Completion of flowchart, feedback on process	Dedicated time and team will be needed to create flowchart, provide training to staff, monitor use of new process, gather feedback, analyze data, and make adjustments as needed	We will monitor use and outcome of flowchart	The administrative team will be engaged in this work New understandings will be communicated to hiring committees and shared with the broader school community
		Anne Hogsten - Assistant Superintendent	Audit interview questions and create a bank of questions that promote district values of belonging and inclusivity	Administrative Team	Spring 2025, ongoing	Completion and use of the questions, overall quality of the questions	Dedicated time and staff to research quality questions, audit existing questions, and create a bank of questions	We will develop a timeline to ensure we stay committed to the work and adjust questions/tasks as needed	The administrative team will be engaged in this work New understandings will be communicated to hiring committees and shared with the broader school community
		Stacey Konakowitz - Human Resources Manager	Broaden interview team membership to reflect the different perspectives in our school community	Administrative Team	Spring 2025	Track interview team membership and gather feedback	Dedicated time to promote diverse interview team membership and ensure their voices are reflected and valued	We will develop a timeline and audit interview team membership to ensure we stay committed to the work	The administrative team will be engaged in this work New understandings will be communicated to hiring committees and shared with the broader school community
Retention	Retain 90% of non- retiring teachers who are racially, ethnically, and/or linguistically diverse in the district from March 2024 to March 2027	Anne Hogsten - Assistant Superintendent	Assign mentors and/or buddy teachers to support our staff	TEAM Coordinator, Asst. Superintendent, Building Administrators	October of each school year	Engagement with mentors/buddy teachers, TEAM module completion	Time and staff necessary to serve as mentors/buddy teachers Potential funds to pay mentors/buddy teachers	We will schedule regular check-ins with mentees and mentors/buddy teachers to ensure we stay committed to the work	Staff will be made aware of opportunities to serve as a mentor/buddy teacher Administrators will assist with assigning these roles
		Anne Hogsten - Assistant Superintendent	Partner with RESCs to promote/connect staff to affinity groups	TEAM Coordinator, Asst. Superintendent, Building Administrators	Fall of each school year	Participation in affinity groups	Money and time to plan activities and host/participate in events	We will collaborate with LEARN and other districts to ensure staff have access to an appropriate group	All staff will have the opportunity to join an affinity group
		Stacey Konakowitz - Human Resources Manager	Collect and use survey data related to job satisfaction	District Leadership Team	Implement during 2024-2025 school year, ongoing	Survey results will show improvement year over year	Dedicated time and team to create survey, analyze results, and determine next steps	We will create a timeline so that we stay committed to the work	All staff will have the opportunity to provide feedback and make suggestions to improve district practice
		Stacey Konakowitz - Human Resources Manager	Use exit interview data to improve district practice	District Leadership Team	Summer of 2024, ongoing	Completion of exit interviews, analysis of data, and any action steps taken	Dedicated time to conduct the exit interviews, analyze the data, and determine next steps	We will make every effort to ensure staff who are leaving the district feel comfortable sharing their honest perceptions during their exit interview	Anonymous data will be shared with administrators and other appropriate staff members