IMPORTANT NOTES:



- 1. Formal approval by your local or regional board of education, or equivalent governing body for schools must be obtained prior to submitting your Increasing Educator Diversity Plan. Be prepared to provide the day, month and year that the plan was approved by the board or equivalent governing body as part of the upload of your submission.
- 2. In the absence of an original motion or a preexisting board or board equivalent policy expressly conferring authority on the superintendent or equivalent schools administrator to make any necessary Plan revisions, the school board or equivalent governing body will be expected to formally approve any necessary revisions to its Plan prior to resubmitting the revised Plan by May 15, 2024

| COVER PAGE | | | | | | | |
|------------------|--|--|--|--|--|--|--|
| District: | West Haven | | | | | | |
| Vision: | Provide a teaching and learning climate where racial, ethnic and economic isolation is reduced and the diversity of our staff and student population is embraced | | | | | | |
| Theory of Action | West Haven Public Schools has a total population of 6,374 students, of whom 73% are minority, 20% are special education, and 20% are English learners. Based on the data, we aim to increase support and resources that reflect our population's needs. The first step to ensure that we mirror our population is to recruit, hire, and retain diverse outreach workers, tutors, paraprofessionals, teachers, and administrators. Our goals outline the steps we will and have taken to succeed. | | | | | | |
| | | | | | | | |
| Team Lead: | Tamara Mursko, Human Resources | | | | | | |
| Team Members: | Raffaela Fronc, Latanya Joyner, Rodney Jackson, Andely Garcia, Norma Merced, Taryn Driend, Rafiullah Zaheer | | | | | | |



| RECRUITMENT | | | | | | | | |
|---|--|------------------------------|---|---|--|--|--|---|
| | Who Manages | Strategies/Key Activities | | | Indicators of | Resources | Risks and | Communication/ |
| Goal | the Goal? | (How are we going to do it?) | | | Progress | Required | Mitigation | Engagement Efforts |
| (What are we trying to do?) | (name, position) | What? | Who Owns This? | By When? | (How will we know if we are on track for success?) | (What people, time, money, and technology will be needed?) | (What could go wrong? How will we make that less likely to happen?) | • |
| Increase interest and attract a more diverse educator workforce | Superintendent of Schools, Assistant Superintendent of Schools, HR Director, District Curriculum Coordinators, School Principals | Attend and offer Job Fairs | Superintendent, Assistant Superintendent, Human Resources, Administrative Team, Parents and Staff | Job fairs are offered and attended in late winter and early spring. A Career Fair is done annually to support and communicate our Adult Education population on opportunities of employment and college affordablitiy thru PACT. Administrators and the HR team are constantly working with candidates to educate them on the different programs available. HR and the Central Office team are consistently reviewing applications to offer potential job or career pathways. | Data System. The turn out and feedback of potential candidates. Continued exposure through social media. | teacher representatives for | With the shortage of teachers and districts competing for the low percentage of diverse teachers, the district with the highest competitive salary will prevail. With a contract-negotiated raise of 4% and continued support offerings to new teachers, we are optimistic that West Haven will continue to show growth in hiring a diverse staff. | The Superintendents team is in contact with the Education departments of all significant surrounding universities and colleges. Our Social Media Director frequently updates all social media outlets with information on job opportunities and programs. The high school offers seminars highlighting the rewarding teaching career for students and parents. Continuous postings on multiple job platforms for current and future employment. Attend and hold Career, Job Fairs. Continue to collaborate with diverse focused organizations to tap into their job pool. |



| HIRING & SELECTION | | | | | | | | | |
|---|--|---|---|---|--|--|---|---|--|
| | Who Manages Strategies/Key Activities | | | Indicators of | Resources | Risks and | Communication/ | | |
| Goal | the Goal? | (How are we going to do it?) | | | Progress | Required | Mitigation | Engagement Efforts | |
| (What are we trying to do?) | (name, position) | What? | Who Owns This? | By When? | (How will we know if we are on track for success?) | (What people, time, money, and technology will be needed?) | (What could go wrong? How will we make that less likely to happen?) | consulted/ engaged? | |
| Continue to show growth and hire staff that reflects the culture of our student body. | Superintendent of Schools, Assistant Superintendent of Schools, HR Director, District Curriculum Coordinators, School Principals | 1.) Advertise certified openings through Indeed, CT REAP, and social media. 2.) Recruitment Night to meet potential candidates and highlight our district programs. 3.) Network with community members to find potential candidates. 4.) Form diverse a hiring committee panel with admin, teacher, BOE and parent representation. 5.) Conduct interviews using a hiring rubric created by the diverse hiring panel. 6.) Salary offer will be based on shortage needs 7.) Provide candidates with the Voluntery EEO Data Sheet. | HR, Administrators, Board Members, Parents, Teachers, Superintendent and Assistant Superintendent | Recruitment, job and career fairs are offered and attended in late winter and early spring. Jobs are posted continuously through out the year as needed. Jobs are posted for current and future positions. The resumes are reviewed as received and the interviews and panel are scheduled. | the open positions and the increase in the diverse educational force. | Hiring Committte and Director of social media. Flyers, updated job descriptions. Updated policies to eliminate any barriers to diverse hiring. Use 10% of the Alliance grant to offer incentives for hiring. | Due to the shortage area, no candidates will apply. Candidate will receive another offer. | Superintendent, Assistant Superintendent, Payroll, HR, Administrators, Board Members, Parents, students the Community at Large. Create a feedback form for candidates to share their experiences during the hiring process. | |



| RETENTION | | | | | | | | | |
|--|--|---|------------------|---|--|--|---|---|--|
| 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 | Resources Required | Risks and Mitigation | Communication/ Engagement Efforts | |
| | | What? | Who Owns This? | By When? | (How will we know if we are on track for success?) | (What people, time, money, and technology will be needed?) | (What could go wrong? How will we make that less likely to happen?) | consulted/ engaged? | |
| To retain and support all staff through personal growth and professional development | Superintendent of Schools, Assistant Superintendent of Schools, HR Director, District Curriculum Coordinators, School Principals | Assign TEAM mentors to all new teachers. Administrators and Coordinators schedule check in meetings with all new staff members. Provide training on diversity, cultural competency and social emotional skills. Provide resources needed to all new teachers to successfully run a classroom. Provide training on the use of technology and instructional strategies to work with multilingual learners. Provide PD on data team and collaboration. Provide training on how to navigate the school system and advanced career offerings. Teacher round table events are held periodically. Ensure equal opportunities for professional growth and advancement. Utilize veteran staff to conduct PD. | and Coordinators | Professional Development days are scheduled throught the school year. In addition teams of teachers are pulled for targeted professional development as needed. | | The district hires the | with a large high needs population close to other similar district staff is constantly being recruited and salary is a big part of the shift. We are working on increasing salaries with the new teacher contract. Also, exit interviews are conducted to help the district learn and grow. | Superintendent, Assistar Superintendent, Administrators, Teachers, non-certified staff, parents and the community, social media director. Communicate Employee Assistant Program offerings. Make phamplets and EAP cards available to all staff. Create team building activities. Make staff feel valued with positive feedback. Organize a teacher connection program. Regularly evaluate and adapt strategies to ensureffectiveness and alignment with organizational goals. Ongoing commitment to diversity and equity is crucial for a successful team. | |