Project FIRST Toolkit

This toolkit is a collection of resources designed to support the recruitment, preparation, persistence, and retention of ethnoracially and linguistically diverse educators. The resources are intended for a variety of audiences including leaders of schools, districts, and educational service districts seeking to recruit and retain diverse educators; leaders of college and university teacher education programs wanting to prepare and support skilled and resilient diverse teacher candidates; and state policymakers working to support partnerships, systems, and initiatives that ensure the wellbeing, success, and retention of diverse educators.

The resources have been categorized by area of primary relevance, but many of the tools apply to multiple themes. We encourage educational leaders to explore all of the tools. Collectively the tools serve to inform educators of the challenges that ethnoraciallly and linguistically diverse educators face from recruitment, through teacher education programs, into the classroom, and as they aspire to themselves become educational leaders. The tools also provide practical strategies to support diverse educators throughout this trajectory. In this way the resources here serve to help us collectively address the underrepresentation of diverse educators in the workforce and ensure that all students and our society as a whole benefit from the assets they bring with them into the field.

Module A: Introduction

Chapter 1 - Project Overview

Title & Link	Description (From Resource Abstracts)
2017 Oregon Educator Equity Report	By law, the Chief Education Office (CEdO), the Higher Education Coordinating Commission (HECC), the Oregon Department of Education (ODE), and the Teacher Standards and Practices Commission (TSPC) are required to jointly create an annual report on the Educators Equity Act. Compiled and published by the Chief Education Office with oversight from a 20-member Oregon Educator Equity Advisory Group, the 2017 Educator Equity Report includes a summary of: most recently available data on diversity in Oregon's Educator workforce; promising practices for recruiting, preparing, hiring and retaining culturally and linguistically diverse educators; and recommendations for achieving an educator workforce that more closely mirrors Oregon's K-12 student demographics.
2023 US Department of Education Equity Action Plan	The Department's 2023 Equity Action Plan Update reflects efforts to address economic disparities through targeted funding to build and support a more just and equitable educational ecosystem and supports the Department's "Raise the Bar: Lead the World" initiative –to transform our educational system and unite around what truly works—based on decades of experience and research—to advance educational equity and excellence. Raise the Bar recognizes that our nation has what it takes to continue leading the world—especially when we deliver a comprehensive, rigorous education for every student; boldly improve conditions for learning; and ensure every student has a pathway to multilingualism and to college and careers. When the bar is raised in education, all our nation's students win. Our students will build skills to succeed and reach new heights in the classroom, in their careers, and in their communities, making a positive difference in the world for generations to come.
2024 Oregon Educator Equity Report	In addition to reporting on educator preparation and workforce diversity, the report highlights evidence-based practices for recruiting, preparing, supporting, and advancing culturally and linguistically diverse educators and key recommendations for Oregon to achieve not just equality in the educator workforce, but provides a more ambitious goal of an equitable educator workforce with a shared understanding of the conditions impacting diverse educator recruitment, retention and career advancement.

<h1 style="text-align:center;color:red;">Module B: Pre-Service Considerations:
Policies and Practices in Teacher Education Programs</h1>

Chapter 2 - Program Recruitment

Title & Link	Description
Diversifying the Teaching Field - Technical Assistance Toolkit	This IDRA Diversifying the Teaching Field – Online Technical Assistance Toolkit includes four videos, literature review documents, a diversity gap map and other resources.
Grow Your Own Educator Programs - Technical Assistance Toolkit	This IDRA Grow Your Own Educator Programs – Online Technical Assistance Toolkit discusses how equitable approaches and critical perspectives can combine the powerful roles of "homegrown" teachers, culturally-relevant curriculum, and social justice pedagogy in addressing achievement and opportunity gaps, especially for the nation's woefully underserved, largely urban schools serving students of color.
Strategies for Designing, Implementing, and Evaluating Grow-Your-Own Teacher Programs for Educators	This review illustrates common features of GYO programs. It is a tool to facilitate the discussion of existing and potentially new program features among staff and educators who manage or work with GYO programs for adults or are considering creating one. We examined more than 125 articles written between 1980 and 2017 that describe existing GYO programs for adults in the United States. We selected 15 articles from this pool based on relevance and generalizability. These articles describe GYO program practices and participant experiences but not long-term outcomes.

Chapter 3 - Teacher Preparation

Title & Link	Description
Enabling Learning Navegando hacia el éxito escolar: Guía para estudiantes de inglés en Estados Unidos	En Enabling Learning, comprendemos los retos y las oportunidades especiales que enfrentan las familias que llegan a este país, y que deben guiar a sus hijos a través de un nuevo sistema educativo. Este curso tiene como objetivo proporcionarles las herramientas, el conocimiento y las estrategias necesarias para apoyar de manera efectiva a sus hijos en este emocionante viaje educativo.
National Clearing House for English Language Acquisition Toolkits	As part of their mission, the Office of English Language Acquisition has created three toolkits designed to promote high-quality educational experience for ELs and their families. This crosswalk outlines the content and intended audience for each toolkit.
The Multilingual Learning Toolkit	The Multilingual Learning Toolkit, an online hub of research-based key principles, instructional practices, and accompanying resources, is the result of a collaborative effort between practitioners, experts, and researchers. The key audience for this work is teachers who work with Multilingual Learner children in PreK-3rd Grade as well as program administrators and higher education faculty members.
Oregon Multilingual Learner Strategic Plan	The Oregon Multilingual Learner Strategic Plan builds on [historical] efforts. This plan outlines shared policy and budgeting priorities and demonstrates our ongoing commitment to addressing historical educational inequities and eliminating systemic barriers to academic success for Oregon's multilingual learners, particularly those designated as English learners.
Social Justice Standards	The Social Justice Standards are a set of anchor standards and age-appropriate learning outcomes divided into four domains—Identity, Diversity, Justice and Action (IDJA). The standards provide a common language and organizational structure: Teachers can use them

	to guide curriculum development, and administrators can use them to make schools more just, equitable and safe. The standards are leveled for every stage of K–12 education and include school-based scenarios to show what anti-bias attitudes and behavior may look like in the classroom.
Support Black Students Introducing the Parents of Black Children Combating Anti-Black Racism Educators' Toolkit	The Educators' Combating Anti-Black Racism Toolkit is a resource developed to help educators understand how Black students experience the Canadian education system. The Toolkit provides a framework that educators throughout the country can use to adopt inclusive anti-Black racist teaching practices in their classrooms.

Chapter 4 - Retention Within the Program

Title & Link	Description
Diversifying the Teaching Profession: How to Recruit and Retain Teachers of Color	As more states and districts look to diversify their teacher workforces, it is important that, in order to develop holistic, evidence-based strategies for recruiting and retaining more teachers of color, decision makers carefully consider why it is that the teacher workforce is not currently as diverse as it could be. This report draws on recent nationally representative data as well as a body of research on recruiting and retaining teachers of color to summarize the primary barriers to recruitment and retention of teachers of color all along the teacher pipeline. Fortunately, there are a host of initiatives across the country aimed at addressing those very barriers.
Strategies for Increasing Diversity and Opportunity in Higher Education	This report answers President Biden's call on the U.S. Department of Education to provide leaders with a comprehensive look at the most promising strategies for promoting college diversity in the aftermath of the Supreme Court's recent decision. We strongly encourage institutions to consider students' experiences overcoming adversity, as well as their sources of personal inspiration, during the admissions process. Students who have succeeded over challenges and demonstrated resiliency possess qualities that should be valued by our colleges and universities. Institutions should consider placing applicants' achievements in the context of their financial means and the educational opportunities available to them, as well as their personal experiences, whether it be hardship resulting from discrimination or inspiration drawn from their backgrounds.

Module C: In-Service Considerations: Policies & Practices in the Field

Chapter 5 - Overview & Statistics

Title & Link	Description
Diversifying the Field: Recruiting and Retaining Teachers of Color – Webinar	This webinar examines the current state of teachers of color in the workforce, the factors that affect the recruitment, hiring, and retention of teachers of color, and opportunities for growing a stable workforce of teachers of color.
Diversifying The Teacher Workforce: Research and Strategies	Flier from the Institution of Educational Sciences describing the benefits of teacher diversity, related key issues, and promising strategies for diversifying the teacher workforce.

Chapter 6 - Attrition

Title & Link	Description
[The Critical Role of Teacher Wellbeing in Retaining Teachers of Color](#)	This blog from Critical Education explores: "It is clear that addressing teacher retention is also critical to improving teacher diversity–and the stresses of the COVID-19 pandemic have only heightened the need to focus on retaining teachers of color. How might policymakers, state departments of education, funders, and other key stakeholders address this challenge?"
[Elevating the Education Profession: Solving Educator Shortages by Making Public Education an Attractive and Competitive Career Path](#)	This report from the National Education Association outlines a variety of long-term strategies and solutions that are effective at recruiting and retaining educators and, most importantly, reflect the needs and priorities of educators themselves. Across the country, educators and their unions, school and district administrators, and policymakers are working together to make education an attractive and competitive career. While we have a long way to go, the path to achieving a well-staffed, equitable, and just public education system is clear.
[Equitable Decision Making for the Retention of Diverse Educators Toolkit](#)	We have designed this free Toolkit to support school and district leaders in their efforts to: ● Develop a deep and nuanced understanding of the experiences and challenges of classroom educators related to the social and emotional dimensions of learning, wellbeing and relationships ● Collaborate with educators and school leaders to co-design solutions that will address the root causes of decreased teacher morale and retention in their schools. This Toolkit does not provide answers or solutions to the challenges facing teachers, but rather provides a step-by-step process for school and district leaders to craft solutions specific to local context and needs, supported by stories and research from educators across the country. Throughout a robust equitable decision making process, school and district leaders will gather empathy data to better understand the specific challenges facing teachers in their buildings and will then work alongside those teachers to design solutions for the challenges specific to their context.
[Equity-Minded Faculty Workloads What We Can and Should Do Now](#)	This report summarizes the authors' findings and insights learned from the Faculty Workload and Rewards Project (FWRP), a National Science Foundation ADVANCE-funded action research project. The FWRP worked with 51 departments and academic units to promote equity in how faculty work is taken up, assigned, and rewarded, drawing from theories of behavioral economics and the principles of equity-mindedness. Using a randomized experiment with treatment and control groups, the authors found that there are actions that academic units can take to promote workload equity. The treatment groups participated in a four-part workload intervention that included training on workload inequity, creating a faculty work activity dashboard, developing an equity action plan, and individual faculty professional development on managing time-use. Although the report focuses on university faculty, lessons learned can be applied to the K-12 educational system.

Chapter 7 - Supporting Retention & Persistence

Title & Link	Description
[Building Communities of Support for New Teachers of Color](#)	Now in its second year, Partners for Racial Inclusion was created to provide a network of support for new teachers of color by pairing them with veteran educators. The project is a joint initiative of our long-time partner Dane County New Teacher Project and the Dane County Equity Consortium, representing school districts across central Wisconsin.
[Recruiting & Retaining Educators of Color: Hiring Practices to](#)	A short flier offering tips to support the recruitment and retention of educators of color developed through a collaboration between Education Trust - West and the California County Superintendents Educational Services Association.

[Diversify Your Candidate Pool & Strategies to Support and Retain Educators](#)	
[Respecting Educator Activists of Color: The Anti-racist Guide to Teacher Retention](#)	The Pennsylvania Department of Education collaboratively "developed this guide to help districts and schools build highly qualified faculties that reflect students' racial identities, cultural backgrounds, life experiences, and worldviews. Research has proven that this mirroring effect has the potential to vastly improve student academic outcomes and projected life success."

Module D: Conclusion & Implications

Chapter 8 - Priorities for Oregon's Teacher Workforce Sustainability

Title & Link	Description
[Creating an Action Plan and Sustaining Efforts to Increase Educator Diversity: A Toolkit for Districts & School Leaders](#)	This document provides guidance to support district leaders in their efforts to increase the racial, ethnic, and linguistic diversity of the educator workforce. It was designed to complement [Connecticut's] document titled Creating a District Plan to Increase the Racial, Ethnic and Linguistic Diversity of Your Educator Workforce: A Guidebook for Hiring and Selection (which this toolkit refers to as "the Guidebook for Hiring and Selection" or simply the "Guidebook"). The toolkit guidance is informed by lessons learned from a pilot conducted with 12 districts between January 2020 and June 2021. This guidance is designed to help district leaders develop an action plan that clearly defines and communicates data-informed goals, strategies, and indicators of progress; specifies key elements of effective implementation; and details how district leaders should engage in cycles of continuous improvement to sustain their efforts and achieve their goals.
[Data Lab](#)	National Center for Educational Statistics online table and regression maker tools featuring 30+ federal education datasets. Contains three powerful tools for your analytical needs: QuickStats – Allows novice users to create simple tables and charts; PowerStats – Allows researchers to create complex tables and logistic and linear regressions; and TrendStats – Allows researchers to create complex tables spanning multiple data collection years. Also, contains the Tables Library which houses 5000+ published analysis tables by topic, publication, and source.
[State of the States 2023 Policies to Increase Teacher Diversity](#)	This report by the National Council on Teacher Quality explores how the national movement for teacher diversity—driven by both a national reckoning around racial injustice and mounting research on the positive impact that teachers of color have on students—is clearly ascendant. This is a policy area that will require sustained commitment from states to achieve progress and increase the number of teachers of color in the workforce. The report analyzes to what extent this commitment is reflected in state policies and funding and outlines recommendations and strategies to increase teacher diversity.
[Strategies for Supporting Educator Preparation Programs' Efforts to Attract, Admit, Support, and Graduate Teacher Candidates From Underrepresented Groups](#)	Educator preparation programs (EPPs) are increasingly focused on identifying successful strategies for diversifying their programs by including more teacher candidates from underrepresented groups (i.e., students of color, English language learners, first-generation students). But the process of attracting, admitting, supporting, and successfully graduating students from underrepresented groups has proven to be challenging for many reasons—some more easily addressed than others. However, there are EPPs that are succeeding against the odds. This research memorandum outlines some of the challenges EPPs face and offers a consolidated look at literature-based strategies for addressing such challenges.