

Teacher Recruitment, Hiring and Staffing for 2020-2021

Strategic Plan – Phoenix Elementary School District #1

In order to reach our mission of inspiring every child to achieve, we need the very best teachers to provide the very best support for our students. Our district's strategic plan is built on the cornerstone of driving student success via a guaranteed and viable curriculum, quality instruction, and meaningful assessment. This is only made possible by hiring teachers who bring the right dispositions and mindsets, as well as established skills and accomplishments aligned to our vision; or the potential to do so provided the right support. It is with this in mind that we have created this strategic plan for staffing our schools, including recruiting and hiring strong teachers, for the 2020-2021 school year.

Objectives: What We Will Accomplish

Over the next several months, we will:

- Fill all open positions with teachers who have the right fit for our community and the potential to ensure success for every student, every day.
- Refine our hiring processes to be more efficient, more intentional and more effective at building exceptional teams of teachers at each school.
- Involve the very best stewards of our community in a way that builds their hope and sense of ownership over our district.
- Build several inside-out pathways for future teachers that will serve our organization for years to come.

Analysis: Where We've Been

- What are our processes and strategies?
- How has the teacher shortage impacted our community?
- What were our retention rates in 2016, 2017 and 2018?
- What were our results in 2018, 2017, and 2016?

With this data in mind, we believe 40 to 60 teachers will resign at the end of the 2019-2020 school year, and we will have to hire between 40 and 60 teachers for the 2020-2021 school year. Although these ranges may be wide, they will be further defined and narrowed through strategies shared later in this plan. Most importantly, we know that, collectively, teacher retention is something that is in our control and critically important. It is no surprise, then, that this strategic plan starts with our most important priority: retaining our very best teachers.

Strategy: Retain, Recruit, Refine, Reenlist

Our strategy features four priorities in order to reach our objectives for staffing, recruiting, and hiring for 2020-2021. First, we will work with school leaders to **retain current teachers** and identify needs for staffing based on attrition. Our best recruitment strategy is retaining those teachers who are making a significant impact on our students and our schools. We must work strategically to retain these folks, and to identify needs as early as possible in order to get a leg up on recruitment. Second, we will **recruit from the inside-out**, carving pathways to pull teachers in locally, before expanding our search to other places. We will tap into our current staff's personal and professional networks in order to find individuals who meet our needs, develop a

pre-service pathway with local and in-state universities, develop grow-your-own pathways for our current staff and other key stakeholders, and establish a presence at local career fairs before tapping into excess pools of teachers across the country. The third priority is to **refine our hiring processes** at every step from posting a position to completing an application to signing a contract in order to ensure our processes are both as efficient and as effective as possible. We want our new hires to feel valued and excited by the opportunities our organization offers, while the staff who use these processes feel supported and hopeful through the use of these systems. Our fourth and final priority is to **reenlist the very best stewards** of our organization in this work. We need to approach this work by asking our staff to take the lead and share the love, rather than just asking them to share the load.

Key Projects and Priorities: How We Will Get This Job Done

From this strategy, we will focus on the following projects for each priority in our strategic plan:

- Priority 1: Retain Current Teachers
 - 1.1: Determine staffing allocations for each school in the context of enrollment trends and key initiatives
 - 1.2: Collaborate with school leaders to retain teachers
 - 1.3: Issue and collect contracts for 2020-2021
 - 1.4: Support Current Staff Transitions (Transfers, Retirements, Certifications, etc.)
- Priority 2: Recruit from the Inside-Out
 - 2.1: Inspire-A-Friend: Tapping into staff personal and professional networks
 - 2.2: Grow-Your-Own: Pathways for current staff
 - 2.3: Cultivate pre-service pathways with university partners
 - 2.4: Establish a presence and local, in-state career fairs
 - 2.5: Work with key local partners to meet hiring needs
 - 2.6: Utilize Social Media to share recruitment messages
- Priority 3: Refine and Refocus our Processes
 - 3.1: Refining our process, from posting a vacancy to hiring a candidate
 - 3.2: Support principals with vetting, interviewing, and hiring candidates
 - 3.3: Establish and clean information systems to organize and represent the most accurate data possible
- Priority 4: Reenlist our Best Stewards
 - 4.1: Encourage participation in Inspire-A-Friend
 - 4.2: Use social media platforms with key stewards to share recruitment messages
 - 4.3: Involve stewards in recruitment activities

Project	Key Stakeholders	Key Actions	Measures of Success
1.1: Determine staffing allocations for each school in the context of enrollment trends and key initiatives	<ul style="list-style-type: none"> • CFO/COO • Chief Academic Officer • Director of Curriculum & Instruction • Director of Special Education 	<ul style="list-style-type: none"> • Use current year enrollment to determine FTE for general education, core area teachers at each school • Collaborate with C&I to determine FTE for special area teachers • Collaborate with Student Services to determine FTE for special educators • Meet with Principals to share PTR projections and hear insights • Finalize staffing projections with Principals 	<ul style="list-style-type: none"> • FTE projections are considered fair and clear by leaders
1.2: Collaborate with school leaders to retain teachers	<ul style="list-style-type: none"> • Principals & APs • Association Leadership 	<ul style="list-style-type: none"> • Meet with Principals to review roster and create retention projections • Create and share teacher survey with Principals • Collect data from survey to clarify and communicate retention projections and recruitment needs • Collect data from survey to determine next steps for potential teacher transfers 	<ul style="list-style-type: none"> • School leaders feel supported in retaining their teachers
1.3: Issue and collect contracts for 2020-2021	<ul style="list-style-type: none"> • CFO/COO • Association Leadership • Director of Finance 	<ul style="list-style-type: none"> • Send contracts to legal for review • Send reviewed contracts to association for review • Prepare contracts for Governing Board Approval • Secure Governing Board Approval of contracts • Create contract process memo for teachers, including process for resigning and retiring • Create a total rewards document that will be shared with contract process memo • Redraft contracts to incorporate feedback about compensation breakdown • Distribute contract memo to teachers • Prepare contracts for distribution in iVisions • Plan office hours at schools for contracts • Host office hours at schools • Collect contracts and communicate and clarify recruitment needs 	<ul style="list-style-type: none"> • 85% of current teachers are retained for 2020-2021 • Teachers feel valued and cared for by HR Team • Teachers feel satisfied with contract process

1.4: Support Current Staff Transitions	<ul style="list-style-type: none"> • HR Staff • ESI • ASRS • Association Leadership 	<ul style="list-style-type: none"> • Determine retire/rehire process • Create transfer process plan • Share transfer process plan with Association Leadership • Finalize and communicate transfer plan • Set up retirement meeting with ESI and ASRS • Finalize and communicate retire/rehire process • Check in on under certified teachers before contracts • Communicate expectations and support to under certified teachers • Check in on under certified teachers after contracts 	<ul style="list-style-type: none"> • Staff members feel valued and supported in their potential transitions • Transfers do not hold in place recruitment efforts
2.1: Inspire-A-Friend: Tapping into staff personal and professional networks	<ul style="list-style-type: none"> • Cabinet • Governing Board • All Staff 	<ul style="list-style-type: none"> • Determine budget capacity for increasing bonus from \$500 to \$1,000 • Draft communication to staff about program • Send communication to staff about program • Highlight and celebrate staff members who participate in program 	<ul style="list-style-type: none"> • Staff members feel excited about program • 14 new teachers in 2020-2021 are recruited via the inspire-a-friend program • 75% of referred candidates are offered positions and ultimately hired
2.2: Grow-Your-Own: Pathways for current staff	<ul style="list-style-type: none"> • HR Staff • University Partners • Principals 	<ul style="list-style-type: none"> • Collaborate with Principals to identify staff members who may be good fits for teaching positions, including substitutes • Identify support staff members with bachelor's degrees • Send information to eligible staff members • Offer support to participants with certification needs 	<ul style="list-style-type: none"> • 5 new teachers in 2020-2021 are recruited via Grow-Your-Own pathway
2.3: Cultivate pre-service pathways with university partners	<ul style="list-style-type: none"> • HR Staff • Mentor Teachers • University Partners 	<ul style="list-style-type: none"> • Secure placements for student teachers, practicum students and interns • Encourage mentors to cultivate pathways for pre-service students 	<ul style="list-style-type: none"> • 50% of students teachers are hired as new teachers • Pre-service teachers feel: <ul style="list-style-type: none"> ○ Satisfied with their experiences in Phoenix #1

		<ul style="list-style-type: none"> • Student Teacher Reception in January and early March to promote positions in the district/interviewing etc. • Highlight and celebrate pre-service students hired for positions and mentors who cultivate pathways 	<ul style="list-style-type: none"> ○ Satisfied with their mentor ○ A high level of care for our students ○ They would recommend training in Phoenix #1 to a friend • Mentor teachers feel: <ul style="list-style-type: none"> ○ Satisfied with their experiences as a mentor ○ Satisfied with their students ○ A desire to continue working as a mentor
2.4: Establish a presence and local, in-state career fairs	<ul style="list-style-type: none"> • HR Staff • University Partners • Key Stewards • Director of Marketing and Communication 	<ul style="list-style-type: none"> • Identify and schedule local career fairs • Create calendar of events and share with staff • Register for local career fairs • Plan table presence and set up for career fairs • Identify and order “swag” for career fairs • Invite alums of universities to attend career fairs • Create recruitment brochure for career fair and send for insight • Finalize recruitment brochure 	<ul style="list-style-type: none"> • Each career fair features one alum from our current staff • 10 new teachers are hired from career fairs
2.5: Work with key local partners to meet hiring needs	<ul style="list-style-type: none"> • Teach For America • MCESA • One Teacher 	<ul style="list-style-type: none"> • Finalize budget for partnerships • Meet with potential partners to craft partnerships • Review resumes from TFA and set up interviews 	
2.6: Utilize Social Media to share recruitment messages	<ul style="list-style-type: none"> • Director of Marketing and Communication • Key Stewards 	<ul style="list-style-type: none"> • Study use of LinkedIn for posting positions and recruiting candidates • Study participation in online career fairs • Meet with Sara Bresnahan to create recruitment messages 	

<p>3.1: Refining our process, from posting a vacancy to hiring a candidate</p>	<ul style="list-style-type: none"> • CFO/COO • HR Staff 	<ul style="list-style-type: none"> • Collect data about new teachers hired using process in 2019-2020 • Revise process and protocols for hiring process that can be used across all schools • Revise online application in TalentEd • Revise Spark Hire interview with performance task • Revise interview protocol and performance tasks • Create hiring process workshop for leaders and educators • Send invites for workshop • Facilitate workshop for leaders and educators to share refined hiring process and share calendars • Share tools and protocols with school leaders 	<ul style="list-style-type: none"> • HR team believes hiring process will be efficient and effective • Principals feel satisfied with hiring process • Candidates feel satisfied with hiring process
<p>3.2: Support principals with vetting, interviewing, and hiring candidates</p>	<ul style="list-style-type: none"> • Principals & APs • EPI 	<ul style="list-style-type: none"> • Collect testimonials about benefit of having HR schedule interviews from Whittier, Lowell, and Dunbar • Collect data on lost opportunities due to scheduling or delaying interviews • At workshop, impress importance of HR assisting with scheduling interviews • After workshop, follow up with support for scheduling interviews • Support Principals with screening tools 	<ul style="list-style-type: none"> • Principals feel screening tools are helpful and effective • EPI is used appropriately and effectively • Candidates feel satisfied with participating in screening activities
<p>3.3: Establish and clean information systems to organize and represent the most accurate data possible</p>	<ul style="list-style-type: none"> • HR Staff 	<ul style="list-style-type: none"> • Revise “REIL 2020” sheet for tracking retention, vacancies and new hires • Refine and use system for tracking applications and applicants through hiring process • Refine and use system for tracking new hires, including results from screening process that can inform new teacher support 	<ul style="list-style-type: none"> • Tracking system for applications is used and found to be effective • Tracking system for applicants is used and found to be effective • Tracking system for hires is used and found to be effective

4.1: Encourage participation in Inspire-A-Friend	<ul style="list-style-type: none"> All Staff Director of Marketing and Communication 	<ul style="list-style-type: none"> Draft communication to staff about program Send communication to staff about program Create posters and fliers for program and post at schools Add information to February and March Newsletters Highlight and celebrate staff members who participate in program 	<ul style="list-style-type: none"> Staff members feel excited about program 14 new teachers in 2020-2021 are recruited via the inspire-a-friend program 75% of referred candidates are offered positions and ultimately hired
4.2: Use social media platforms with key stewards to share recruitment messages	<ul style="list-style-type: none"> Director of Marketing and Communication Key Stewards MCESA 	<ul style="list-style-type: none"> Organize rapid response team among current staff and MCESA partners on social media platforms at recruitment committee meeting Use rapid response team to share announcement of opening of applications 	<ul style="list-style-type: none"> Rapid response team created Rapid response team shares application
4.3: Involve stewards in recruitment activities	<ul style="list-style-type: none"> Key Stewards HR Staff Principals & APs 	<ul style="list-style-type: none"> Identify stewards with an “all-call” Facilitate recruitment committee meeting to plan recruitment activities and messages Identify and invite staff members to career fairs 	<ul style="list-style-type: none"> Group of stewards organized Stewards feel a sense of hope and ownership over our district from their participation

Timeline with Key Actions

	Project	Key Actions
1/6 - 1/10	1.1: Staffing Allocations	<ul style="list-style-type: none"> Use current year enrollment to determine FTE for general education, core area teachers at each school
	1.2: Collaborate w/ Schools	<ul style="list-style-type: none"> Meet with Principals to review roster and create retention projections Create and share teacher survey with Principals
	1.3: Contracts	<ul style="list-style-type: none"> Send contracts to Jennifer MacLennan for review
	1.4: Transitions	<ul style="list-style-type: none"> Set up retirement meeting with ESI and ASRS
	2.1: Inspire-A-Friend	
	2.2: Grow-Your-Own	
	2.3: Pre-service pathways	<ul style="list-style-type: none"> Secure placements for student teachers, practicum students and interns

	2.4: Career Fairs	<ul style="list-style-type: none"> Identify and schedule local career fairs, including PHX #1 Career Fair
	2.5: Key Partners	
	2.6: Social Media	
	3.1: Establish Process	
	3.2: Support Principals	
	3.3: Data Systems	
	4.1: Inspire-A-Friend	
	4.2: Social Media	
	4.3: Involve stewards	

	Project	Key Actions
1/13 - 1/17	1.1: Staffing Allocations	<ul style="list-style-type: none"> Collaborate with C&I to determine FTE for special area teachers Collaborate with Student Services to determine FTE for special educators
	1.2: Collaborate w/ Schools	<ul style="list-style-type: none"> Collect data from survey to clarify and communicate retention projections and recruitment needs Collect data from survey to determine next steps for potential teacher transfers
	1.3: Contracts	<ul style="list-style-type: none"> Send reviewed contracts to Association Leadership for review Prepare contracts for Governing Board Approval Plan office hours at schools for contracts
	1.4: Transitions	<ul style="list-style-type: none"> Determine retire/rehire process Create transfer process plan Share transfer process plan with Association Leadership
	2.1: Inspire-A-Friend	<ul style="list-style-type: none"> Determine budget capacity for increasing bonus from \$500 to \$1,000
	2.2: Grow-Your-Own	
	2.3: Pre-service pathways	<ul style="list-style-type: none"> Secure placements for student teachers, practicum students and interns Create January student-teacher reception about getting the most out of student teaching
	2.4: Career Fairs	<ul style="list-style-type: none"> Plan table presence and set up for career fairs Identify and order “swag” for career fairs
	2.5: Key Partners	<ul style="list-style-type: none"> Finalize budget for partnerships Meet with potential partners to craft partnerships
	2.6: Social Media	
	3.1: Establish Process	<ul style="list-style-type: none"> Revise online application in TalentEd and Post General Posting

		<ul style="list-style-type: none"> • Collect data about new teachers hired using process in 2019-2020 • Revise process and protocols for hiring process that can be used across all schools
	3.2: Support Principals	<ul style="list-style-type: none"> • Brainstorm hiring process workshop for leaders and educators • Send invites for workshop
	3.3: Data Systems	<ul style="list-style-type: none"> • Revise “REIL 2020” sheet for tracking retention, vacancies and new hires
	4.1: Inspire-A-Friend	
	4.2: Social Media	
	4.3: Involve stewards	

	Project	Key Actions
1/20-1/24 (MLK)	1.1: Staffing Allocations	<ul style="list-style-type: none"> • Meet with Principals to share PTR projections and hear insights
	1.2: Collaborate w/ Schools	
	1.3: Contracts	<ul style="list-style-type: none"> • Secure Governing Board Approval of contracts • Create contract process memo for teachers, including process for resigning and retiring
	1.4: Transitions	<ul style="list-style-type: none"> • Finalize and communicate retire/rehire process • Finalize and communicate transfer plan
	2.1: Inspire-A-Friend	
	2.2: Grow-Your-Own	<ul style="list-style-type: none"> • Collaborate with Principals to identify staff members who may be good fits for teaching positions, including substitutes • Identify support staff members with bachelor’s degrees
	2.3: Pre-service pathways	<ul style="list-style-type: none"> • Host January student-teacher reception about getting the most out of student teaching
	2.4: Career Fairs	<ul style="list-style-type: none"> • Create calendar of events and share with staff • Register for local career fairs
	2.5: Key Partners	<ul style="list-style-type: none"> • Review resumes from TFA and set up interviews
	2.6: Social Media	
	3.1: Establish Process	<ul style="list-style-type: none"> • Revise Spark Hire interview with performance task • Revise interview protocol and performance tasks
	3.2: Support Principals	<ul style="list-style-type: none"> • Collect testimonials about benefit of having HR schedule interviews from Whittier, Lowell, and Dunbar • Collect data on lost opportunities due to scheduling or delaying interviews
	3.3: Data Systems	
	4.1: Inspire-A-Friend	

	4.2: Social Media	
	4.3: Involve stewards	<ul style="list-style-type: none"> Identify stewards with an “all-call”

	Project	Key Actions
1/27- 1/31	1.1: Staffing Allocations	
	1.2: Collaborate w/ Schools	
	1.3: Contracts	<ul style="list-style-type: none"> Create a total rewards document that will be shared with contracts Redraft contracts to incorporate feedback about compensation breakdown Distribute contract memo to teachers Prepare total rewards and contracts for distribution and total rewards in iVisions
	1.4: Transitions	<ul style="list-style-type: none"> Check in on under certified teachers before contracts
	2.1: Inspire-A-Friend	<ul style="list-style-type: none"> Draft communication to staff about program
	2.2: Grow-Your-Own	
	2.3: Pre-service pathways	
	2.4: Career Fairs	
	2.5: Key Partners	
	2.6: Social Media	
	3.1: Establish Process	<ul style="list-style-type: none"> Create hiring process workshop for leaders and educators Send invites for workshop
	3.2: Support Principals	
	3.3: Data Systems	<ul style="list-style-type: none"> Refine and use system for tracking applications and applicants through hiring process
	4.1: Inspire-A-Friend	
	4.2: Social Media	
4.3: Involve stewards		

	Project	Key Actions
2/3 - 2/7	1.1: Staffing Allocations	<ul style="list-style-type: none"> Finalize staffing projections with Principals
	1.2: Collaborate w/ Schools	
	1.3: Contracts	<ul style="list-style-type: none"> Prepare total rewards and contracts for distribution and total rewards in iVisions
	1.4: Transitions	<ul style="list-style-type: none"> Communicate expectations and support to under certified teachers
	2.1: Inspire-A-Friend	

	2.2: Grow-Your-Own	<ul style="list-style-type: none"> • Send information to eligible staff members • Offer support to participants with certification needs
	2.3: Pre-service pathways	<ul style="list-style-type: none"> • Encourage mentors to cultivate pathways for pre-service students
	2.4: Career Fairs	<ul style="list-style-type: none"> • Invite alums of universities to attend career fairs • Create recruitment brochure for career fair and send for insight • Finalize recruitment brochure
	2.5: Key Partners	
	2.6: Social Media	
	3.1: Establish Process	<ul style="list-style-type: none"> • Facilitate workshop for leaders and educators to share refined hiring process and share calendars • Share tools and protocols with school leaders
	3.2: Support Principals	<ul style="list-style-type: none"> • At workshop, impress importance of HR assisting with scheduling interviews
	3.3: Data Systems	
	4.1: Inspire-A-Friend	<ul style="list-style-type: none"> • Draft communication to staff about program
	4.2: Social Media	
	4.3: Involve stewards	<ul style="list-style-type: none"> • Identify stewards with an “all-call”

	Project	Key Actions
2/10 - 2/14	1.1: Staffing Allocations	
	1.2: Collaborate w/ Schools	
	1.3: Contracts	<ul style="list-style-type: none"> • Prepare total rewards and contracts for distribution and total rewards in iVisions • Share contracts in iVisions and total rewards documents via interoffice mail
	2.1: Inspire-A-Friend	<ul style="list-style-type: none"> • Send communication to staff about program
	2.2: Grow-Your-Own	
	2.3: Pre-service pathways	
	2.4: Career Fairs	
	2.5: Key Partners	
	2.6: Social Media	
	3.1: Establish Process	
	3.2: Support Principals	<ul style="list-style-type: none"> • After workshop, follow up with support for scheduling interviews
	3.3: Data Systems	
	4.1: Inspire-A-Friend	<ul style="list-style-type: none"> • Send communication to staff about program • Create posters and fliers for program

	4.2: Social Media	
	4.3: Involve stewards	

	Project	Key Actions
2/17 - 2/21 (Pres.)	1.1: Staffing Allocations	
	1.2: Collaborate w/ Schools	
	1.3: Contracts	<ul style="list-style-type: none"> • Host office hours at schools • Collect contracts and communicate and clarify recruitment needs
	2.1: Inspire-A-Friend	<ul style="list-style-type: none"> • Highlight and celebrate staff members who participate in program
	2.2: Grow-Your-Own	
	2.3: Pre-service pathways	<ul style="list-style-type: none"> • Organize student-teacher reception for February
	2.4: Career Fairs	
	2.5: Key Partners	
	2.6: Social Media	
	3.1: Establish Process	
	3.2: Support Principals	<ul style="list-style-type: none"> • Support Principals with screening tools
	3.3: Data Systems	<ul style="list-style-type: none"> • Refine and use system for tracking new hires, including results from screening process that can inform new teacher support
	4.1: Inspire-A-Friend	<ul style="list-style-type: none"> • Post posters and fliers at schools
	4.2: Social Media	
4.3: Involve stewards	<ul style="list-style-type: none"> • Facilitate recruitment committee meeting to plan recruitment activities and messages • Identify and invite staff members to career fairs 	

	Project	Key Actions
2/24 - 2/28	1.1: Staffing Allocations	
	1.2: Collaborate w/ Schools	
	1.3: Contracts	
	2.1: Inspire-A-Friend	<ul style="list-style-type: none"> • Highlight and celebrate staff members who participate in program
	2.2: Grow-Your-Own	<ul style="list-style-type: none"> • Send information to eligible staff members • Offer support to participants with certification needs
	2.3: Pre-service pathways	

	2.4: Career Fairs	<ul style="list-style-type: none"> • Host student-teacher reception for February
	2.5: Key Partners	
	2.6: Social Media	
	3.1: Establish Process	
	3.2: Support Principals	
	3.3: Data Systems	
	4.1: Inspire-A-Friend	<ul style="list-style-type: none"> • Add information to February and March Newsletters • Highlight and celebrate staff members who participate in program
	4.2: Social Media	
	4.3: Involve stewards	

	Project	Key Actions
3/2 - 3/6	1.1: Staffing Allocations	
	1.2: Collaborate w/ Schools	
	1.3: Contracts	
	2.1: Inspire-A-Friend	<ul style="list-style-type: none"> • Highlight and celebrate staff members who participate in program
	2.2: Grow-Your-Own	
	2.3: Pre-service pathways	<ul style="list-style-type: none"> • Highlight and celebrate pre-service students hired for positions and mentors who cultivate pathways
	2.4: Career Fairs	
	2.5: Key Partners	
	2.6: Social Media	
	3.1: Establish Process	
	3.2: Support Principals	
	3.3: Data Systems	
	4.1: Inspire-A-Friend	<ul style="list-style-type: none"> • Highlight and celebrate staff members who participate in program
	4.2: Social Media	
	4.3: Involve stewards	

	Project	Key Actions
Q4	1.1: Staffing Allocations	
	1.2: Collaborate w/ Schools	
	1.3: Contracts	<ul style="list-style-type: none"> • Check in on under certified teachers after contracts

1.4: Transitions	
2.1: Inspire-A-Friend	<ul style="list-style-type: none"> • Highlight and celebrate staff members who participate in program
2.2: Grow-Your-Own	<ul style="list-style-type: none"> • Send information to eligible staff members • Offer support to participants with certification needs
2.3: Pre-service pathways	<ul style="list-style-type: none"> • Highlight and celebrate pre-service students hired for positions and mentors who cultivate pathways
2.4: Career Fairs	
2.5: Key Partners	
2.6: Social Media	
3.1: Establish Process	
3.2: Support Principals	
3.3: Data Systems	
4.1: Inspire-A-Friend	<ul style="list-style-type: none"> • Highlight and celebrate staff members who participate in program
4.2: Social Media	
4.3: Involve stewards	