

Growing Your Own:



Using Social Capital to Recruit, Develop, and Retain a Diverse and Competent Teaching and Administrative Team

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“Look for good people in unlikely places. Sometimes you can find the best hires in the places you least expect to”

—Unknown

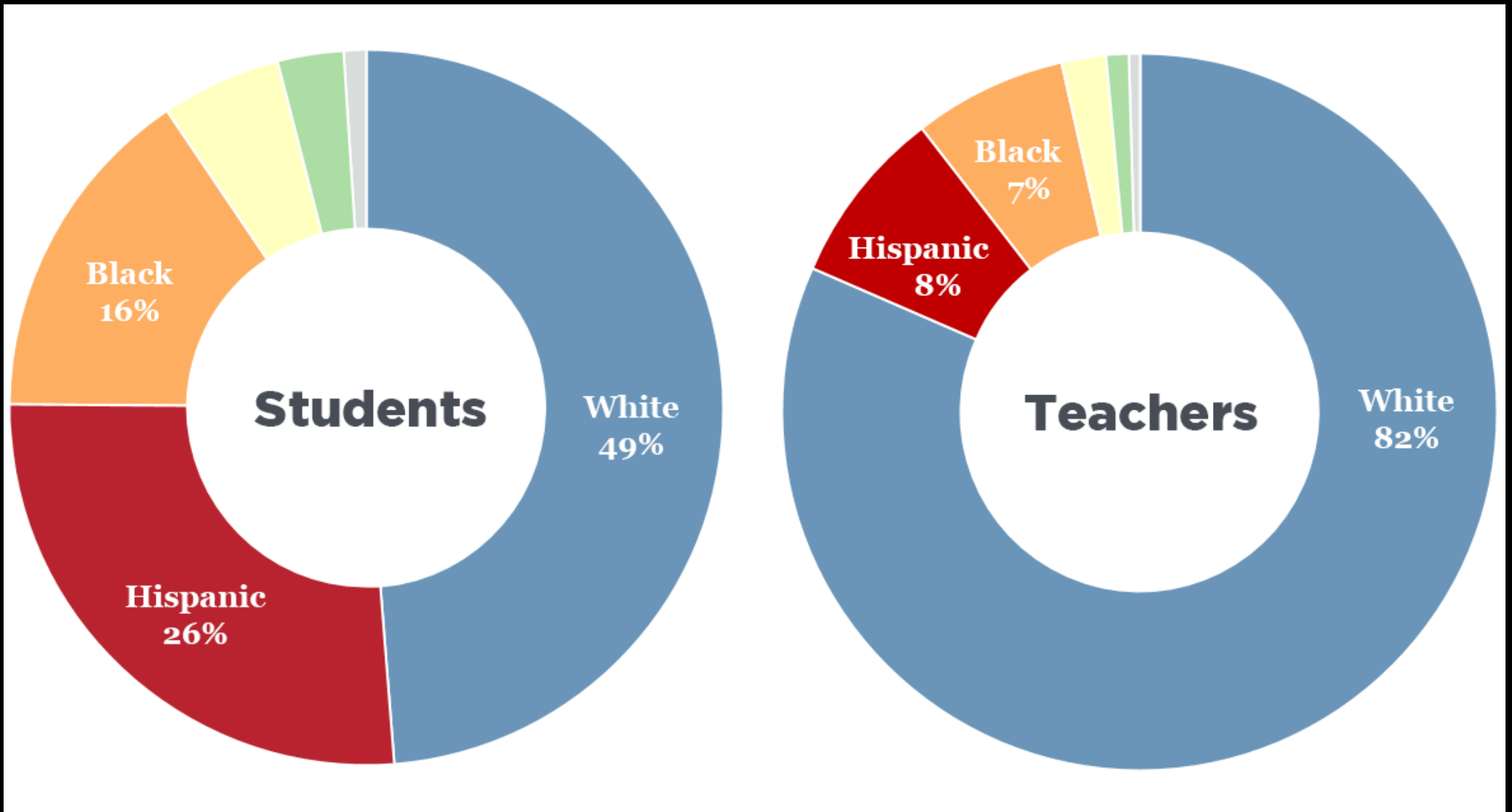


What is the Problem?

- There is an increasing number of minority students in the US but a disproportionate number of minority educators in public schools.
- The gender/ethnic makeup of teachers/administrators is disproportionate.
- These dynamics speak volumes about power and authority in the United States.

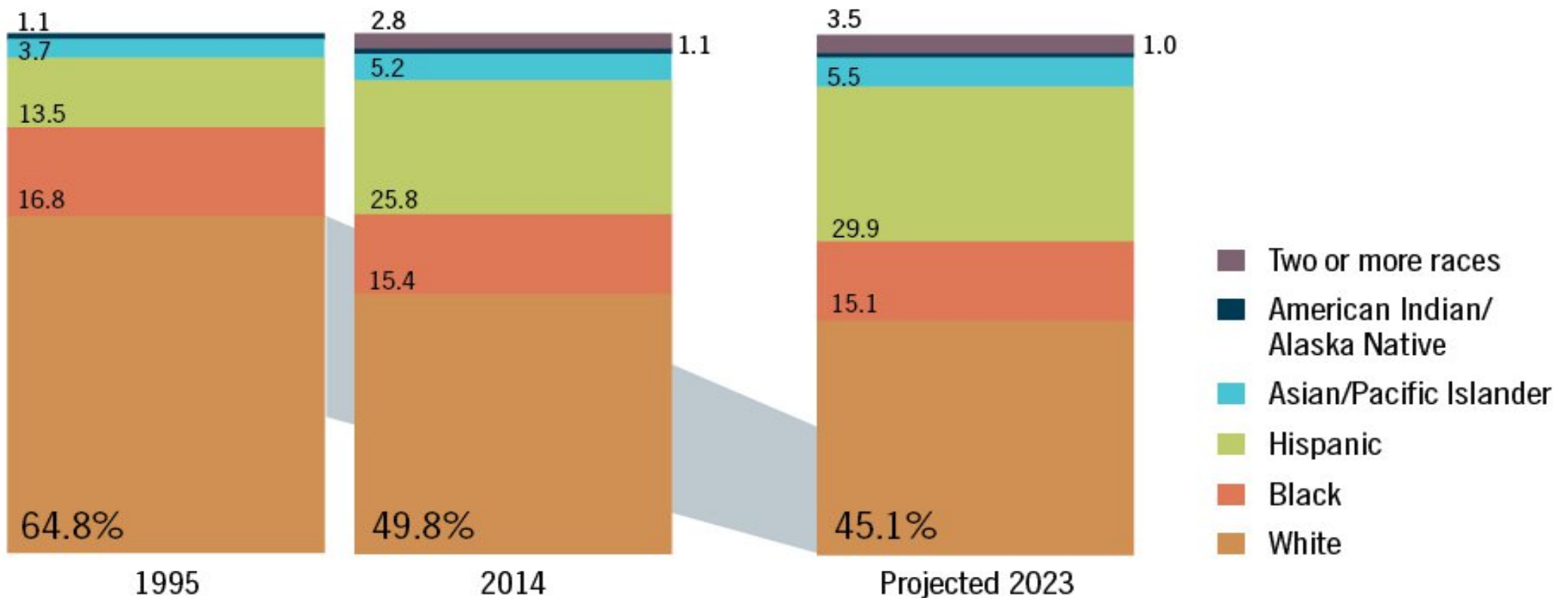


Here's what students and teachers in American public schools look like.



A New Majority in K-12 Education

The 2014-15 academic year was the first time in which African-American, Asian, Latino, and Native American students together will outnumber non-Hispanic whites in K-12



Latinos in the United States

The Latino population is growing fast, and is here to stay

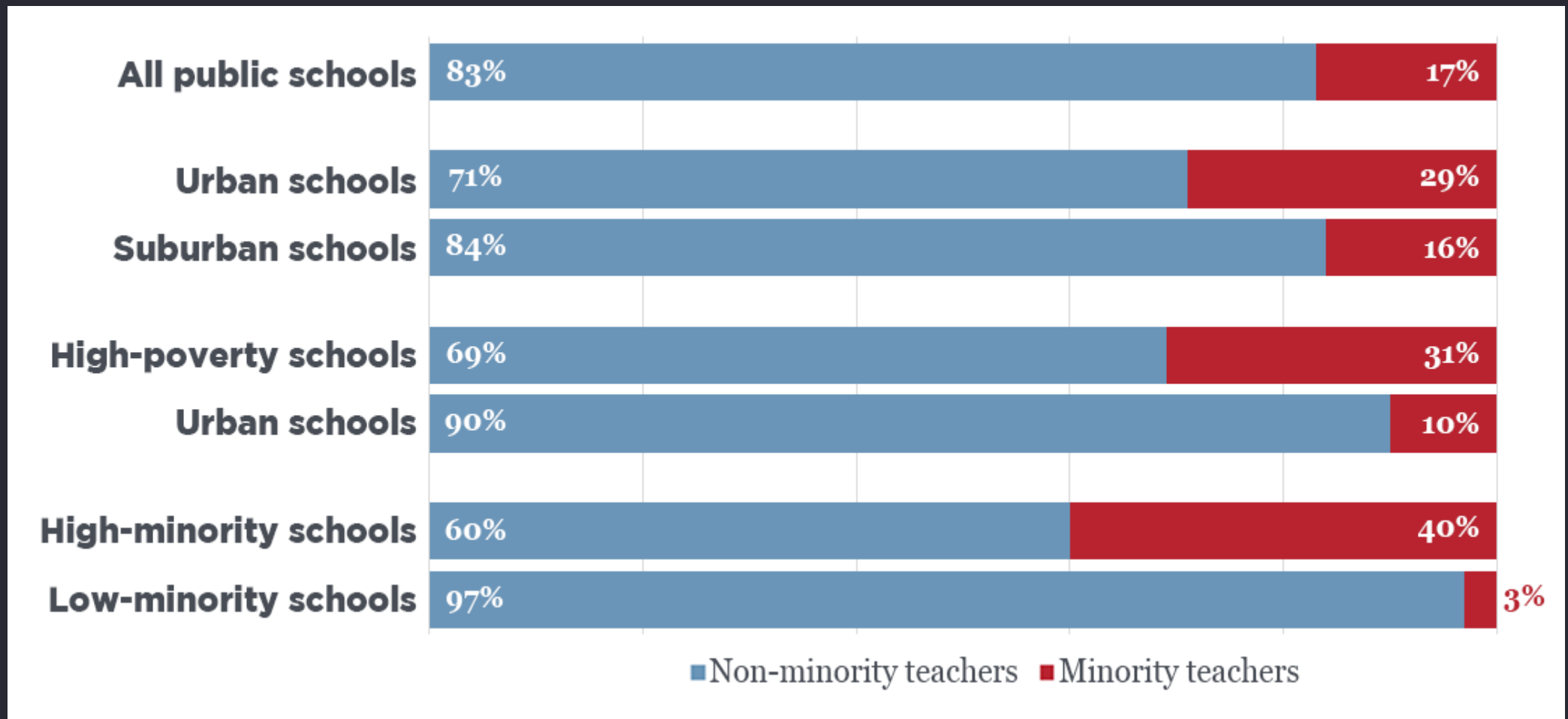
- According to the latest census information (2010) Latinos are the largest minority group in the US counting with more than 50 habitants.
- In fact, the census is projecting that Latinos will count with 132 million habitants by the year 2050.
- Latinos are also the largest minority group in schools.

Latinos and public schools

- According to the NCES (2013), enrollment in public elementary and secondary schools is projected to increase 33% between 2011-2022 for Latino students.
- Moreover, Latino high school graduates will grow 64% from 2009 to 2023.



Minority Teachers are Two to Three Times More Likely than White Teachers to Work in High-Poverty, Urban Schools



Equal Employment Opportunity Commission

Employers need to make sure that they are not using methods that limit opportunities for employees. They should see affirmative action as reaching out to ethnic minorities or women, creating diversity in the workplace, to achieve gender, race, and ethnic diversity. If you don't have the right people, regardless of their race and sex, you will have trouble getting your work done.



Equal Employment Opportunity Commission

- A major failing of many school administrators is their lack of understanding about the EEOC and how school districts can minimize liability when claims of discrimination occur.
- Employers need to make sure that they are not using methods that limit opportunities for employees. They should see affirmative action as reaching out to ethnic minorities or women, creating diversity in the workplace, to achieve gender, race and ethnic diversity.

Source:
Rebore, R. W. (1982). *Personnel administration in education: A management approach*. Englewood Cliffs, N.J: Prentice-Hall.



Why Should We Care?

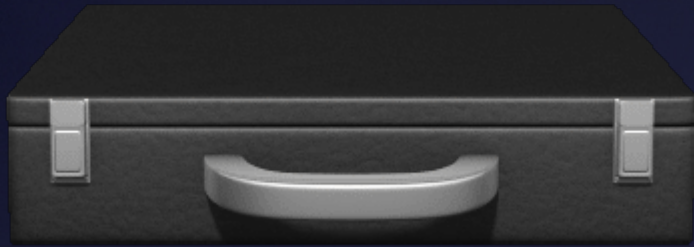
- Teachers of color boost the academic performance of students of color, including improved reading and math test scores, improved graduation rates, and increases in aspirations to attend college.
- Students of color and White students report having positive perceptions of their teachers of color, including feeling cared for and academically challenged.
- Greater diversity of teachers may mitigate feelings of isolation, frustration, and fatigue that can contribute to individual teachers of color leaving the profession when they feel they are alone.

Source: Diversifying the Teaching Profession: How to Recruit and Retain Teachers of Color by Desiree Carver-Thomas

Minority students often perform better on standardized tests, have improved attendance, and are suspended less frequently (which may suggest either different degrees of behavior or different treatment, or both) when they have at least one same-race teacher.

Source: Brookings Institute Report: The importance of a diverse teaching force. David Figlio. November 16, 2017

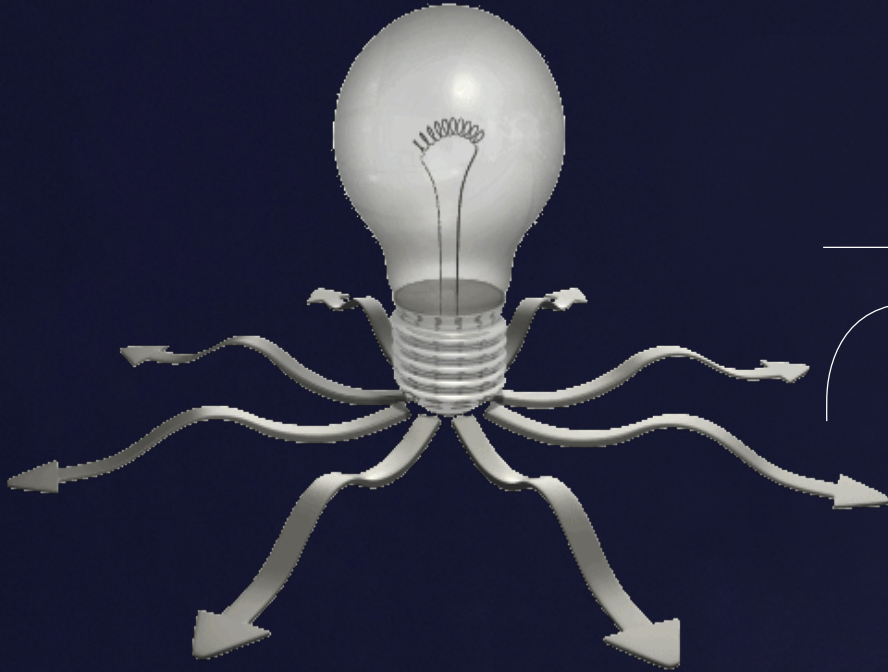




**What are some of the
solutions to the problem?**



Suggestions



- **School districts can create teacher apprentice programs to encourage minority students to explore teaching careers.**
- **Recruit and promote minority administrators from within the organization by building social capital.**





Teacher Apprenticeship Program

If minority students become educators they add to the pool of teachers that eventually will apply for administrative positions.



Creating teaching apprentice programs that provide in-depth, hands on experience with teachers, guidance counselors, school psychologists and school administrators.



High schools should partner with colleges and universities to recruit future minority teachers.



Students should be educated about the importance of seeking careers in education.





Social Capital and Mentoring

Becoming a School Leader

Becoming a school administrator in public schools requires sponsorship and intense socialization. For women and minorities, educational administration is an exclusive area to enter and be successful.



What is Social Capital?

Social capital is an intangible form of capital that refers to having access to privileged channels of information and resources via social relationships

(Smith, 2007).



Theories of Social Capital

James Coleman
(1988)

Pierre Bourdieu
(1983)

Social
Networks
Social
connections
between
entities
(Hezlett &
Gibson, 1973)

Weak Tie
Theory

Power of
acquaintances
(Granovetter,
1973)

Social Resource
Theory

Social Connections
(Lin, Ensel & Vaughn,
1991)

In my research, Latina School Administrators on Average:

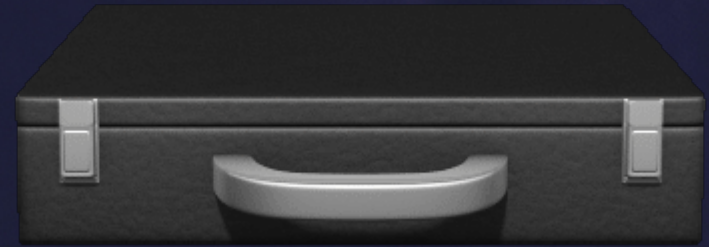
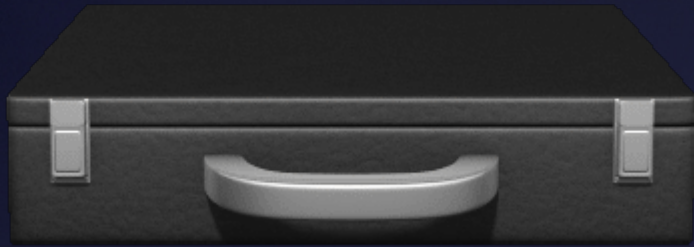
- Had teaching experience (all of them did).
- Spent 16 years in the classroom.
- Worked mostly in urban districts.
- Seek leadership positions in elementary schools.
- Became interested in becoming teachers long after graduating high school.
- Were able to find positions as teachers quickly.
- Used their weak ties to find employment as teachers but had to use social capital to find employment as school administrators.



The findings of the study revealed:

- Participants were motivated to seek administrative positions by informal mentors.
- Mentors were much older than their mentees and were from different gender, races and ethnicities.
- Mentor provided them sources of information regarding employment.
- Most participants were promoted from within their school districts.
- Mentors were often their immediate supervisors.

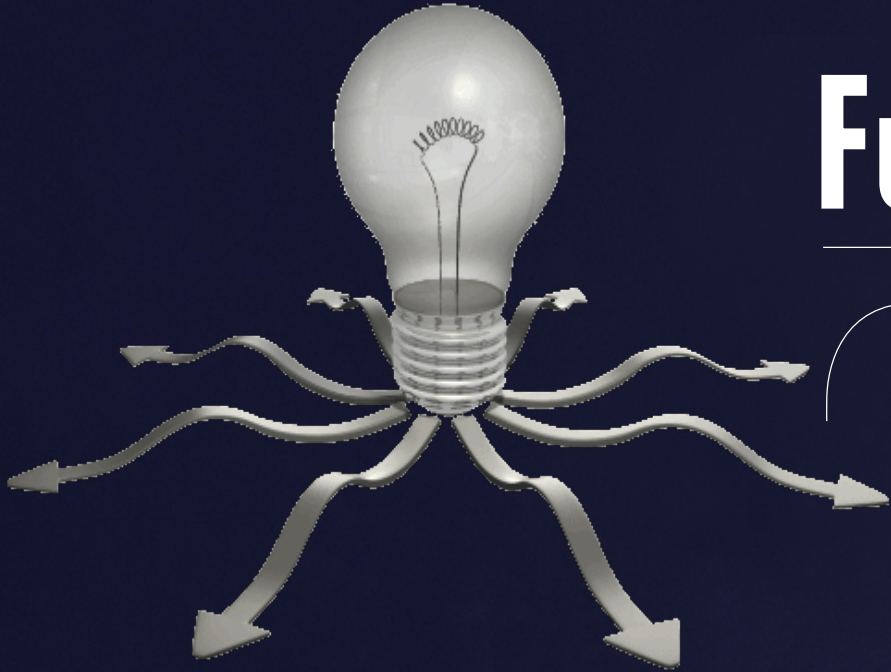




What have we learned?



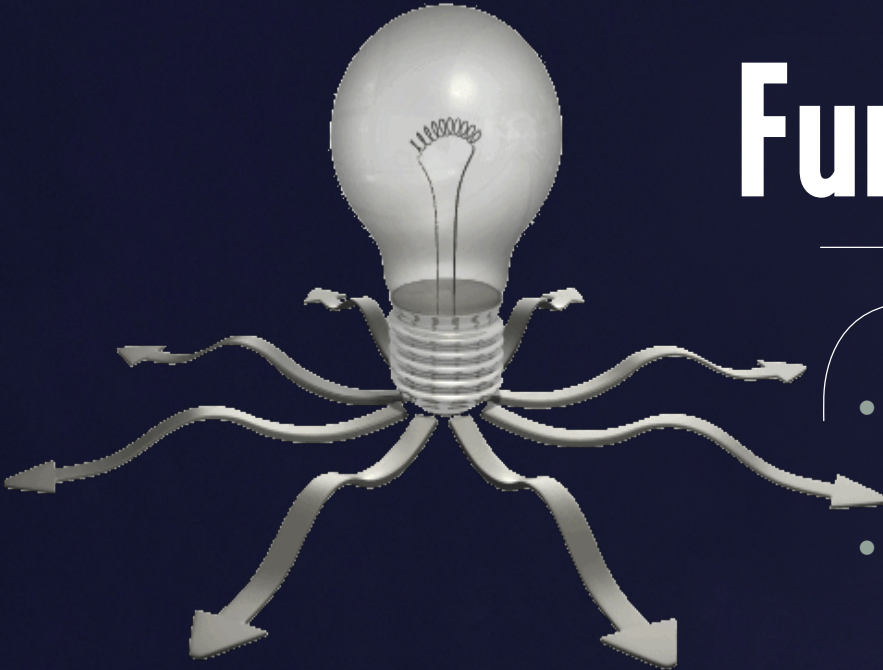
Further Recommendations



- Students should be educated about the importance of having minority teachers and school leaders.
- Promote programs at the high school level to encourage minority students to explore careers in teaching.
- Increase mentoring programs for future minority school administrators.
- Districts must conduct internal research to find potential minority candidates.



Further Recommendations



- Institutions of higher education should foster informal mentoring relationships.
- School districts should provide professional development to school administrators about the importance of mentoring .
 - i.e.: Develop professional development programs to foster the inclusion and acceptance of minority leaders.
 - i.e.: Develop an equity plan to ensure minority are offered equal opportunities.
- Utilize Social Media to maximize attention and exposure to recruiting, hiring and maintaining a diverse faculty.





CJPRIDE is an organization of school districts with a mission of attracting diverse candidates to fill teaching positions in their district. All of our districts have so much to offer. Professional educational opportunities are available and exciting things are happening in the districts that are a part of the organization known as CJPRIDE:

Bernards Township, East Windsor Regional School District, Ewing Public Schools, Franklin Township Public Schools, Freehold Regional School District, Freehold Township School District, Hamilton Township Public Schools, Highland Park, Hopewell Valley Regional School District, Hunterdon Central, Jackson School District, Lawrence Township Public Schools, Mercer County Special Services School District, Millburn School District, Montgomery Township Schools, Moorestown School District, North Brunswick Township Schools, Princeton Public Schools, Robbinsville Public School District, South



[UPCOMING JOB FAIR ON THURSDAY, MARCH 14, 2019 FROM 4-7 PM.
Hightstown High School 25 Leshin Lane Hightstown NJ 08520](#)

Questions

