

# Racial Disproportionality as Experienced by Educators of Color: Job Satisfaction of Teachers and Administrators of Color

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BOSTON COLLEGE  
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Educational Leadership and Higher Education  
Professional School Administrator Program (PSAP)

RACIAL DISPROPORTIONALITY AS EXPERIENCED BY EDUCATORS OF COLOR:  
JOB SATISFACTION OF TEACHERS AND ADMINISTRATORS OF COLOR

Dissertation in Practice  
by

DIANA GUZZI

with Charles J. Drane III, Roderick V. MacNeal, Jr., Leslie M. Patterson,  
Nancy Robbins Taylor, and Joan M. Woodward

submitted in partial fulfillment  
of the requirements for the degree of  
Doctor of Education

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# RACIAL DISPROPORTIONALITY AS EXPERIENCED BY EDUCATORS OF COLOR: JOB SATISFACTION OF TEACHERS AND ADMINISTRATORS OF COLOR

by  
DIANA GUZZI

Dr. Lauri Johnson (Chair)  
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Dr. James Marini (Readers)

## Abstract

This individual study was part of a larger group case study about how educators of color experience racial disproportionality in the Cityside Public Schools (pseudonym). The purpose of this individual study was to identify factors that influence job satisfaction for teachers and administrators of color and how teachers and administrators of color perceive how these factors might influence their job retention. This study included both teachers and administrators of color from one urban school district in Eastern Massachusetts, the Cityside Public Schools (CPS). Data sources included 11 semi-structured interviews with educators of color and 40 completed Likert scale surveys measuring job satisfaction and retention. The data was collected during a one-month period. All data was coded thematically using three levels of ecological framework, as well as factors that contribute to job satisfaction and retention. The interview data was coded first, and then the survey data was coded. The data was coded using identified themes from previous research, as well as new themes that emerged from the interviews. All the data was then combined and synthesized to determine findings and make recommendations. This individual study found that many of the Cityside participants were satisfied with their job, while still recognizing that their work is challenging. Factors that influenced their job satisfaction were embedded in themes of connections, support, racial identity, resources and fatigue. These

factors, except for the last, predicted slightly higher rates of perceived retention within the district among the teachers of color than the administrators of color.

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I would also like to extend my gratitude to the district leadership, principals and teachers of Cityside for welcoming us into their district and taking the time to participate in a number of interviews and the completion of a survey as well. Their willingness and openness to speak about their experience in Cityside, and how being an educator of color influenced their experience, provided rich insight for this study.

Finally, I value the ongoing support from my district, the Newton Public Schools. I appreciate the support of Dr. David Fleishman, the superintendent of schools, and Ms. Cynthia Paris, the assistant superintendent of elementary education. I am also very grateful for the support and interest shown by the Bowen Elementary School staff and community. This staff inspires me to work hard and try my best as I learn from them.

## Dedication

This work is dedicated to my loving family. The continuous support of my family inspired me to persevere throughout my time in the Professional School Administrator Program (PSAP) at Boston College. I especially found energy and motivation from my children: Aidan, Rosie and Caleb. In addition to wearing their BC attire proudly, they can share countless stories about homework, evening *Zoom* calls, PSAP friends and professors. My parents, Paul and Joanne, showed their support and encouragement, as they always do. And finally, thank you to Eddie for continuing to be an amazing father during the past three years, especially on those Saturdays when he needed to juggle the kids' activities. I am now looking forward to summer days with my family in Maine, enjoying the lake and relaxing in the gazebo.

This dissertation is also in loving memory of my grandmother, who passed on during my time at Boston College. I am grateful for her love and the joy she experienced when surrounded by family.

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## CHAPTER 1<sup>1</sup>

### PROBLEM STATEMENT AND LITERATURE REVIEW

#### **Statement of Problem and Purpose**

The demographics of the United States population are shifting dramatically. This shift is due to increased birth rates within populations of color and immigration (Boser, 2014). As a result, schools that once catered to a mostly White student body are now educating children from a number of different races and ethnicities (Frey, 2011). This is true in almost every state (Boser, 2014) and in urban (Achinstein, Ogawa, Sexton, & Freitas, 2010; Justiz & Kameen, 1988), suburban (Lee, 2013; Mabokela & Madsen, 2003), and rural (Castaneda, Kambutu, & Rios, 2006) districts. Though the percentage of minority students is increasing significantly, the racial and ethnic diversity among educators has not kept pace (Ahmad & Boser, 2014; Ingersoll & May, 2011; Justiz & Kameen, 1988). The National Center for Education Statistics (NCES) (2016) reported the distribution of U.S. public school students in the fall of 2015 as 49.2% White, 15.5% Black, 26.1% Hispanic, 5.3% Asian/Pacific Islander, 1.0% American Indian/Alaska Native, and 2.9% two or more races. The NCES also reported the 2015 – 2016 distribution of public school teachers as 80% White non-Hispanic, 9% Hispanic, 7% non-Hispanic Black, and 2% non-Hispanic Asian (Schools and Staffing Survey, 2016).

This phenomenon has gripped the state of Massachusetts. The Massachusetts Department for Elementary and Secondary Education (DESE) reported that during the 2016-2017 school year, 38.7% of MA public school students were students of color (DESE, 2017), while teachers of color accounted for only 9.7% of the educator workforce (DESE, 2017). This

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<sup>1</sup> This chapter was jointly written by the authors listed and reflects the team approach of this project: Charles J. Drane III, Diana Guzzi, Roderick V. MacNeal, Jr., Leslie M. Patterson, Nancy Robbins Taylor, and Joan M. Woodward.



racial disproportionality is even more apparent when considering specific MA school districts. For example, in Brockton Public Schools, the disparity is 79.6% students of color to 8.2% teachers of color (DESE, 2017). Similarly, in Lowell Public Schools the disparity is 71.7% students of color to 10.4% teachers of color (DESE, 2017). These districts are just two examples among many in Massachusetts that are experiencing this significant diversity gap.

This imbalance is troubling and a matter of urgency for several reasons. First, educators of color have the potential to be social justice change agents (Villegas & Davis, 2007). Second, educators of color can serve as exemplary role models for all students, and perhaps even more so for students of color (Branch, 2001; Graham, 1987). Third, educators of color have the power to successfully enact culturally responsive practices (Villegas & Irvine, 2010). Finally, perhaps the most compelling reason is that educators of color can positively impact student achievement (Dee, 2004; Irvine, 1989).

Practitioners and policymakers have attempted to address the racial disproportionality in schools through the development and implementation of effective hiring and retention strategies. These strategies include alternative certification pathways such as Teach for America and the New Teacher Project-Fellowship, and formalized supports such as mentoring and induction programs (Bireda & Chait, 2011). Specifically in Massachusetts, to increase hiring rates of a diverse staff, educational leaders have relied on various forms of networking, relationships with colleges of education, and job fairs (Pohle, 2016). Additionally, educational leaders are promoting the teaching profession to high school students with the hope that these same students will eventually want to return to teach in their home district (Rocheleau, 2017). Furthermore, to help retain teachers of color, school districts utilize support programs such as one created by Travis Bristol, an education professor at Boston University. This

program, active in Boston Public Schools, “allows minority teachers to network with one another and discuss the challenges of navigating a white-dominated system” (“Mass. should diversify,” 2017, p. 4). In spite of these numerous established strategies, the minority student-teacher imbalance remains, and in fact, continues to grow (Boser, 2014).

Despite the imperative to hire and retain more educators of color, and a growing body of literature related to this topic, there is a gap in research. Best practices with regard to the recruitment, hiring, evaluation, and retention for this particular group of educators have yet to be established. Additionally, there is a significant gap in the existing research related to how educators of color view their pre-service preparation programs, perceive the impact of their racial/ethnic identity on their work, and experience issues related to student discipline. Furthermore, the fact that first-hand perspectives of educators of color are not consistently included in the conversation contributes to this research gap.

Therefore, the purpose of this study was to capture the perceptions of educators of color related to racial disproportionality and its impact on the educator pipeline and schools. The educator pipeline refers to preparation, recruitment, professional experiences related to students and colleagues, and retention of educators. (The definition of “educator pipeline” is discussed later in this chapter.) A primary goal of this study was to hear directly from those most impacted. Accordingly, this study was guided by the following research question: How do educators of color experience racial disproportionality within the educator pipeline and schools? Specifically, we considered the experience of educators of color and their perceptions related to pre-service programs, recruitment and hiring, student discipline, their racial/ethnic identity as it impacts students, evaluation, and job satisfaction. The primary research questions

for these individual studies are noted in Table 1.1. An abstract for each individual study can be found in Appendices A through E.

Table 1.1

*Researchers' Focus Areas*

Last Name	Category	Focus Area
Drane	Pipeline	How do educators of color perceive their pre-service preparation?
Patterson	Pipeline	How do educators of color experience the recruitment and hiring process? Which practices and policies do school and district level leaders implement in the recruitment/hiring process for educators of color?
Woodward	Schools	How do educators of color perceive the impact of their racial/ethnic identity on their work with students?
Taylor	Schools	How do educators of color perceive the role of race on the discipline system in their district?
MacNeal	Pipeline/Schools	How do educators of color perceive the evaluation process and its impact on their professional growth and development?
Guzzi	Pipeline/Schools	What are factors that influence job satisfaction for teachers and administrators of color? How do teachers and administrators of color perceive the factors of job satisfaction to influence their retention?

### **Conceptual Framework**

The conceptual framework used for this study is critical race theory (CRT). The basic principle of CRT espouses that racism has become a normalized practice within our society (Ladson-Billings & Tate, 1995). The use of CRT provides a lens for identifying the inequities that have plagued the experiences of people of color in this country (Ladson-Billings, 1998). In education, the use of CRT considers the perspectives of people of color to provide a counter

story to the majoritarian viewpoint connected to positions of privilege and power acquired based upon race (Capper, 2015; DeCuir & Dixson, 2004).

Critical race theory evolved from critical legal studies (CLS) which scholars have used as a lens to advocate that legal policy and doctrine has contributed to an ideology that “create, support, and legitimate America's present class structure” (Crenshaw, 1988, p. 1350). Absent within CLS, was an emphasis on race, thus CRT was created in order to provide another lens for analysis (Capper, 2015; Ladson-Billings, 1998). Since its inception, CRT has been used to underscore the notion that racism has become normalized within American society and the law. This has become particularly true for citizens of color and individuals who possess a lower economic status (Capper, 2015; Ladson-Billings, 1998).

Ladson-Billings and Tate (1995) first used CRT to examine the inequities that exist within the educational system. Subsequent research has used the tenets contained within CRT to provide insight as to how structures within the educational system support White privilege over the needs of people of color. The tenets used for this study include permanence of racism, counter storytelling, critique of liberalism, and Whiteness as property (Capper, 2015).

### **The Permanence of Racism**

The permanence of racism professes that racism is a constant fixture in society which “appears both normal and natural to people in this culture” (Ladson-Billings, 1998, p. 11). López (2003) states that racism is an endemic part of society that is not just defined by overt acts of oppression or violence. DeCuir and Dixson (2004) highlight how racism dictates the various structures of influence within our society, notwithstanding the field of education. Within the context of educational leadership, CRT has been useful with highlighting

how the permanence of racism has influenced the development, hiring, and retention of educators of color (Capper, 2015).

In their study, which took place in a southeastern state, McCray, Wright, and Beachum (2007) examined the placement of African-American secondary principals by surveying all public secondary school principals in that specific Southeastern state. Findings from the study reveal that White principals received a greater opportunity to serve in majority Black and White school settings than their African-American counterparts. (Note: throughout our paper, the terms African-American and Black will be used interchangeably, often determined by the author being cited.) The use of race as a pre-determinant factor to fulfill principal vacancies is an example how the permanence of racism impacts placement options.

In another study by Knaus (2014), preliminary interviews were conducted to identify three case studies. The case studies included semi-structured interviews of three principals who identified two teachers in each of their buildings who exhibited the most promise for school leadership positions. The pairings included one African-American teacher and one White teacher. The principals were asked how they provided leadership opportunities for each of the identified teachers. Each teacher was interviewed about professional development and leadership positions offered to them. Findings from the study highlighted how principals categorized African-American and White teachers based upon race rather than evidence from direct observations. White teachers were perceived to be more effective at teaching the standards. In comparison, the African-American teachers in the study were relegated to being culturally responsive teaching experts and heralded for their excellent classroom management skills. In comparison, the White teachers received more responsibilities and increased opportunities to serve in leadership roles. Based upon the findings, the cultural background of

the African-American teachers influenced how their White principals viewed them and precluded them from receiving opportunities for leadership positions.

### **Counter Storytelling**

The use of counter storytelling (also referred to as “counter stories” or “counter narratives”) provides an alternate perspective to the majoritarian viewpoint which is used by Whites to explain racial inequities that are “embedded with racialized omissions, distortions, and stereotypes” (Ladson-Billings, 1998, p. 18). In the context of education, counter stories of principals and other leaders of color are extremely important when seeking to provide equity (Capper, 2015).

In the study by Knaus (2014), African-American teachers who were identified by their White principal as “most promising” (p. 424) were interviewed. The findings use the input of African-American teachers to provide insight as to how they were treated differently than their White counterparts. The African-American teachers provided a counter story that conflicted with the perspectives of their supervisors.

In a study by Lynn (2002), African-American male teachers who work in South Central Los Angeles were interviewed regarding whether their racial identity informed their pedagogy, and how their racial and gender status impacted the relationships with their students. The schools in which the participants worked were majority Hispanic and African-American with 84% of the student population receiving free and reduced lunch. The participants in the study consistently exhibited a passion for working to improve the conditions of their students through teaching. The personal stories provided by interview data challenged prior research that gave a less than appealing description of educators of color.

## **Critique of Liberalism**

Proponents of CRT advocate that liberal movements are often characterized by colorblind and neutral ideologies that fail to address the historical impact race has had in society (DeCuir & Dixson, 2004; Ladson-Billings, 1998). Color blindness, or the state of not viewing race as a relative difference, is identified as a significant contributing factor in the perpetuation of institutional racism. Researchers have discovered that when organizations, including educational systems, demonstrate colorblindness and it becomes formal or informal policy, the effects seem to be predominantly adverse for minorities (e.g., Lewis, 2001; Schofield & Anderson, 1986; Tarca, 2005). López (2003) posits that it is a fallacy to believe that a race neutral political agenda will effectively resolve racism. Substantial change can only come from a deep examination of how the impact of race has been interwoven into society, which includes the field of education. Educators who fail to recognize race and one's ethnic background "are unconscious about the ways schools are not racially neutral but reflect White culture" (Capper, 2015, p. 817).

A study by Evans (2007) examined how educators in three suburban high schools responded to the racial and demographic change that took place between 1990-2000. The participants who were interviewed included school staff, principals, and superintendents. Findings from the study reveal how teachers resisted an effort by district administration to initiate multicultural professional development. Faculty resisted under the belief that children are all the same. However, the teachers and administrators expressed a deficit perspective regarding the incoming African-American students. It was widely believed by the teachers that their new students were coming from school environments which held low academic

expectations. The examples highlighted by this study exemplify how colorblind perspectives perpetuate discriminatory practices that disregard the needs of students of color.

### **Whiteness as Property**

The concept of Whiteness as property can be linked to a legal system that is based upon protecting its membership and excluding all others (Harris, 1993). Thus, this tenet espouses that the rights and privileges that are connected to being White are exclusive and can only be shared by those from this majoritarian class. Within the context of education, Whiteness as property has been utilized to explain how curriculum and the right to upper-level Advanced Placement courses have been implemented to perpetuate privilege and exclude those from marginalized backgrounds (Pollack & Zirkel, 2013). Ladson-Billings (1998) explains how remnants of African-American culture are often omitted from school curriculum. As a result, a false representation of true events distills the significance of African-American figures who have made major contributions to our society and the world.

Decuir and Dixson (2004) highlight a school that created a culture that prohibited students from wearing clothing that represented African culture. School policies aligned with White culture dictated that students must suppress or find inventive ways to express their individual ethnic or racial culture through dress. An example includes a student who wanted to wear an African headwrap during graduation, but could not because all graduates were required to wear white. To conform to the policy, the student wore a white head wrap that featured African symbols in white.

We used CRT to examine how race impacts the experience of educators of color within the Cityside Public School District. Each tenet provided a specific lens to analyze data and assist with developing an understanding of the overall research question, how educators of color



experience racial disproportionality within the educator pipeline and schools. The use of permanence of racism assisted with identifying examples of implicit bias and overt acts of racism for participants of this study. The use of counter storytelling provided a voice to participants as they shared their experiences while working in the district. The use of critique of liberalism provided a perspective as to how the use of race is considered when examining various policies and practices that help to shape the working environment in Cityside. Finally, the use of Whiteness as property helped examine how participants perceive their opportunities to build relationships, make connections, grow and achieve positions of leadership within the school district. Overall, the use of CRT provided us with a framework for assessing the conditions which educators of color need to navigate in order to thrive within the Cityside Public School District.

### **Literature Review**

The value of a diverse educator workforce has been a research topic explored by many. Currently, scholars are making more efforts to highlight the voices of educators of color in their studies. This literature review was grounded in a discussion of the importance of educators of color and followed by a discussion of topics related to the experiences of educators of color within the pipeline and schools. These topics include: pre-service programs, recruitment and hiring, student discipline, racial/ethnic identity as it impacts students, evaluation, and job satisfaction.

### **The Importance of Educators of Color**

As stated in this chapter's introduction, educators of color can positively impact the school experiences for all students. They can do this through their capacity as social justice change agents, role models, and proponents of culturally responsive practices. Additionally, the

presence and approaches of educators of color can lead to increased levels of student achievement.

**Social justice change agents.** Villegas and Davis (2007) claim that teacher candidates of color, if provided with the necessary preparation, will be able to successfully translate “their commitment to making schools more equitable and just for students of color” (p. 146) into positive outcomes. Supporting this, scholars have found that some educators of color devote significant energy to explicitly addressing racism with their students (Villegas & Irvine, 2010). Specifically, these educators tackle issues pertaining to societal and institutional power, resulting in students of color more successfully navigating their world. Beauboeuf-Lafontant (1999) posits that numerous African-American teachers have “recognized the existence of oppression in their students’ lives and sought to use their personal, professional, and social power to encourage children to understand and undermine their subordination” (p. 702).

Several scholars have supported these claims through their related research. After interviewing thirty-six Black male teachers employed by the Los Angeles Unified School District, Lynn (2002) found that most of these study participants felt called “to change the lives of African American youth” (p. 125), and that teaching was a way to make this happen. They focused specifically on their work with students living in working-class and poor communities, expressing clearly that their goal was to empower these students and help them to overcome social, political, and economic barriers. Similarly, Ladson-Billings and Henry (1990) studied successful teachers of Black students in the United States and Canada. Of the thirteen teacher participants, ten of them were either African-American or Afro-Caribbean. Ladson-Billings and Henry (1990) found that these teachers engaged their students in conversations about the realities of life, addressing controversial topics that others might have determined only appropriate for

adult discussions. These teachers made sure that students contemplated the “responsibilities they have to make life better for everyone” (Ladson-Billings & Henry, 1990, p. 79).

**Role models.** Graham (1987) posits that academically successful Black teachers serve as needed role models for Black students as well as non-Black students; for all of these children need to recognize that Black people are essential members of society. Similarly, Irvine (1988) stated “white students need black teachers as role models so that they can gain accurate perceptions of our multiethnic society” (p. 506). Branch (2001) emphatically addresses this issue:

Not enough has been said, however, about the role models that teachers of color can be for European-Americans in schools. Though teachers are not paid nearly what they are worth, they are still held in high esteem by much of the populace. ... Now, children of all races are developing these positive notions about an overwhelming number of European-American teachers and very few teachers of color . . . erroneous assumptions about the intelligence of African-Americans, Latinos, and other people of color may be reinforced merely by their absence as teachers in the nation’s classrooms. (p. 258)

Also, Irvine (1988) recognizes the role that Black teachers play in negating hurtful stereotypes about their race. On a related note, Stewart, Meier, and England (1989) speak to the importance of Black teachers specifically for Black students, as they state that the mere presence of Black teachers positively impacts Black students because of the influential power of same-race role models.

It is important to highlight that while role modeling is often recognized by scholars as an important attribute of educators of color in schools, this position has not been well researched (Villegas & Irvine, 2010). In fact, Irvine (1989) and Villegas and Irvine (2010) critique the high

status that has been given to the “black teachers as role models” argument, with Villegas and Irvine (2010) noting that during the course of their research, they did not encounter any related empirical studies.

**Proponents of culturally responsive practices.** Branch (2001) addresses culturally responsive practices as he recognizes that teachers of color can play a critical role in ensuring the existence of culturally relevant curriculum. Irvine (1989) offers that Black teachers are most qualified to be “cultural translators” (p. 55) as they help marginalized Black students navigate a school culture that is not aligned with their home culture. Similarly, Villegas and Irvine (2010) discuss the idea that because teachers of color can genuinely connect with the cultural experiences of students of color, this particular type of student-teacher matching is critical. This claim is supported by the work of Ladson-Billings and Henry (1990). During their study of successful teachers of Black students, they found that these teachers connected the curriculum directly to students’ lived experiences and also employed pedagogical strategies that were based on students’ cultural roots (e.g. incorporating proverbs, call-and-response interactions, and hymns).

**Student achievement.** Irvine (1989) claims that Black teachers’ distinct approach to teaching is likely responsible for Black students’ academic success. Supporting this claim, Dee (2004) found that after one year of elementary school, students learning from Black teachers saw their math and reading scores rise. The study of Egalite, Kisida, and Winters (2015) resulted in similar findings. After analyzing a large dataset provided by the Florida Department of Education that linked approximately three million students to 92,000 teachers from the fall of 2002 to the spring of 2009, they concluded that when students are paired with a teacher of their same race/ethnicity, reading achievement was positively impacted for Black and White students

and math achievement was positively impacted for Black, White, and Asian/Pacific Island students. Another study, with a less direct though still important connection to student achievement, was conducted by Fox (2016). Fox, analyzing survey data from the 2002 Educational Longitudinal Study, found that Black teachers in comparison to their White counterparts held higher expectations for their Black students. These Black teachers were more likely to believe that their Black students would continue their formal education past high school. Fox (2016) speaks to the significance of this finding:

Once a teacher forms academic expectations for students, he or she may teach in a way that is consistent with those expectations; thus, if differential expectations result in differential treatment, there is the potential for such treatment to result in differential student learning and achievement. (p. 3)

Taken together, these studies provide evidence that educators of color can significantly influence the academic trajectory of their students.

While this research supporting the importance of educators of color (especially when focused on racially congruent teacher-student pairings) may lead some to draw the conclusion that racially segregated schools are beneficial, Boser (2014) highlights that it “is important for all students to interact with people who look and act differently than they do in order to build social trust and create a wider sense of community” (p. 3). Additionally, in a recent student perception study utilizing 50,000 sixth through ninth grade student reports on 1680 classroom teachers, Cherng and Halpin (2016) concluded that students (independent of race) feel more favorable towards Latino and Black teachers than towards White teachers. This finding further supports the notion that “minority teachers can translate their experiences and identities to form rapports with students that do not share the same race or ethnicity” (Cherng & Halpin, 2016, p. 10). In

sum, this research adds significant credence to the claim that educators of color can positively impact all students.

### **Educator Pipeline**

The term teacher pipeline or educator pipeline is routinely found in literature on the education workforce. Villegas and Lucas (2004) offer this term as a metaphor that traces the path of people in the teaching profession back to elementary school. They present the pipeline as elementary students who become secondary students, who become college students enrolled in teacher education programs, and who then become educators.

Often, when the educator pipeline is described, authors characterize it as “broken” (Ladson-Billings, 2005, p. 230), a “revolving door” (Ingersoll, 2002, p. 23; Lau, Dandy, & Hoffman, 2007, p. 27), or “leaky” (Butty & Brown, 1999, p. 282). Lau, Dandy, and Hoffman (2007) go so far as to describe the education workforce as a “sieve” (p. 27). Throughout the educational research literature, scholars have examined many of the points where the flow of the pipeline is interrupted (Achinstein et al., 2010; Cochran-Smith, 2004; Evans & Leonard, 2013; Haddix, 2017; Kohli, 2009; Villegas & Lucas, 2004). Ultimately, these studies converge on the same conclusion that no matter the source of the leaks or the point in time when they surface, the leaky pipeline is having a negative impact on the availability of educators of color in schools today.

In response to the detrimental consequences of a failing pipeline, Villegas and Lucas (2004) assert that:

nothing less than a comprehensive and coordinated initiative to expand the number of students of color in the pipeline and to stop the leak of human potential at the identified

critical junctures will alter the demographic makeup of the teacher workforce in any significant way. (p. 83)

It is important to note that Villegas and Lucas contend that two things must happen. First, the number of people of color in the pipeline must grow. Second, the departure of educators of color from the profession must be stemmed. The first point speaks to educator preparation and recruitment, and the second to retention.

For the purposes of this study and drawing from the work of Villegas and Lucas (2004) and others, we will take the previous definition of an educator pipeline, which stops when the educator is hired, and extend it to include the retention of educators. The work of Ingersoll and May (2011) support the need to be attentive to not only the inflow of educators into the pipeline, but also to the “exit end of the pipeline” (p. 4). Additionally, while definitions of the educator pipeline extend as far back as elementary school, we will begin our examination of the pipeline with university schools of education. In short, we will consider the educator pipeline to consist of the preparation, recruitment, and professional experiences related to students and colleagues, as well as retention of educators.

**Educator preparation.** Eighty-five percent of teachers come from traditional education programs (Barth, Dillon, Hull, & Higgins, 2016). For that reason, it is essential to examine the experiences of pre-service educators of color in university schools of education. While many factors have been uncovered as reasons for the smaller-than-optimal pool of educators of color, four emerge most often: the current demographics of colleges and universities, the make-up of schools of education, barrier exams, and the curriculum in schools of education (Branch, 2001; Brown, 2005).

Both in American universities in general and their schools of education specifically, people of color are disproportionately represented. Considering that enrolling in a university is contingent upon previous educational attainment, Achinstein et al. (2010) and Aud, Fox, and KewalRamani (2010) describe how disadvantageous earlier schooling opportunities have led to the presence of a disproportionately low number of people of color in American universities. Narrowing down to schools of education, Cochran-Smith (2004) and Evans and Leonard (2013) describe school of education demographics as overwhelmingly consisting of White females. Consequently, it is in relation to both previous educational disadvantages and the existence of large numbers of White females in schools of education that the current demographics do not work in favor of a diversified workforce of educators. Also, negatively impacting the pool of educators of color is the increasing opportunity for people of color to be employed in fields other than education. While this is a positive result of the Civil Rights Movement and desegregation (Madkins, 2011), the field of education is feeling the impact nonetheless (Wilder, 2000).

As with demographics, both in admission to universities in general and schools of education specifically, entrance requirements such as SATs/ACTs or the Praxis I exam work counter to creating a more diverse field. Nettles, Scatton, Steinberg, and Tyler (2011) examined results of the Praxis I exam, a requirement for entrance into many education programs, and found that approximately 80% of White students pass on the first try while 40% of African-American students pass on the first try. This statistic is even more disheartening when recognizing that success on a barrier exam like the Praxis I is not even a predictor for success in the field of education (Darling-Hammond, 2000). So, both barrier exams required in order to be accepted



into universities and other exams required to enroll in education programs are serving to limit the number of students of color available in the workforce.

Another factor affecting the availability of educators of color in Massachusetts is the need to pass the Massachusetts Test for Educator Licensure (MTEL). An April 2008 memo from the Acting Commissioner of the Massachusetts Department of Elementary and Secondary Education (DESE) informed the DESE Board that 77% of White test takers pass the MTEL while 46% of African-American test takers and 48% of Hispanic test takers pass the exam (<http://www.doe.mass.edu/boe/docs/FY2008/0408.pdf>). The memo goes on to report that these pass rates mirror what is found on the Praxis II exam. Data available on the DESE website for 2015-2016 is encouraging in that pass rates for all three racial groups have gone up, but a gap of 13 to 20 percentage points remains (<http://www.doe.mass.edu/mtel/2016ResultsByCategory.html>).

Brown (2014), Cochran-Smith (2004), and Montecinos (2016) contend that another factor limiting the pool of people of color in the field of education is the curriculum in university schools of education. Cochran-Smith (2004) argues that a way to fix this issue is “by incorporating their [people of color] perspectives into the curriculum and finding ways to decrease the alienation they often experience” (p. 390). Achinstein et al. (2010) conclude that programs of education that concentrated on recruiting and supporting pre-service educators of color showed higher educator retention than the teaching force as a whole.

Just as literature has focused on the factors leading to the disparity in people of color in university schools of education, research has also suggested answers to this disproportionality. While a number of possibilities have been posited, two such suggestions stand out in the frequency with which they appear. First, Schmitz, Nourse, and Ross (2012) suggest that more

communication between schools of education and departments of education could help to produce college graduates in fields better aligned with disciplines most in need of educators. A second suggestion is to provide pre-service teachers with better clinical experiences so that they are more likely to remain on track to become an educator (Achinstein et al., 2010).

**Recruitment.** While teacher preparation is a vital phase of the educator pipeline, it is teacher recruitment that Barth et al. (2016) describe as “the leakiest section” (p. 11). Three reasons were offered for why this portion of the pipeline is so leaky. First, graduates of schools of education do not necessarily enter the field of education. Next, the need to pay off loans adversely impacts the ability to enter the field of education. And, a clinical experience too late in the training process can lead to a late change out of the field of education.

Because states generally do not keep data on the jobs that graduates from schools of education pursue, it has been left to the research community to attempt to quantify this data. Studies differ in their conclusions of how many graduates from university schools of education do not remain in education, but even the varying findings speak to a problem in the system. Barth et al. (2016) conclude that between 25-50% of education school graduates do not go on to teach. This high number of teacher education graduates who do not follow through and teach only exacerbates the already small number of candidates in schools of education.

While some graduates of schools of education may want to enter the field of education, Barth et al. (2016) found that the need to pay off school loans coupled with the perception that education is not a lucrative profession has led some people to choose a different field. Ladson-Billings (2005) and Shipp (1999) report that the decline of people of color in the field of education coincides with increases in fields with higher paying jobs, like law and medicine. As will be discussed later, loan forgiveness programs can be a way to counter this trend.

As noted with regard to the teacher preparation aspect of the pipeline, clinical (practicum) experiences can cause some educators of color to fail to graduate from schools of education. Torres, Santos, Peck, and Cortes (2004) examine the timing of these experiences. They conclude that clinical experiences that are scheduled toward the end of the degree program force some students to go far down the path toward being an educator before a field experience gives them pause to reconsider. Those same students choose to graduate with a degree in education, but do not pursue a job in that field.

Recent literature proposes three successful strategies for improving recruitment of educators of color. School residencies, such as the Boston Teacher Residency Program, have been shown to increase the number of educators of color available to be placed in teaching positions (Solomon, 2009). Second, given the high cost of university education, Villegas and Davis (2007) assert that an important recruitment effort has been programs that reduce or remove college loans for people who teach for a set amount of time after college. Finally, a good amount has been written about programs that seek to interest high school and even elementary school students in the field of education, known as “grow your own” programs.

**Impact on students.** As stated previously, there is significant research on the impact that educators of color have on their students. When considering this impact, two themes emerge in the literature. The first relates to how educators of color may serve as role models to students and the second addressed how the racial and ethnic backgrounds of educators of color positively impact curriculum and learning.

The work of Atkins, Fertig, and Wilkins (2014) and Beady and Hansell (1981) explain the motivating influence that educators of color have on students of color. When students of color see all races represented in the faculty of their school, they are exposed to greater

expectations for their own futures. Additionally, these authors note that the presence of educators of color positively affects the perceptions of students of color by making them feel a part of the school. This sense of student belonging results in greater student engagement and connectedness, which are important factors in a student's ability to be successful.

Castaneda et al. (2006) conducted a study that explored the perceptions of educators of color working in diasporic rural settings in Wyoming and the inevitable challenges these educators face. Although challenges are noted, the participants' influence as role models, to bring cultural authenticity, inspiration, and multiplicity of perspective to all students in ways that White teachers could not, serves as an example of the importance of employing educators of color.

When educators of color bring cultural authenticity, inspiration, and a multicultural perspective to the schoolhouse, racial inequities are reduced. Supporting this research, Goodwin (2004) conducted a study with seven post-secondary educators of color to explore what educators of color feel they bring to their work and the teaching profession. From this research, it was found that "teacher educators of color possess an empathic understanding of the lives of children of color, which results in a strong desire to engage in social action and redress inequities" (p. 22).

To address the inequities in educating students, Gist (2014) conducted a study that investigated the pedagogy of three socio-politically conscious teacher educators in teacher preparation programs to understand how to tailor teacher preparation for educators of color as a means to equip these teachers with the skills necessary to provide culturally responsive pedagogy to the students they will eventually teach. From this study, Gist purports that teachers of color are situated to make meaningful contributions to the teaching profession at a time when "the

educational community is attempting to more precisely define aspects of effective instruction for students of color” (p. 280).

**Discipline.** The fact that Black students are suspended or excluded from schools at a remarkably higher rate than their White peers was first studied and published in 1975 by the Children’s Defense Fund (1975). In the four decades that followed, this finding of racial disproportionality in school discipline has remained consistent (Costenbader & Markson, 1998; Glackman et al., 1978; Gregory, 1997; Gregory, Skiba, & Noguera, 2010; Skiba, Michael, Nardo, & Peterson, 2002). However, understanding the perceptions that educators of color and White educators may have regarding how race may or may not influence the school discipline system has not been studied extensively. While pre-service programs and the hiring process ultimately impact students, discipline has a direct and immediate impact. The research speaks to three components of the impact of discipline: the role of the educator, the subjectivity of the educator, and interplay between the educator and student.

The role that the educator plays in discipline speaks to the influence of educators as role models enhancing student attendance and achievement. Simply put, the presence of African-American educators increases the connection of students of color to schools (Villegas & Irvine, 2010). This connection can improve student attendance rates, and better attendance is logically linked to increased academic achievement. Therefore, educators of color play a crucial role at the start of this continuum. The work of Lindsay and Hart (2017) promotes educator diversity as a means of increasing academic achievement of Black students. In this study, Lindsay and Hart found evidence that supports a decrease in discipline and an increase in the reading scores of Black students when these students are taught by same-race teachers.

Given that discipline is meted out by human beings, it is important to consider the possible impact of subjectivity on patterns of discipline. One way to understand educators' subjectivity is to explore their individual perceptions of expected student behavior and if those expectations are applied differently to Black students. Two themes emerge when looking at the subjectivity of discipline: subjectivity of the interpretation of behavior and subjectivity in the assigned consequences. Skiba et al. (2002) assert that the consequences for disciplinary infractions by African-American students are subjective because an educator's own beliefs and assumptions about Black students may influence how behavior is managed based on preconceived ideas. Skiba et al. (2002) conclude that significant discrepancies in school discipline between White and Black students indicates a systemic bias.

Interactions between students and educators are inherently complex. When educators and students come from different racial and cultural backgrounds, this complexity is enhanced and may influence the relevancy of the discipline (Gregory & Mosely, 2004). These authors refer to culturally relevant discipline (CRD) as a frame through which to more critically examine student discipline. CRD posits that for an individual student's discipline to be relevant, an educator must consider cultural and racial factors as well as previous discipline experiences in each disciplinary incident (Gregory & Mosely, 2004).

**Retention of educators of color: Evaluation and satisfaction.** Research regarding the retention of educators has been narrow because of limited data, especially at the national level (Ingersoll, 2002). In order to gain a better understanding of topics related to the experiences of teachers and principals, the NCES conducted educational surveys beginning in 1987. These surveys focused on general school conditions, including student demographics as well as hiring and retention practices (<http://www.nces.org>). Using the data from the NCES educational

surveys, Ingersoll (2002) found that teacher retention was influenced by varying factors including retirement, school staffing decisions, personal reasons, interest in pursuing another job, and/or job dissatisfaction. The data also showed that 39% of entering teachers leave the profession within the first five years of teaching (Ingersoll, 2002). This lack of retention of teachers in the first five years was related to the aforementioned factors, with the exception of retirement.

Principal retention was more likely to be influenced by factors like school level and setting as well as student demographics and achievement, while personal characteristics such as age, race, and gender had a smaller influence on principal retention rates (Fuller & Young, 2009). After the 2011-2012 school year, 78% of principals remained at the same school while 6% of principals moved to another school, and 12% of principals left the role of principal (Goldring & Taie, 2014). DiPaolo and Tschannen-Moran (2003) found that within five years 26% of principals would retire, 11% of principals would seek central office positions, and 2% of principals planned to leave the profession. When asked about filling the anticipated vacancies, principals expressed that they believed a principalship was not a desirable position. The primary reasons given were job-related stress and hours required of the position (DiPaolo & Tschannen-Moran, 2003). National survey data like this, as well as single case studies and other independent studies, have been used to better understand the retention of educators of color.

***Retention of teachers of color.*** The preparation and recruitment process does not solely limit the number of teachers of color in the educator pipeline. The disproportionality between teachers of color entering the profession and those leaving the profession also has an influence. In the beginning of the 2003-2004 school year, 47,600 teachers of color entered teaching, however, by the end of the year, 56,000 teachers of color left teaching (Ingersoll &

May, 2011). Since 1988, the turnover rate of teachers of color has gradually increased. From 1988-1989 to 2008-2009, the annual turnover rate of teachers of color has grown from 15.1% to 19.3%. Attrition of teachers of color is influenced by one or more of the following factors: 32.9% of teachers of color identified leaving teaching because of retirement; 45.3% of teachers of color identified leaving teaching for personal reasons; 35.4% of teachers of color identified leaving to pursue another job; and 35.3% of teachers of color identified leaving because of job dissatisfaction (Ingersoll & May, 2011). Only one-third of the teachers of color are leaving the profession because of retirement, while two-thirds of teachers of color are leaving their jobs because of personal reasons, to pursue another job, and/or job dissatisfaction.

*Job satisfaction of teachers of color.* Ingersoll and May (2011) found that organizational conditions, like faculty decision-making influence and teacher autonomy, have a more significant impact on job satisfaction for teachers of color than for White teachers. While administrative leadership and support, as well as salary and resources have an influence on retention rates, there is a similar significance for all teachers. Factors like student demographics, including higher rates of low socioeconomic status or population of minority students, did not influence the turnover of teachers of color (Ingersoll & May, 2011). These findings validate an earlier study completed by Ingersoll (2006) which reported that organizational conditions such as administration, accountability testing, student discipline, influence and autonomy, workplace conditions, classroom intrusions, salary and benefits, teaching assignments, and class size influence public school teachers of color, independent of school and student population. In summary, organizational conditions and administrative support contribute to the job satisfaction of teachers of color.



*Evaluation of teachers of color.* The evaluation of teachers has been impacted by legislation focused on accountability and student achievement. As a result, school districts have worked to add reforms to how teachers are observed and evaluated (Clifford & Ross, 2011; McCleary, 1979; McQuinn, 2012). A model evaluation has been defined as one that links instructional practices to student learning outcomes and ensures accountability (Phillips, Balan, & Manko, 2014). Other effective characteristics include a focus on reflective conversations with teachers, standards-based criteria, procedures for collecting multiple sets of data, detailed scoring rubrics, and methods for assessing specific teacher behaviors (Danielson, 2010; Odden, 2004; Toch, 2008). Despite efforts to create reforms, the teacher evaluation system still has challenges linked to subjectivity and a lack of training of the building principal who in most cases is responsible for evaluating teachers (Cosner, Kimball, Barkowski, Carl, & Jones, 2014; Danielson, 2010). Consequently, the subjectivity and lack of training of principals can lead to inequities that impact the ability of teachers of color to grow and receive opportunities for leadership positions (Knaus, 2014).

*Retention of administrators of color.* According to the NCES, 20% of public school principals were educators of color in 2011-2012 (Hill, Ottem, & DeRoche, 2016). This represents a slight increase since the 2003-2004 school year when 18% of public school principals were educators of color. While the percentage of Black principals has not dramatically changed, the percentage of Hispanic principals has slightly increased from 3% in 1987-1988 to 7% in 2011-2012. However, the percentage of White principals has decreased from 87% to 80% during this same time period (Hill et al., 2016).

*Job satisfaction of administrators of color.* When studying school characteristics, White et al. (2011) identified how factors like student demographics, school climate, parent support,

and school location influenced the job satisfaction of principals of color. Bitterman, Goldring, and Gray (2013) reported preliminary data gathered from public school and private school principals, with a 20% participation rate of principals of color, however, they did not control for race or ethnicity. Principals reported how their level of influence on school based experiences including setting student performance standards, establishing curriculum, determining professional development, evaluating teachers, hiring teachers, setting discipline policy and overseeing budget influenced their job satisfaction. With limited research published about the job satisfaction of principals and administrators of color, it is evident that there is a gap in research.

*Evaluation of administrators of color.* Over the years, the responsibilities of the building administrator have become more complex. Along with ensuring student growth and achievement, the modern-day building administrator is also responsible for managing resources and maintaining a myriad of relationships inside and outside the school community (Davis & Hensley, 1999). As a result, the administrator evaluation needs to be comprehensive, equitable, and provide for reflective feedback from both the evaluator and the evaluatee (Clifford & Ross, 2011). Despite reform efforts there remains a gap in research that offers a clear and consistent theoretical framework for conducting an effective evaluation (Reeves, 2005). As a result, there is a void in research literature that examines how current evaluation systems impact the growth and development of administrators of color (Glasman & Heck, 1990; Goldring et al., 2009).

While there have been studies that identify the factors related to retention of administrators (DiPaolo & Tschannen-Moran, 2003; Papa, 2007; Whitaker, 2001), fewer studies have explored the factors that influence the retention of administrators of color. This is a gap in the research that needs to be addressed as the number of administrators of color gradually

increases. Additional research will also help to identify the factors that influence the retention of administrators of color and refine practices and policies that will increase the number of administrators of color.

### **Conclusion**

In this chapter, we examined the issue of the experiences of educators of color in recruitment, hiring, and retention, and identified the impact that the lack of diversity has on the educational environment. We presented research questions that we studied as a group hoping to fill the current research gap that is connected to this issue.

The statistical data we reviewed indicate that educators of color working in U.S. public schools are greatly underrepresented. This disparity becomes more significant as the population of students within public schools becomes more diverse. To understand the impact of this phenomenon, we have reviewed literature that considers the experience of educators of color and their perceptions related to pre-service programs, recruitment and hiring, student discipline, how their race and ethnicity impact students, how they experience the evaluation process, as well as their job satisfaction and retention. Our efforts have unveiled a lack of literature that is able to provide successful strategies that offer viable and effective solutions. As a result, we constructed a study that collected data to answer the research question: How do educators of color experience racial disproportionality within the educator pipeline and schools? The counter narratives provided by educators of color gave us a unique perspective based upon their experiences.

It is our hope that the data collected from our study will help to inform further research studies and provide guidance to schools and districts who are interested in creating a more diverse staff. Chapter 2 will describe the methodology used in this study.

## CHAPTER 2<sup>2</sup>

### METHODOLOGY AND LIMITATIONS

#### **Methodology**

All researchers for this study designed protocols and practices for collecting and analyzing data. The research team was divided into three pairs based on the relatedness of their individual research studies. Collected data contributed to the overall study's findings while individual team members analyzed data independently as it related to their individual study. This chapter will outline the study design, shared protocols and practices for data collection and analysis, as well as the study limitations.

#### **Study Design**

The purpose of this single-site case study was to explore and understand the experiences of educators of color in light of the persisting racial disproportionality within the educator pipeline and schools in a Massachusetts district. The team employed a single-bounded case study of Cityside Public Schools (pseudonym) to explore how a sample of educators of color perceived their experiences of preservice education, recruitment and hiring experiences, the impact of their race on students and student discipline, educator evaluation processes, and job satisfaction. This case study relied on data consisting of a job satisfaction survey, Multigroup Ethnic Identity Measure (MEIM) protocol, semi-structured interviews, and document analysis. The rationale for implementing this design was to utilize different data collection forms at the same time in order to both confirm and triangulate findings, as well as enrich our collective understanding of the research problem (Creswell, 2012; Merriam & Tisdell, 2016). As the

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<sup>2</sup> This chapter was jointly written by the authors listed and reflects the team approach of this project: Charles J. Drane III, Diana Guzzi, Roderick V. MacNeal, Jr., Leslie M. Patterson, Nancy Robbins Taylor, and Joan M. Woodward.

research was limited to one district, the study was delineated by the time allotted for data collection within the district, November through December of 2017, and the time allotted for subsequent analysis, December 2017 through March 2018.

### **Site Selection**

According to the Department of Elementary and Secondary Education (DESE), in 2016-2017 9.7% of educators in Massachusetts were identified as non-White. For this study, research was conducted in Cityside Public Schools (CPS), an urban district in eastern Massachusetts. This district employs the second-largest percentage of educators of color (26%) in the Commonwealth. More specifically, the CPS Office of Human Resources reported 22% teachers of color teach a non-White student population of 60.1%. Site selection was also determined by the following criteria: a hiring and retention process that focuses on increasing educator diversity, the current employment of educators of color, and a diverse student population as identified by and reported to DESE which included the following race(s) and/or ethnic groups: American Indian or Alaska Native, Asian, Black or African-American, Native Hawaiian or Other Pacific Islander, as well as Hispanic or Latino. Additionally, the site selection was ultimately determined by Cityside's willingness to participate in the research.

### **Data Collection and Analysis**

Data collected for this case study was generated through recruitment emails (See Appendices F and G), a job satisfaction survey (See Appendix H), the Multigroup Ethnic Identity Measure (MEIM) protocol (See Appendix I), semi-structured face-to-face recorded individual interviews (See Appendices J through M), and document analysis. Documents that were reviewed included Cityside's Teacher Recruitment and Hiring: Administrator Survey, [Cityside] Hiring Committee Selection Process document, [Cityside] Public Schools Staff Diversity

Recruitment, Hiring and Retention Programs and Initiative document, DESE staff and student demographics and discipline report data, and Cityside's collective bargaining agreements for Unit A and Unit B.

**Job satisfaction online survey.** The job satisfaction online survey designed for this study was adapted from the Teacher Follow-Up Survey: Questionnaire for Former Teachers, 2012 – 2013 School Year (TFS) administered by NCES (2013). In order to assess job satisfaction, the following areas were presented to participants in a four point Likert scale survey online addressing areas which included student discipline, administrative support, decision-making participation, job stress, colleague-to-colleague relations, gender, family support systems, overall job satisfaction, as well as demographic and employment information. The online survey link was shared in the initial recruitment email to all CPS educators of color. This data was then synthesized and compared to some of the semi-structured interviews.

**Multigroup Ethnic Identity Measure.** Phinney (1992) developed the MEIM protocol used to determine how individuals identify with their ethnicity and their sense of belonging within their ethnic group. Study participants who were interviewed were asked to complete this protocol. The MEIM has been used in multiple studies and been shown to be a reliable identity tool (Roberts et al., 1999). While the MEIM is typically considered a quantitative methodology tool, the limited sample size in this case study was not large enough to complete a statistical analysis. Instead, this data was used to gain awareness of how participants identify themselves ethnically and was examined to inform the qualitative data gained from the participant interviews. The protocol was distributed to participants at the time of the interview.

**Semi-structured interviews.** The interviews, on the other hand, allowed us to explore participants' perceptions of lived experiences within these processes. We recruited a sample of

educators of color, defined as district leaders, building leaders, teachers, and counselors.

Additionally, we recruited a sample of building and district level administrators (of different races) who are responsible for the recruiting and/or hiring process at the district level or building level in Cityside. The process of recruiting participants involved an email prepared by the research team sent by Cityside administration and networking through snowball sampling.

Through purposeful design of the interview questions for this qualitative case study, interviews produced counter narratives about the experiences of educators of color in the educational workforce. Counter narratives or counter storytelling, provided an opposing perspective to the viewpoint used by the White majority that accounts for racial inequities (Ladson-Billings, 1998). Moreover, Milner and Howard (2013) identify that “a counter-narrative provides the space for researchers to reinterpret, disrupt or interrupt pervasive discourses that may paint communities and people, particularly communities and people of color, in grim, dismal ways” (p. 542). We sought to understand and assign meaning to the reported experiences and personal reflections of the selected interviewees (Creswell, 2012). The purpose of the interviews was to understand how educators of color experience teacher preparation programs, hiring, supervision and evaluation, job satisfaction, the student discipline system, and how their race/ethnic identity impacts their work with students. This research also sought to understand how study participants experience being one of a disproportionate number of educators of color and whether it would make a difference if there were more educators of color in the district.

As a team, we developed interview protocols to be utilized for both district and building-level administrators of color, as well as faculty of color. The semi-structured nature of our protocols allowed for flexibility to respond to the interviewee with additional probing questions in the moment (Merriam & Tisdell, 2016). Prior to interviewing our subjects, the team piloted

interview questions with colleagues of color from outside the target district. The benefit of piloting the questions ensured that questions were clearly and respectfully worded and elicited relevant responses. All interview participants received the following: a letter of intent explaining the purpose of the interview, a request for signed informed consent, and a confidentiality statement (See Appendix N and O). These documents were distributed to participants electronically. All interviews were audio recorded and transcribed through Rev.com, and reviewed for accuracy by the research team.

***Interview participants.*** As shown in Table 2.1, interview participants included district level administrators, building level administrators, teachers and counselors. Administrators were identified based on their role in the hiring and retention practice as well as being evaluators and providers of professional development opportunities. This included building-level educators responsible for discipline. All educators were interviewed by an individual researcher or a two-person team with the opportunity for follow-up communication.

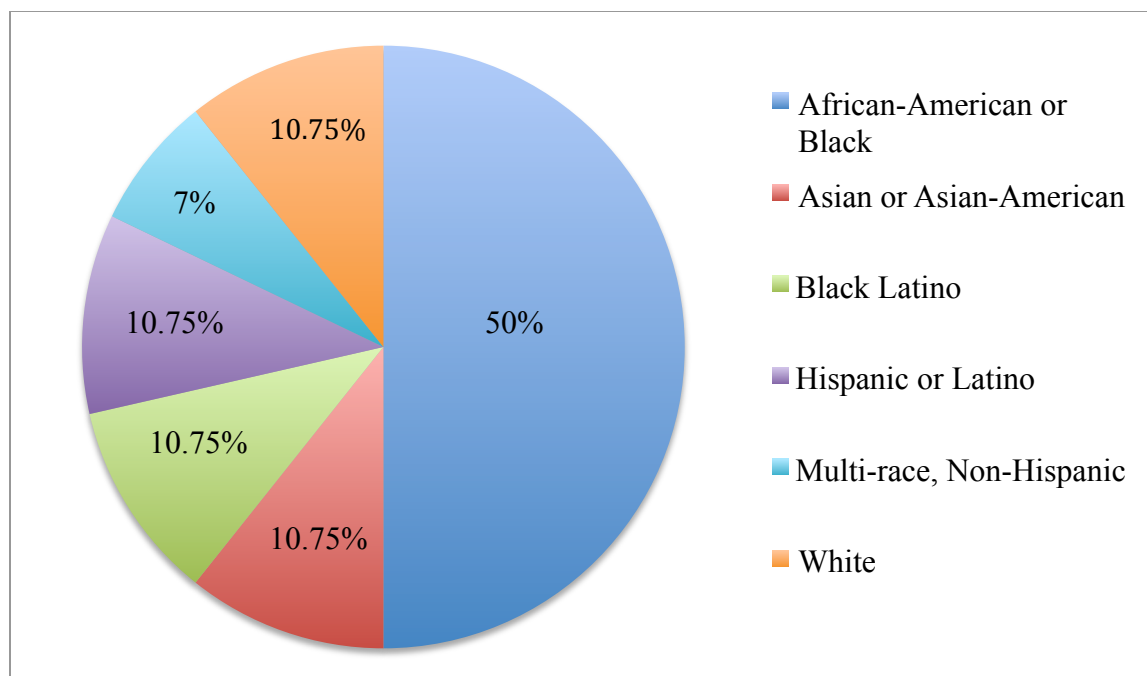


Table 2.1

*Interview Participants*

	Number of Participants	Number of Educators of Color	Number of White Educators
Building Administrators	11	8	3
District Administrators	3	3	
Educators, e.g. counselors and teachers	14	14	
Total Number of Participants	28	25	3

A total of 28 educators volunteered and were selected to participate in this study. As shown in Figure 2.1, there were 14 African-American or Black educators, 3 Asian or Asian-American educators, 3 Black Latino educators, 3 Hispanic or Latino educators, 2 multi-race, non-Hispanic educators, and 3 White educators.



*Figure 2.1.* Race and/or ethnicity of interviewed participants. This chart represents the interviewed participants based on race and/ethnicity.

***Interview research teams.*** Our team was divided into pairs based on the themes of our individual research studies and we then determined the feasibility of conducting all interviews in our selected pairs. In the end, most interviews were conducted in pairs. These pairs were devised to understand educators' of color perceptions of one of the following: 1) teacher preparation and pre-service programs coupled with the experiences of the recruitment and hiring process; 2) the influence of race/ethnicity on student discipline and its impact on students; 3) the impact of the evaluation process on educator growth and factors that influence job satisfaction and teacher retention.

On the one hand, we questioned whether our work would be enhanced by interviewing in pairs. This model allowed for one person to be the designated lead interviewer who maintains the momentum of the interview, leaving the other to take notes, review responses in line with learned information from other analyses and interviews, and suggest additional, follow-up

questions. On the other hand, we considered whether or not educators of color may be more forthcoming in a one-on-one interview. Each pair made the determination regarding the setup of the interview. Each educator of color was interviewed based on the responsibilities of their position and their relevance to the six individual studies.

The team worked to manage the interviewing partnership (Weiss, 1994) in a manner that created emotional safety and encouraged interviewees to speak about their perceptions and experiences, if any, of oppression and racism encountered in the educational system. The components of CRT provided the lens through which we framed the interview experience. The components of CRT, including the permanence of racism, counter storytelling, the critique of liberalism, and Whiteness as property, speak to the reality of racism and its acceptance as a normal part of the dominant culture (Ladson-Billings, 1998). Specifically, we hoped to provide the opportunity for interviewees to speak their counter narratives. Understanding counter narratives is critical to promoting equity in the educator workforce. Giving voice to counter narratives enhanced our understanding of the reality of educators of color. For example, we heard personal stories of how educators of color felt perceived by their colleagues that may be inconsistent with an accepted cultural norm (Milner & Howard, 2013). In addition, we used the data collected from the MEIM responses to gain awareness of how the interview participants identified themselves racially or ethnically and how they viewed their sense of belonging within their ethnic group.

***Interview analysis.*** To analyze the qualitative interview data, we broke the data down into categories that answered the research questions of individual studies. The data was further coded into subcategories by themes or segments as we recorded redundancy and overlap and examined presenting themes. The process of assigning codes to the slices of data was guided

and informed by the tenets of CRT, including the permanence of racism, counter storytelling or narratives, the critique of liberalism, and Whiteness as property, which provided the conceptual framework for this study.

To assist in the analysis, four of the six researchers used the software program Dedoose to categorize and code the interview transcription data. The other two researchers utilized a more traditional manual approach to coding data. All data were reviewed for evidence of how educators of color perceived and experienced the racial disproportionality that exists in the education system.

**Document review.** The reviewed documents highlighted the processes (e.g., recruiting and hiring educators of color, evaluating these educators, or the influence of race on student discipline) experienced by selected participants. As the team analyzed district documentation, we remained aware of the strengths and weaknesses, as illustrated by Yin (2009), of such documentation. Yin (2009) defined four strengths of documentation: stability in that they are available to review repeatedly, unobtrusive in their creation, provision of exact information, and broad coverage of events over time. On the other hand, Yin (2009) defined four weaknesses of documentation: difficulty in locating, the potential for bias in selectivity, the presence of reporting bias, and limited access.

### **Positionality of the Researchers**

Our six-person research team was comprised of four females (one Black and three White) and two males (one Black and one White). Positionality “reflects the position that the researcher has chosen to adopt within a given research study” (Savin-Balden & Howell Major, 2013, p. 71). The nature of qualitative research establishes the researcher as a data collection tool. It is reasonable to expect that the researcher brings his or her own beliefs, cultural background, and

experiences with them to the interview. Each researcher reflected upon the possible influence their positionality had on the interview process (Bourke, 2014). In other words, the team acknowledged that our own cultural background, personal beliefs and individual experiences might have varied from those of the individual interviewees. We remained cognizant of any potential impact these differences may have had on both the interview process and the interpretation of data.

### **Limitations**

This study had several limitations. The sample size was limited to one district, therefore did not account for the variations amongst schools within Massachusetts or the United States. The data was only derived from 29 interviews, the administration of the MEIM to 24 participants, and the completion of the job satisfaction survey by 40 participants. Additionally, the positionality of our research team may have potentially affected our data collection and analysis in any instances where we were not transparent or mindful of the influence that the race of the researcher may have had on the research process. Lastly, due to constraints inherent in our doctoral program, our research was limited by the allotted time dedicated for data collection and analysis.

Variations of the methodology described within this chapter were implemented in the six individual studies which will be presented in Chapter three. Each individual study includes the research questions, conceptual framework, literature review, methodology, and findings. It concludes with recommendations for Cityside Public Schools and future researchers.

## CHAPTER 3<sup>3</sup>

### INDIVIDUAL STUDY:

#### JOB SATISFACTION OF TEACHERS AND ADMINISTRATORS OF COLOR

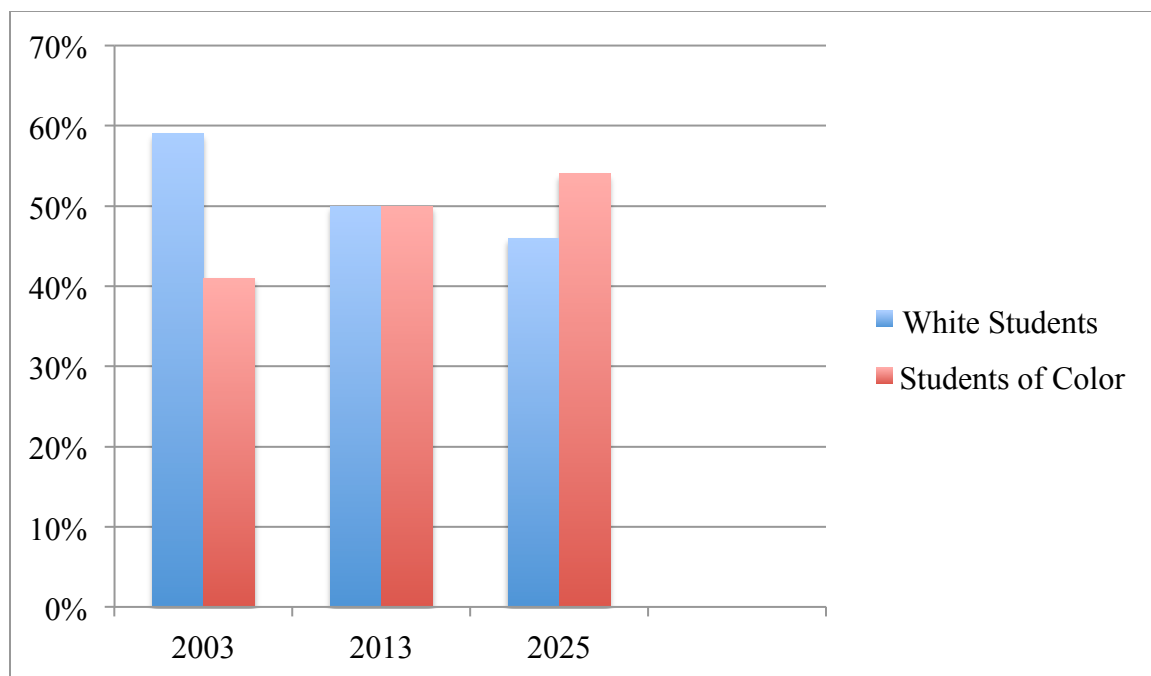
##### **Introduction**

Student racial and ethnic demographics in the United States are rapidly changing. According to the National Center for Education Statistics (NCES), the percentage of White students is steadily declining from 59% of the enrolled public school student population in 2003, to 50% in 2013. Kena et al. (2016) reported that in the fall of 2013 there were 50% White students, 16% Black students, 25% Hispanic students, 5% Asian/Pacific Islander students, 1% American Indian/Alaska Native students and 3% students from two or more races.

It is projected that only 46% of public school students will be White by 2025 (Kena et al., 2016), with a corresponding increase in the percentage of students of color (See Figure 3.1). So by 2025 Kena et al. (2016) project that there will be 46% White students, 15% Black students, 29% Hispanic students, 6% Asian/Pacific Islander students, 1% American Indian/Alaska Native students and 4% students from two or more races. Therefore, within the next decade, the student demographics will shift to students of color becoming a majority of the public school student population. This proportion of students of color will continue to increase as the White student proportion decreases.

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<sup>3</sup> This chapter was individually written by Diana Guzzi.



*Figure 3.1.* Student demographics over time. This graph shows the changing demographics of White students and students of color enrolled in public schools, based on NCES data, from three sample years: 2003, 2013, and 2025.

While the student demographics are changing, the teacher demographics are not changing at a similar rate. The NCES (2016) reported that in the 2015 – 2016 school year the racial distribution of public school teachers was 80% White non-Hispanic teachers, 9% Hispanic, 7% non-Hispanic Black, and 2% non-Hispanic Asian. There is a significant disproportionality between teachers of color and White teachers, despite the 96% increase of teachers of color since 1987 (Ingersoll & May, 2011).

The purpose of the group case study of Cityside Public Schools (CPS) was to examine factors that contribute to the broader research question: How do educators of color experience racial disproportionality within the educator pipeline and schools? We explored the different stages in the careers of educators of color including: their pre-service preparation, the recruitment and hiring process, school practices like the discipline system, their racial identity

and it's impact on their work with students, the evaluation system, and factors that contribute to job satisfaction and retention.

### **Individual Research Questions**

Since 1988, the turnover rate of teachers of color has gradually increased. From 1988 – 1989 to 2008 – 2009, the annual turnover rate of teachers of color has grown from 15.1% to 19.3% compared to the slight increase of the turnover rate of White teachers from 14.4% in 1988 – 1989 to 15.6% in 2008 – 2009 (Ingersoll & May, 2011). The turnover rate of new teachers of color can be up to 50% within the first five years of teaching as they leave the profession with a higher rate of job dissatisfaction (Ingersoll, 2002). With the increased rate of turnover of teachers of color and up to 50% of newer teachers of color leaving the profession, it is important to understand what factors influence teachers of color to leave the profession, including factors related to job satisfaction, in order to better understand how to increase the retention rate of teachers of color.

Limited research has been published about the retention of teachers of color (Ingersoll & May, 2011; Torres et al., 2004). There is less research that focuses on the factors that influence retention of teachers and administrators of color, specifically job satisfaction, compared with retention and job satisfaction of all educators, regardless of race. One of the more commonly used resources to study the attrition and retention of teachers, including teachers of color, is the Teacher Follow-up Survey (NCES, 2013), a national quantitative study. However, there are limitations to the survey including the failure to capture the personal stories that expand on the descriptive factors that influence job satisfaction. In order to develop effective strategies to improve retention of teachers and administrators of color in Cityside, this individual study explored how job satisfaction impacts the retention of teachers and administrators of color using



both qualitative interviews and an online survey (a modified version of the Teacher Follow-up Survey).

The purpose of this individual study was to identify factors that influence job satisfaction and predict the retention of Cityside teachers and administrators of color. Specifically, this study aimed to answer the following research questions:

1. What are factors that influence job satisfaction for teachers and administrators of color?
2. How do teachers and administrators of color perceive the factors of job satisfaction to influence their retention?

### **Connection Between Group Research and Individual Research**

To better serve the changing demographics of students, it is imperative to recruit and retain a more racially and ethnically diverse group of educators. Research shows that increasing the number of educators of color will better serve students of color, by increasing the proportion of adults directly relating to their cultural experiences, as well as by supporting higher achievement of students of color (Achinstein et al., 2010). Teachers of color can be role models for all students, contributing to a teaching force that is more reflective of the national and global community. Teachers of color are more likely to have a “humanistic commitment” to serve a variety of students who are disadvantaged (Ingersoll & May, 2011).

All students benefit from working with teachers of color. A diversity of teachers exposes students to various background experiences and can reduce stereotypes as well as implicit biases that may develop during students’ early years of development (Albert Shanker Institute, 2015). Establishing a more racially and ethnically diverse group of educators benefits all students.

There are six areas of how educators of color experience racial disproportionality in the group case study, including: characteristics in teacher preparation, the recruitment and hiring

process, the educators of color's perceptions of school discipline, the perceived impact of their racial identity on their work with students, the impact of evaluation practices and policies on educators of color, and the job satisfaction of educators of color. Recent research shows that the shortage of educators of color is not at the recruitment stage, but rather highlights the problem as the retention of teachers of color (Ingersoll, 2001). As districts seek to increase the number of educators of color, they need to focus not only on recruitment practices, but also on organizational conditions that impact job satisfaction and influence retention.

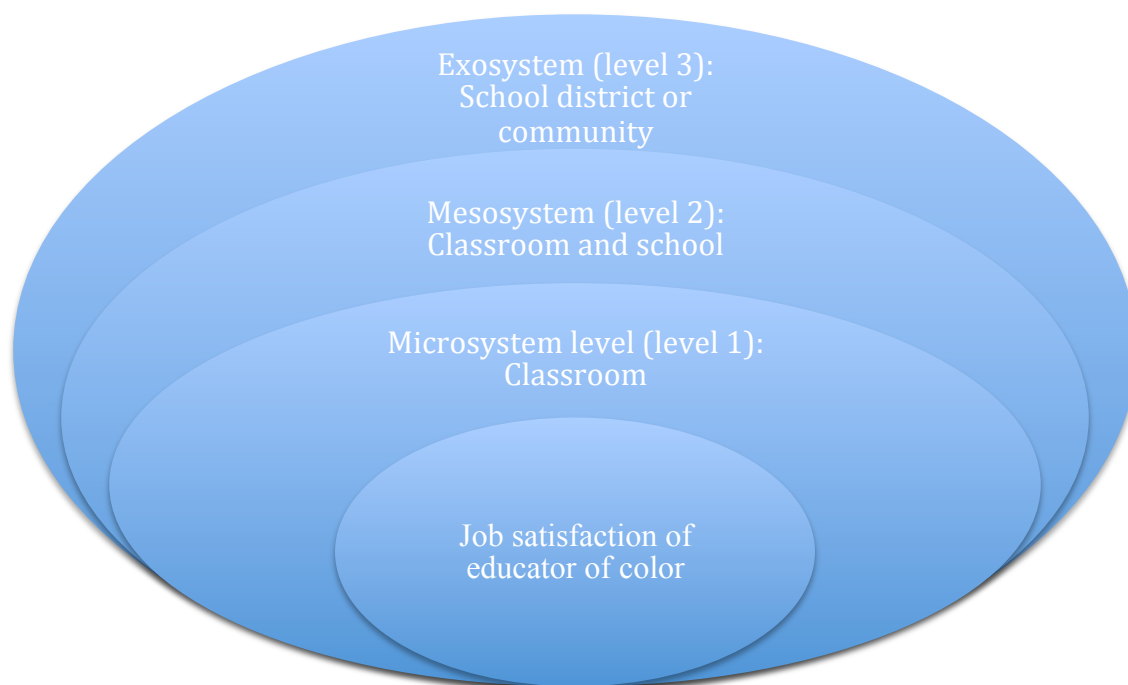
### **Individual Study**

This individual study explored factors that influence job satisfaction for teachers and administrators of color and how they perceived those factors might influence their retention. I will begin by describing the applied conceptual framework, the ecological theory. Next, I will review the literature. The literature review will include relevant empirical studies related to the job satisfaction of educators, concentrating on educators of color, when identified within a study. The literature review will also summarize the reviewed research related to job satisfaction of educators, with a focus on educators of color, as it relates to the ecological theory. The literature review will conclude with the discussion of gaps in existing research leading to the focus of this individual study. Finally, the methodology, findings, discussion, and limitation of the individual study will be addressed.

### **Conceptual Framework**

For this study, the ecological theory was adapted as the conceptual framework to explore job satisfaction of educators of color. The ecological theory has been applied to various studies related to education, including Livingston and Nahimana's (2006) study about how to address the needs of Black male children, Miller, Brownell, and Smith's (1999) study about the factors that

contribute to special education teachers remaining in special education, as well as Moore's (2012) study about the relationship between school environment and teacher job satisfaction. Bronfenbrenner (1976) incorporated five levels nested together with the individual at the center of the ecological model. My research focused on the first three levels. The microsystem level (level 1) involves ways the educator interacts with his/her immediate environment. In this study it was the classroom for the teacher of color or the school for the administrator of color. The mesosystem (level 2) was also considered as it focuses on the interrelations between settings in the classroom and school. The exosystem (level 3) represents the setting which still has influence on the individual, even though it may not directly involve the educator (Onwuegbuzie, Collins, & Frels , 2013). In my study this involved the school district or community. Figure 3.2 demonstrates how these adapted subsystems of the ecological theory are imbedded within each other and may influence job satisfaction of educators of color.



*Figure 3.2.* Ecological theory sphere of job satisfaction. This figure incorporates Bronfenbrenner's nested levels and shows how the adapted subsystems of the ecological theory may influence the job satisfaction of educators of color.

These subsystems can individually or collectively influence the job satisfaction of educators of color. For example, the autonomy and student discipline within the classroom can influence job satisfaction at the microsystem level; the decision making processes that influence school practices can influence job satisfaction at the mesosystem level; and the salary determined by the district can influence job satisfaction at the exosystem level. This study examined how these interconnected systems of the ecological theory impact job satisfaction and retention of educators of color. The following section will identify organizational conditions and factors that influence job satisfaction of educators of color, based on a literature review of empirical studies, and how they are related to the three identified subsystems of the ecological theory.

## Literature Review

As stated previously, limited research has been published about the retention of teachers of color (Torres et al., 2004) and their job satisfaction. While there is a body of research that includes administrators of color, this research is not focused on their job satisfaction. The following section will review research related to job satisfaction and its impact on retention of educators of color in general.

**Job satisfaction and retention of teachers.** There is a strong correlation between job satisfaction and working conditions for teachers in general, including teacher autonomy, administrative support and student behavior (Perie & Baker, 1997). Ma and MacMillan (1999) found that developing teacher autonomy and establishing trust between the administrator and teachers allows teachers to have a more significant role in the decision making process for their work and student learning. Teachers who perceive having a stronger relationship with the school administrator, who are identified as being competent, and who perceive the school culture to be positive, have higher job satisfaction (Ma & MacMillan, 1999). Greater job satisfaction is associated with teachers having higher perceptions of professionalism and empowerment, thereby decreasing on-the-job stress (Pearson & Moomaw, 2005). Retention of experienced teachers requires high-quality professional development, leadership opportunities outside of the classroom, and career advancement opportunities (Partee, 2014). These findings are not solely focused on teachers of color, but are very applicable to them.

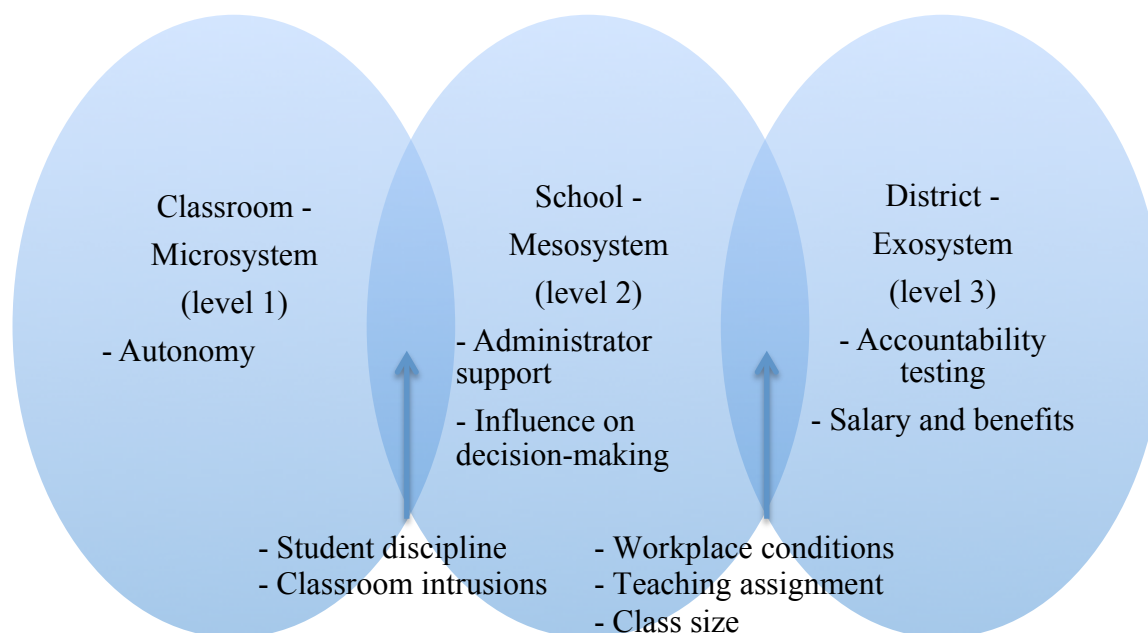
***Job satisfaction and retention of teachers of color.*** As stated previously, the annual turnover rate of teachers of color has grown from 15.1% to 19.3% from 1988 – 1989 to 2008 – 2009 (Ingersoll & May, 2011). While attrition is to be expected and not always considered as a negative (Ingersoll, 2001), more than 35% of the attrition of teachers of color was a result of job

dissatisfaction (Ingersoll & May, 2011). Therefore, job dissatisfaction is a significant factor in the growing annual turnover rate of teachers of color.

Using national data compiled from the TFS (NCES, 2013), researchers have been able to control for variables to develop a better understanding of the conditions that contribute to the job satisfaction and retention of teachers of color. Factors like student demographics, including higher rates of low socioeconomic status or minority students did not influence the turnover of teachers of color (Ingersoll & May, 2011). While administrative leadership and support, as well as salary and resources have an influence on retention rates, there is a similar significance for all teachers (Ingersoll & May, 2011). Although administrative support has a similar value for all teachers, 76% of teachers of color, in one case study, reported lack of administrative support when addressing challenges that were related to race, ethnicity, culture, and/or class within their classrooms (Achinstein et al., 2010). Findings have shown that organizational conditions, like teacher autonomy and the influence of faculty on decision-making, have a more significant impact on job satisfaction for teachers of color (Ingersoll & May, 2011). This demonstrates that administrative support and particularly organizational conditions contribute to the job satisfaction of teachers of color.

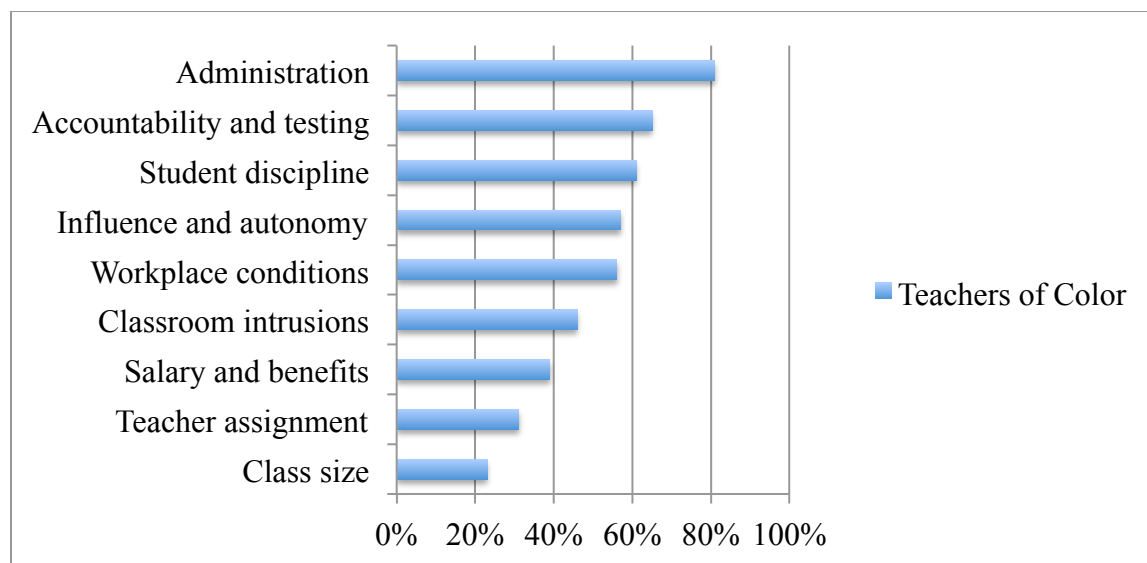
A study completed by Ingersoll (2006) reported that organizational conditions influence public school teachers of color, independent of school and student population. These conditions include relationship with the administration, accountability testing, student discipline, influence and autonomy, workplace conditions, classroom intrusions, salary and benefits, teaching assignments and class size. Figure 3.3 shows how these organizational conditions impact the ecological sphere of educators. The figure also shows how some factors overlap two levels; for example, student discipline can impact the classroom environment as well as the school

environment, or teaching assignment may be influenced by school based decisions made by the principal or at the district level determined by the budget.



*Figure 3.3.* Organizational conditions. This figure shows how organizational conditions that influence the job satisfaction of teachers of color interrelate using the adapted subsystems of the ecological theory.

Ingersoll's (2006) study found that among the teachers of color who reported job dissatisfaction, 81% reported they were dissatisfied with administration, 65% dissatisfied with accountability/testing, 61% dissatisfied with student discipline problems, 57% dissatisfied with a lack of influence and autonomy, 56% dissatisfied with workplace conditions, 46% dissatisfied with classroom intrusions, 39% dissatisfied with salary and benefits, 31% dissatisfied with teaching assignments and 23% dissatisfied with class sizes (See Figure 3.4).



*Figure 3.4.* Job dissatisfaction of teachers of color. This chart incorporates Ingersoll's (2006) data regarding the percentage of teachers of color who reported dissatisfaction in organizational conditions.

Perie and Baker also used national data, collected from the 1993-1994 *Schools and Staffing Survey* (SASS), to identify factors of job satisfaction. While intrinsic factors may motivate someone to choose a career in education, extrinsic factors, like organizational conditions, influence job satisfaction (Perie & Baker, 1997). Overall, public school teachers reported similar levels of job satisfaction. However, Hispanic teachers reported a slightly higher level of job satisfaction, and Native American teachers reported a slightly lower level of job satisfaction. Looking even closer at their teaching assignments, Hispanic and Asian secondary teachers reported a slightly higher level of job satisfaction (Perie & Baker, 1997). This demonstrates the variation of levels of job satisfaction of educators of color based on their racial group.

A smaller study by Evans and Leonard (2013) captured vignettes of teachers of color working in an urban setting. This study used interviews and narratives to identify factors of job

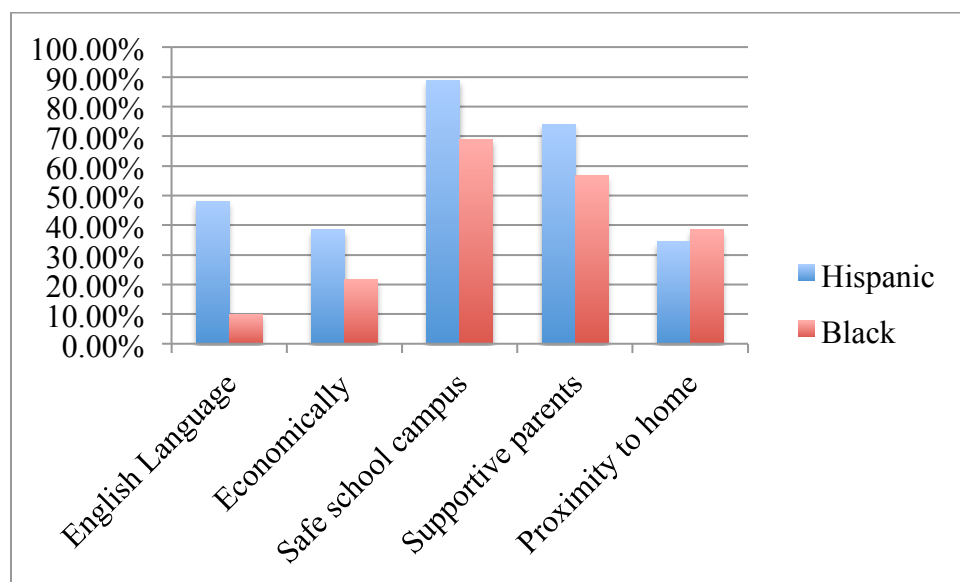


satisfaction of teachers of color in an urban setting. Teachers reported not feeling prepared to meet the needs of students. Teachers of color who entered teaching at an older age as “career changers” expressed a commitment to teaching and planned to remain in the profession. However, one-third of the participants who entered teaching shortly after graduating from college were frustrated with their experience, including the long hours outside of the school day to prepare lessons and the external demands that were being put on students. This resulted in these teachers of color leaving the profession within the first three years of teaching.

**Job satisfaction and retention of administrators.** Graham and Messner (1998) reported that 92.9% of principals were satisfied with their current job. Colleagues and co-workers, as well as responsibilities, impacted their overall job satisfaction. Principals also reported to be less satisfied with the salary, benefits, working conditions and their supervisors (Graham & Messner, 1998). Based on a state-wide study of principals in Illinois, White, Brown, Hunt, and Klostermann (2011) found job satisfaction was influenced by the principal’s perception of their influence on school change, organizational factors, school conditions and professional relations. A majority of principals reported being satisfied with their job overall; only 3% of principals reported being somewhat dissatisfied or dissatisfied with their job. Principals reported higher satisfaction from instructional tasks, internal relations, and ability to influence change. Principals, unlike teachers, did not prioritize autonomy and salary as primary factors that influence their job satisfaction (White et al., 2011). While these factors apply to all principals, they also apply to principals of color.

***Job satisfaction and retention of administrators of color.*** When studying school characteristics in Illinois, White et al. (2011) identified how factors like student demographics, school climate, parent support and school location influenced the job satisfaction of principals of

color, including Hispanic and Black principals. This study found that 48% of Hispanic principals preferred to work in schools with English Language Learners, 38.5% preferred schools with students who are economically disadvantaged, 88.9% preferred safe school campuses, 74.1% preferred working with supportive parents and 34.4% preferred working in a school close to home. The study also found that 10% of Black principals preferred to work in schools with English Language Learners; 21.7% preferred schools with students who are economically disadvantaged; 68.9% preferred safe school campuses; 56.7% preferred working with supportive parents and 38.5% preferred working in a school close to home (See Figure 3.5). Both Hispanic principals and Black principals prioritized the school climate, including school safety and parent support. While student demographics were also a contributing factor to job satisfaction, teacher demographics were not identified as a contributing factor to job satisfaction.



*Figure 3.5.* The influence of school conditions on principals of color. This comparative graph represents the school condition preferences of principals of color that White et al. (2011) found.

**Gap in the research.** There is a limited body of research addressing the job satisfaction of teachers of color. There is also limited research related to the job satisfaction of principals and

administrators of color. The results of national studies that include the job satisfaction of principals of color have not yet been published. Overall, the existing research on educators of color does not address the relationship between factors and conditions of job satisfaction or the impact of job satisfaction on retention.

This individual study aimed to identify factors and conditions that educators of color perceive impact their job satisfaction in Cityside, as well as serve as a resource for district leaders in Cityside in order to create strategies and practices to improve the job satisfaction and retention of educators of color in the district.

## **Methodology**

### **Terminology**

In this study, the term teacher was used to refer to professional certified staff, in order to represent the survey responses of all Unit A members, including teachers, counselors, and social workers. The term administrator was used to refer to administrators, including principals, assistant principals and deans. The term educators of color includes both teachers and administrators who identified as being from the following race(s) and/or ethnic group(s): Asian, Black or African American, Hispanic or Latino, as well as mixed, with parents from two different racial groups (See Appendix N). These classifications are aligned with the staffing data report of the Massachusetts Department of Elementary and Secondary Education (DESE), except DESE classifies staff from a mixed racial background as Multi-Race/Non-Hispanic.

### **Context**

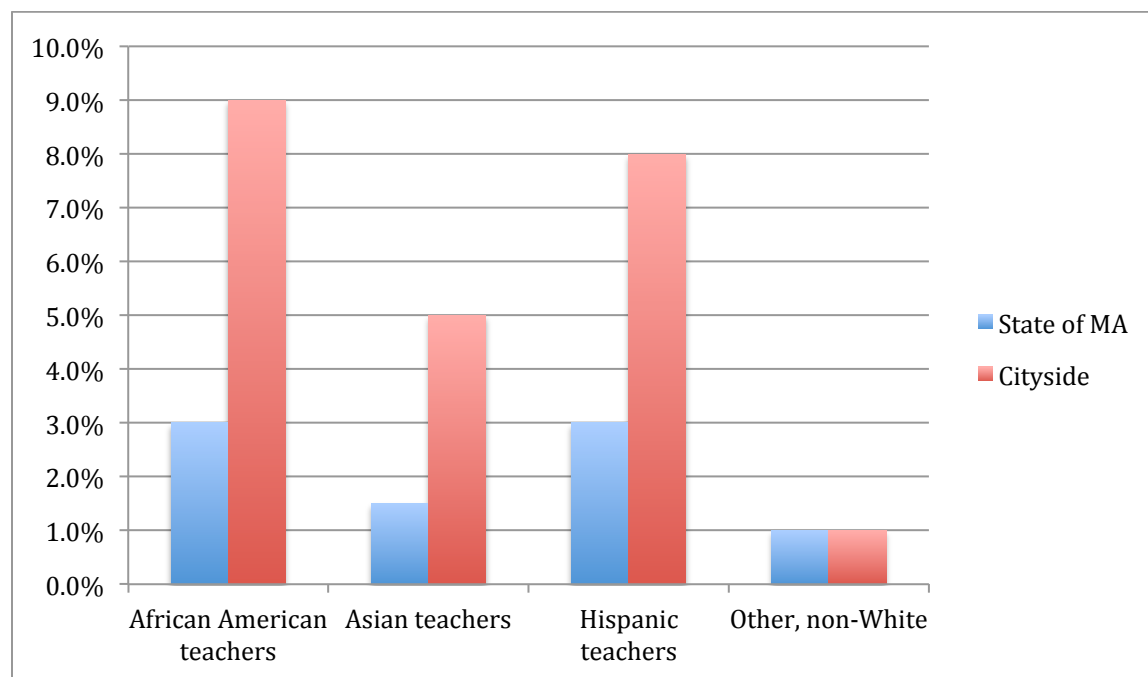
The larger group study was a single-site qualitative case study. Merriam (2009) defines a case study to be an in-depth system that both describes and analyzes a single entity, in this case a school district. This case study also focused only on the experiences and perceptions of educators

of color from one district, making it a bounded system, as the study did not explore the experiences of White educators or educators from multiple districts. As part of the larger case study, this individual study was not limited to particular methods of data collection (Merriam, 2009). A case study model allowed me to incorporate interviews and survey data to gather insight into the experiences of educators of color rather than testing a hypothesis. This individual study used qualitative data from the interviews to be the primary instrument in gathering more descriptive data (Merriam, 2009) and complemented the interviews with quantitative survey data. This approach provided a broader understanding of how educators of color perceived their job satisfaction and its outcome on retention within the district. It also contributed to the larger study of how educators of color experience racial disproportionality within the educator pipeline and schools to yield strategies and recommendations for the district to implement that may increase job satisfaction and yield a higher retention rate of educators of color.

### **Site Selection**

As stated in Chapter 2, the site selection was based on the following criteria: a hiring and retention process that focused on increasing educator diversity, employment of educators of color, and a diverse racial and ethnic student population in the district as identified by and reported to the Massachusetts Department of Elementary and Secondary Education (DESE). The selected district, Cityside Public Schools (CPS), employs both teachers and administrators of color. According to DESE (2017), 8% of teachers in Massachusetts are identified as teachers of color, including 3% African American teachers, 1.5% Asian teachers, 3% Hispanic teachers and less than 1% Native American, Native Hawaiian, Pacific Islander and Multi-Race, Non-Hispanic teachers. In this study, the chosen site exceeded the reported state statistics. DESE (2017)

reported that 22% of CPS teachers are teachers of color, including 9% African American teachers, 5% Asian teachers, 8% Hispanic teachers and less than 1% Native American, Native Hawaiian, Pacific Islander and Multi-Race, Non-Hispanic teachers (See Figure 3.6).



*Figure 3.6.* Teachers of color in MA and CPS. This table compares the percentage of teachers of color in the state of Massachusetts compared to the percentage of teachers of color in Cityside (DESE, 2017).

Cityside’s Office of Human Resources reported that CPS currently employs 912 full-time and part-time teachers for the 2017 – 2018 school year. There are 22% of teachers of color in CPS this school year, including 10% African American/Black teachers, 5% Asian teachers, 7% Hispanic teachers and less than 1% Native American, Native Hawaiian, Pacific Islander. CPS currently does not use the Multi-Race, Non-Hispanic category.

The Office of Human Resources also reported for the 2017 – 2018 school year that 33% of CPS principals are administrators of color, including 28% African American/Black principals and 5% Asian principals. In addition to principals, there are administrators of color who are

assistant principals or school operations managers. The Office of Human resources reported that 56% of the assistant principals and school operations managers are administrators of color, including 28% African American/Black administrators, 17% Latino/Hispanic administrators and 11% Asian administrators.

## **Participants**

In order to recruit teachers and administrators of color to volunteer to participate, a recruitment email was sent to 232 educators of color from the Cityside district office (See Appendix F and G). The email included information required by the Institutional Review Board (IRB). The IRB has a detailed informed consent process that must provide potential participants with the purpose of the research, reasonable risks or benefits, confidentiality protocols, as well as additional information. This email also included how the study will be shared with the district.

Eleven out of the 25 educators of color who volunteered and participated in the larger group study were selected to participate in this individual study on job satisfaction based on their role, school and a minimum of three years experience in the district. The educators of color who were interviewed, five classroom teachers and six administrators, represent 5 out of the 17 schools in CPS. This study did not ask educators of color to identify their race and/or ethnicity prior to interviews, which resulted in a sampling that was not proportionally representative of the district population, with 9 out of 11 interviewees identifying as Black and/or African American.

Prior to all interviews each participant signed a consent form that included a confidentiality clause that stated that the participant's identity would remain anonymous throughout the research and reporting of this study and that no information would be included that would make it possible to identify participants with regards to reports to the district and in any publications. Participants were also made aware that they could choose not to reveal

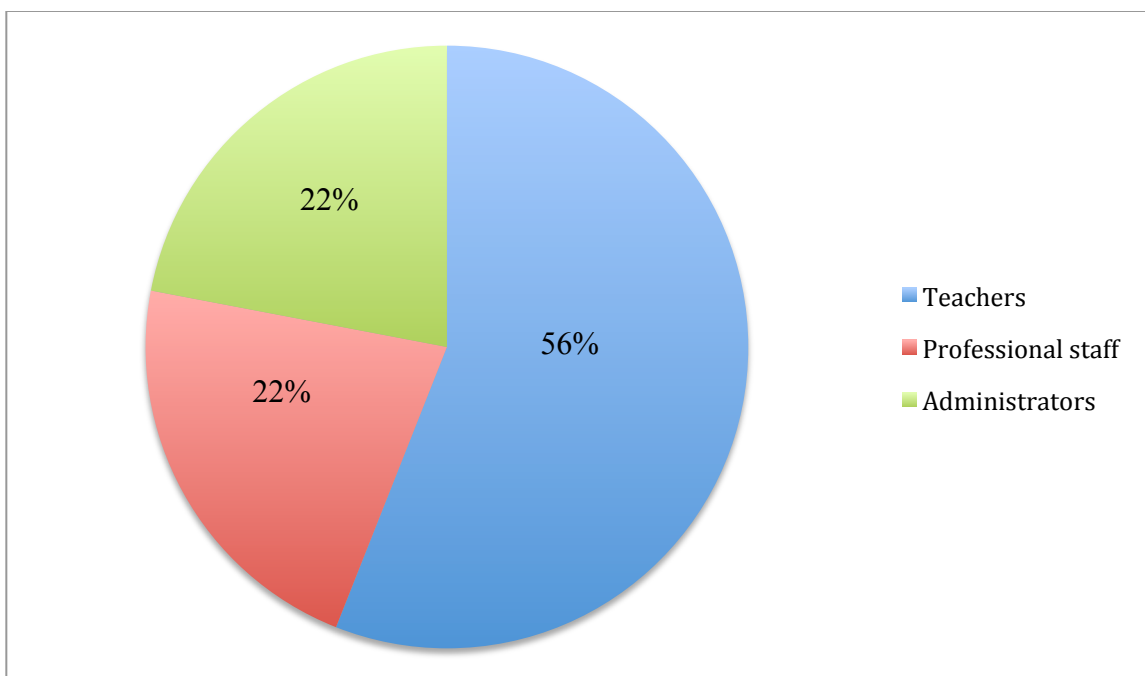
information that they feel is sensitive or uncomfortable. To honor the agreement, pseudonyms were assigned to all participants in this study (See Table 3.1).

<u>Pseudonym &amp; Code</u>	<u>Gender</u>	<u>Role</u>	<u>Racial and/or Ethnic Identity</u>
Sharon (A4)	Female	Administrator	Asian or Asian American
Fernando (A9)	Male	Administrator	Black or African American
Halle (A10)	Female	Administrator	Black or African American
Beatrice (A11)	Female	Administrator	Black or African American
Walter (A16)	Male	Administrator	Black or African American
Erica (A17)	Female	Administrator	Hispanic or Latino
Craig (T1)	Male	Teacher	Black or African American and Hispanic or Latino
Olivia (T3)	Female	Teacher	Black or African American
Paula (T4)	Female	Teacher	Black or African American
Connie (T8)	Female	Teacher	Black or African American
Angelica (T15)	Female	Teacher	Black or African American

*Table 3.1.* Interview participant overview. This table includes participation information,

including pseudonym, code, gender role, and racial and/or ethnic background of the 11 educators of color who were interviewed about their job satisfaction.

Forty educators of color self-selected to participate in this study by completing the online job satisfaction survey, including 23 teachers, 9 professional staff (including counselors, curriculum coordinators, and social workers), plus 9 administrators (See Figure 3.8). Location of employment was not requested on the survey.



*Figure 3.8.* Survey participant overview. This chart shows the percentage of educators of color, based on their role, who completed the online survey about their job satisfaction.

It is important to note that the educators of color who were interviewed were not required to complete the online survey so it is uncertain if any of the 11 educators of color interviewed are represented in the online survey data.

### **Data Sources**

The qualitative data was collected through individual interviews with 11 teachers and administrators of color and 40 teachers and administrators of color completed an online survey.

**Semi-structured interviews.** Semi-structured individual interviews conducted with the educators of color, provided an opportunity to ask open-ended questions (See Appendix M). The interviews were recorded using an app, Rev Voice Recorder, and then transcribed by the same company. Each transcript was then coded in Dedoose, an online research data platform. Examples of initial codes included autonomy, influence on decision making, student connection, teaching assignment, administrative support and district resources (See Appendix Q).



**Job satisfaction online survey.** A job satisfaction online survey link was shared in the initial recruitment email to all CPS educators of color (See Appendix H). In order to assess job satisfaction, the following topics were presented to participants in a four point Likert scale survey, which included student discipline, administrative support, decision-making participation, job stress, colleague-to-colleague relations, gender, family support systems, overall job satisfaction, as well as demographic and employment information.

### **Data Analysis**

In order to answer the research question posed in this study, it was necessary to analyze the data collected by “taking apart the data” and then summarizing what has been learned (Creswell, 2012). The first phase of the data analysis was to transcribe all of the interviews, using a transcription company. To ensure minimal errors, I then reviewed the transcripts. Transcriptions and observational notes were then used to identify themes to be coded. The second phase of the data analysis was to interpret the information from the survey completed by the educators of color using modified codes (See Appendix Q). The third phase of the data analysis was to synthesize the data collected. During this process, identified themes from the interviews were compared with the survey results. At the completion of this study, all recordings, transcripts and other relevant notes were privately stored, based on IRB and/or Boston College’s research integrity and compliance requirements.

### **Findings**

The findings presented in this individual study reflect the experiences of educators of color, including teachers and administrators, from Cityside Public Schools based on 11 interviews and 40 completed online surveys. Factors that influence job satisfaction and retention were identified using the data from the interviews and surveys.

Some of the case study's findings reinforce findings identified in previous job satisfaction studies involving educators of color, including: (1) student demographics, (2) responsibilities, (3) accountability, (4) administrative support and (5) district resources (Achinstein et al., 2010; Ingersoll, 2006; Ingersoll & May, 2011; Ma & MacMillan, 1999; Perie & Baker, 1997). Findings also identified additional themes such as (6) connections with students and the community; (7) relationships with colleagues; and (8) the impact of their racial background. These eight factors are included in the overall categories of teachers and administrators of color, including, connections, impact of racial identity, and district resources. The additional category of fatigue is incorporated in the findings of administrators of color. These factors contributed to the overall job satisfaction of educators of color in CPS and are factors that may influence the retention of educators of color in CPS.

As noted in the methods section, the confidentiality clause of this case study guaranteed anonymity of the interviews, therefore, educators are not consistently referred to by their pseudonyms (see Figure 6). There are times when they are identified using the general term "teacher" or "administrator" instead of the assigned pseudonym to protect their identity.

### **Job Satisfaction of Teachers of Color**

Overall, the five teachers of color interviewed for this individual study reported being satisfied working for CPS. For the teachers who completed the survey, 66% of them reported being satisfied or very satisfied as an educator in Cityside, while 31% of them reported being somewhat satisfied and only one of the respondents reported being not at all satisfied. While they reported being very happy working in Cityside, they also acknowledged that their jobs were hard. Factors that contributed to overall job satisfaction were aggregated into the following categories: connections with students, colleagues, and the community; administrative support;

impact of their racial background; and district resources. While most of these factors were referenced as contributing to their overall job satisfaction, these teachers of color also shared some of the work related challenges they face.

**Connections with students, community, and colleagues.** All five teachers of color interviewed shared the importance of having professional connections at their work place. This included connections with students, the Cityside community, and/or colleagues. As one teacher stated, “I’m satisfied with where I work and the kids I have in front of me... I have no desire to teach anywhere else.” The importance of the student/teacher connections was also identified in the online survey. In the survey, 94% of teachers rated students as being important or very important to their decision to remain in their current position. In the interviews, teachers also shared experiences about seeing families in the Cityside neighborhoods where students lived and visiting their homes. Craig shared:

So I have a very, very good relationship with the kids and their parents, and it's one of those types of things that.... [we] have a lot of Spanish speakers as well so when I see the parents in the streets, I say, “Hello.” I stop by, go to their house.

The supportive connections with families was reinforced in the survey as well, with 91% of the teachers indicating that parents support the work educators do in school. Two teachers of color interviewed had a strong connection to Cityside not only as a work environment, but because it was also the community where they were raised. Olivia shared:

I grew up in Cityside. I’ve lived in Cityside pretty much all my life. I ended up in [Seaside] first, but I always liked to come back home... So this is where I landed, and I’ve pretty much been here ever since. My children went through the public schools. I still live in the same neighborhood... I go to church in this community. So I see a lot of

the students on the weekends. So I am very connected.

In addition to connecting with students and the community, all of the interviewed teachers of color shared the connections they had with colleagues. Most of the connections they described were connections with other teachers of color, which were developed through informal and formal mentoring. One teacher of color highlighted the support she received from her “aunties,” who were other Black teachers who were supportive and embraced her. Olivia shared:

I had so many people that took me under their wing, like just old-school teachers. They got me involved in the union. They would say, "Look, you've got to do this. You can't be late to the meeting because you're the only black person on staff. They're going to notice you're not there.

Networking and support of other teachers of color was valued not only within the building, but also within the larger district. Connie shared how gratifying it was to see other Black educators at professional development opportunities, “I’m elated, I’m ecstatic... Thank you for being here for me, because it means a lot.” She also shared:

My colleagues as well contributed to the job satisfaction. There are veteran teachers that I can talk to about how I can improve my practice. I can bounce ideas off of them. So yes, I'd be selective with whom I confide in and whom I feel comfortable with, but that helps with the job satisfaction greatly, that we have that support and that networking.

However, connections with colleagues were not limited to only other teachers of color. “You’ve got to find someone you trust, whether a person is Black, White, or whatever, and tell them what’s going on with you so you can get support.” The online survey reported that 97% of teachers ranked social relationships with colleagues as being somewhat important to very important.

**Impact of racial background.** All five teachers interviewed provided examples of how their race and/or ethnicity impacted their experience as a teacher. Teachers believed that it was because of their race they were able to connect with students of color, as well as families of color within the district. Connie shared:

I think it does the students a good service, in that they're seeing educators of color standing before them. That is gratifying to me, that I can help them and uplift them, that this is what you can strive for.

There was also a sense of pride to be standing before students of color, not only as a teacher of color, but also as a role model and exemplar for their students of color. Paula stated, "I know what they [students] need to do, they need to work 10 times as hard, period. And it's not fair, but it is what it is." This teacher also shared how her race impacted her connection with families, "It helps with communicating with the parents because they see somebody that looks like [them] ... So they're not as intimidated I think, because I look like them." Their racial and/or ethnic background made it easier for them to relate with families.

Another theme these teachers of color spoke about was the feeling of isolation. They shared the stress that they felt being either the only teacher of color or one of just a few teachers of color within their school. This made it challenging, at times, to find support from someone they could identify with in their school. The pressure of being the disciplinarian or the "whisperer of Black kids," or the fear of looking incompetent can be a lot for one educator of color. Angelica expressed, "It's stressful additionally because I am a Black teacher. It's just, I'm the disciplinarian, I am the whisperer of Black kids. It's just a lot. Sometimes it feels like I have to carry a lot." She also shared:

I've not been able to figure out whether administration thinks I have good classroom

management because I am a skillful teacher or whether they think I have good classroom management because I am a Black teacher, being able to manage the Black kids that other White teachers keep sending out of their classroom. That weighs on me...

The teachers also spoke about how people often assumed they are not the teacher because they are a person of color. One teacher shared:

I had to be better than everyone else, that I can't make the same mistakes everybody else makes, because I will get called on it more than other people would... And I feel that I have to go above and beyond to show that I'm compassionate and I have higher expectations and that I'm a professional.

These teachers of color shared feeling that their intelligence and professionalism were being tested, unlike their White colleagues. This feeling reinforced the isolation they felt. Angelica shared:

I think it's just everything I do is to be purposeful. It feels like it has to be purposeful and calculated because whether I choose to admit it or not, or others choose to admit it or not, I make moves on behalf of my race; and what I do and my ability to do my job I think impacts another person's ability to come into the school and continue the work that I started or others have started. So it just feels like I come in and there is a load I carry and I have to be careful in things that I do, in everything that I do.

**Administrative support.** Administrative support was another common theme among the five teachers of color who were interviewed for this study. All of these teachers had at least one administrator of color, including the principal, assistant principal and/or dean, working with them directly in their building. Administrators were described as taking time to get to know the teachers, both professionally and personally, being supportive, as well as having high

expectations. Olivia shared that her administrators, who also identify as Black, “make the effort to know us, not just as teachers, but our families, our kids, and so on.” The teachers of color valued the support of administrators of color because their administrators understood the students and shared similar values. The teachers who completed the survey also valued administrative support. The online survey reported that 97% of teachers ranked recognition and support from administrators as being somewhat important to very important.

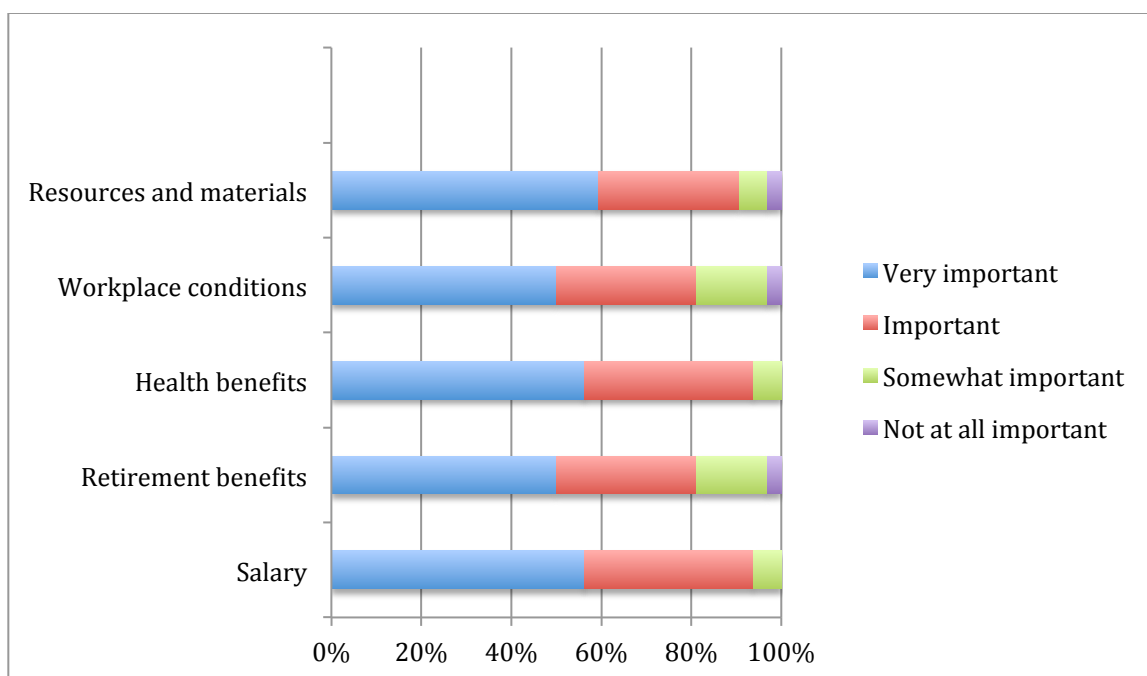
Administrative support also influenced the teaching assignments of the educators of color interviewed, including school, grade level and/or subject. All of the teachers of color interviewed worked for a principal of color. However, the principal was not necessarily their primary supervisor, depending on their role; for example, at the high school, deans are the primary evaluators of classroom teachers. There are six principals of color in Cityside. According to DESE, in 2016 – 2017 the Cityside schools with a principal of color had 24% - 41% staff of color, with an average of 32% staff of color. The eight other schools had an average of 21% staff of color.

Three of the teachers of color shared that it was because of administrative support they stayed in the school they were working in. The teaching assignment also played a factor in their job satisfaction. Connie shared, “I love the fact that they [administrators] ask us which courses are we most interested in. I must say that I've always received the classes that I prefer, so I appreciate that.” This provided opportunities for teacher autonomy, including creating curriculum and teaching desired elective courses.

**District factors.** While the above themes were the primary factors identified by the teachers of color in their interviews, all four teachers also spoke about district factors that influenced their job satisfaction. These factors included salary and benefits, resources,

workplace conditions and accountability issues. Angelica shared that she believed she was paid well for her experience and her education level, which contributed to her overall satisfaction with her job. Of the teachers surveyed, 94% reported salary as being important or very important to remaining in their job. In addition to salaries, teachers of color also reported valuing the retirement benefits from their job, while 97% of teachers reported these benefits as being important or very important to remaining in their job. Health benefits were also highly valued, with 100% of teachers reporting these benefits as being important or very important to remaining in their job. Other district factors included work conditions and resources. In addition to benefits being highly valued by teachers, 91% of teachers who completed the survey reported workplace conditions were important or very important for them to remain in their jobs. In the survey, 91% of teachers reported that having available resources and materials to do their job was important or very important (See Figure 3.9).





*Figure 3.9.* District factors. This chart shows the primary district benefits and resources that influence the job satisfaction of CPS teachers of color who completed the survey.

Accountability issues were another factor that influenced the job satisfaction of teachers of color. Two teachers of color interviewed expressed frustration with the amount of data and paperwork now necessary as part of the district and state accountability measures. One teacher shared that students are “tested until their brains explode!” She also shared the pressure she feels from constantly looking at data and asking “where am I, what am I doing, how am I doing, could I do it better?” She struggled with making the mind shift from feeling like data was being used to tell her she wasn’t effective, to understanding that data is identifying the gaps in her teaching and student learning in order to ensure students are successful. The amount of assessments and data that is required of teachers to gather and record takes away time teachers would like to be focusing on students. In contrast to these teachers’ opinions about achievement accountability, 63% of teachers surveyed stated that student assessment and school accountability were important or very important to them.

### **Retention of Teachers of Color**

As stated above, factors embedded in connections, the impact of racial identity, administrative support, and the district factors influenced overall job satisfaction of teachers of color in Cityside. When those who were interviewed were asked about their short term and long term professional plans, four of the teachers stated they plan to continue to work for CPS. Of those teachers, three of them envision that they will continue to work as teachers in CPS, and two of those teachers will retire in less than 15 years. The other teacher stated a plan to work until “they kick me out, for a long time. I’m very happy here. Don’t plan on going anywhere.” Another teacher of color shared that she hoped to remain in CPS and transition from her role as a teacher into a principal at an elementary school in CPS. She felt that CPS administrators of color have inspired her to one day become a principal as well. However, one teacher of color, who had the least amount of teaching experience, shared that she was in the midst of completing graduate work and plans to apply her degree to a consulting position outside of the district. In the survey, only 50% of the teachers who responded planned to remain in their current position at Cityside for as long as possible, or until they were eligible for retirement. The other 50% of respondents were undecided, looking for a more desirable opportunity or anticipating other personal changes, like parenthood or marriage. Therefore, it is uncertain how long they will remain in CPS as a teacher.

### **Job Satisfaction of Administrators of Color**

A majority of the administrators of color interviewed, five out of six, were very satisfied with their role at CPS. As one administrator stated, “I love my job. I smile every time I come in here, because it is a joy.” Another administrator reported being very burnt out and did not indicate overall satisfaction with the job. Administrators of color who completed the survey also

reflected a range of overall job satisfaction; with only 40% of administrators being satisfied or very satisfied as an administrator in CPS. All administrators of color interviewed acknowledged that their jobs were difficult, similar to the teachers of color. Factors that contributed to their experience and job satisfaction included: connections with students, teachers, and the community, the impact of their racial background, administrative support, district resources, and in addition, fatigue. While most of these factors contributed to their positive perceptions of their job, these administrators of color also shared other challenges that presented.

**Connections with students and community.** All of the administrators of color who were interviewed valued the connections they had with students, families and/or the community. They shared the importance of building relationships with students, staff and families. It was these connections that Halle valued highly.

I think personal relationships with staff, students and families. I think there are personal connections that you want to come and talk with people, do this work with people. You appreciate conversations, feedback and just the relationship. I think that's been enormous and just sort of this urgency around ensuring that kids of color have the right educational footing to begin their journey. That keeps me coming back every single day.

At the heart of their effort was working with students of color. Sharon shared how she was able to connect with students by first sharing stories about herself. Another administrator stated that their work was about connecting with students, showing them how much they cared for them and why it was important for them to care as well. Administrators who completed the survey also valued the connections with students, 100% of administrators responded that students were very important to their decision to remain in their current position. In addition to connections formed in school, two of the administrators shared that the relationships they made with students and

families by visiting families in their homes and/or by living in the community were also important. Two administrators of color interviewed also shared they have strong connections to the community because they were raised in Cityside. Halle shared:

I'm a Cityside kid, actually fifth generation. I think that's one of the things that keeps me here. My grandmother, my mom's mom, graduated here... My grandmother graduated in 1905 in eighth grade from this school. So, that's sort of special to work in the school that your family, grandparent went to.

**Impact of racial background.** Administrators of color interviewed indicated they constantly faced challenges of race, class and ethnicity working in Cityside. They acknowledged that their own identities and experiences impact their daily work at CPS. Walter shared, “I do know I live knowing that as an African-American male, there are perceptions out there that can drive our people to you, or drive how much people listen. And so I wear that mantle, very conscious of that.” Being an administrator of color can be an advantage when working with families of color. An administrator of color shared that she can “understand where they’re coming from... or relate and have conversations easily.”

Administrators also spoke about the impact they had on others. All of the administrators surveyed believed it was very important to make a difference in the lives of others. Two administrators who were interviewed also spoke about the importance of being role models for students of color. Beatrice shared, “I think that having us as role models, being the people that are in charge of the building and having the final say... that's impacted the kids.” While their race can be seen as a positive in terms of connecting with students and families of color, they are under no illusions. They acknowledged that there are misperceptions of them and that they have to be very conscious of their racial background in their work. Sharon cautioned that using race

as a way to connect with students, just because “you’re a person of color, doesn’t mean you’re going to connect with kids.” She believes it is what the teacher is doing in the classroom that makes a teacher successful.

**Administrative support.** Experiences of support from other administrators, including their supervisors, were shared by four of the six administrators of color who were interviewed. Sharon shared that working with her direct supervisor, who is also an administrator of color, was beneficial because she believed her supervisor understood the student population. She expressed, “It was really kind of magical to be able to work with [an administrator] who is on the same page philosophically, especially about racial and social justice...” Beatrice shared how she and another administrator, who is also her supervisor, think alike and shared similar paths to become leaders.

We had an opportunity to talk about how we got to where we are in our positions and a lot of our paths have been very similar with our family background and family history and philosophy. We think a lot about our responses, I mean we even respond in stereo. I mean having a good relationship with your boss helps.

Walter shared how he worked well with his administrative supervisor.

We work together to identify my goals... She does a great deal to make sure she gets to know the individuals she works with, and I think she's done that with me so that I feel very, very comfortable being vulnerable and honest.

Similarly, six out of nine of the administrators of color who responded to the survey felt that support from administrators was important or very important.

**District factors.** While the district prides itself on being progressive and inclusive, three administrators shared examples of how there is still more work to be done. According to the

survey, 50% of administrators of color somewhat disagreed or strongly disagreed to liking the way things are run in CPS. Three administrators shared personal experiences as well. Halle shared that she has seen progress over time.

We take three steps forward every year and one step back, but that means we are still taking two steps in the right direction... I think that in Cityside, our city is touted as being very progressive, very diverse, very arms opening, just very inclusive, but sometimes that doesn't present itself like that every day; and I think there are challenges around race, and class, and ethnicity, and inclusion that a city like Cityside thinks we're at one place, but in reality we may be in some place different and maybe not that far along. So, sometimes that's challenging.

Two other administrators of color shared that at times they felt invisible and they believed that White district leaders and families have the most influence in CPS. This included their experience attending district meetings and the feeling of always being prepared that “someone is going to say something reckless or offensive or treat me like I’m invisible.” Another administrator shared they believed central administration was specifically cautious when there was more than one administrator of color on a building-based leadership team, and that it felt more like “watch out for that school.” In contrast to these three administrators, one of the six administrators shared feeling valued and respected by the district and that their racial and ethnic background is seen as an asset.

The administrators of color interviewed saw CPS as being a district with good resources. This allowed them to advocate for their school’s needs in order to receive additional funding for much needed programs in their schools. Similarly, six out of nine administrators of color agreed there were sufficient resources to do their job. While they believed CPS has resources, there

were varying opinions about the salary of administrators. Two of the administrators interviewed shared that they would like their salary to reflect the time they dedicate to the job, especially the time outside of the school day. This included evening and weekend programs that they are responsible for. The survey also reflected a range of satisfaction in terms of salary, with 50% of administrators somewhat agreeing that they would leave their current position for a higher paying job.

**Fatigue.** The theme of fatigue emerged after interviewing the administrators of color, but did not surface explicitly when speaking with the teachers of color from CPS. Three administrators of color described themselves as being burnt out, unable to keep up with the pace of their jobs and experiencing job fatigue. One of them stated, “We just keep adding, great things we’re adding, but do they work, do they not work? Let’s pull something off the plate. I think it can be frustrating.” Another administrator expressed, “I’m experiencing what people call racial battle fatigue and I’m actually pretty exhausted... I’m pretty burnt out.” This administrator also connected racial battle fatigue to being a sign of the broader cultural climate in the United States, especially the national political climate; however, this administrator did not expand on how they defined “racial battle fatigue.” There were other comments about implementing district initiatives, administrative responsibilities, and work weeks of more than 80 hours that also contributed to the fatigue that administrators were experiencing.

### **Retention of Administrators of Color**

The administrators of color interviewed expressed a broader range of overall job satisfaction working for CPS compared with teachers of color. This varying job satisfaction was also reflected in their short term and long-term professional plans. Administrators were asked how long they plan to continue to work in CPS and in what capacity. The administrator

interviewed who expressed feeling fatigue found it hard to envision what the next step might be. This administrator was certain about not wanting additional responsibilities in the district. The other five administrators of color interviewed had a more positive view of overall job satisfaction, despite the challenges they faced. Two of them would like to remain in their current role until retirement. The other three were seeking professional advancement, but not necessarily within the district. However, at this point in their careers, they were satisfied with their jobs and are not actively seeking alternative employment opportunities. In the survey, 75% of administrators reported that they planned to remain in their current position as long as possible or until they are eligible for retirement benefits.

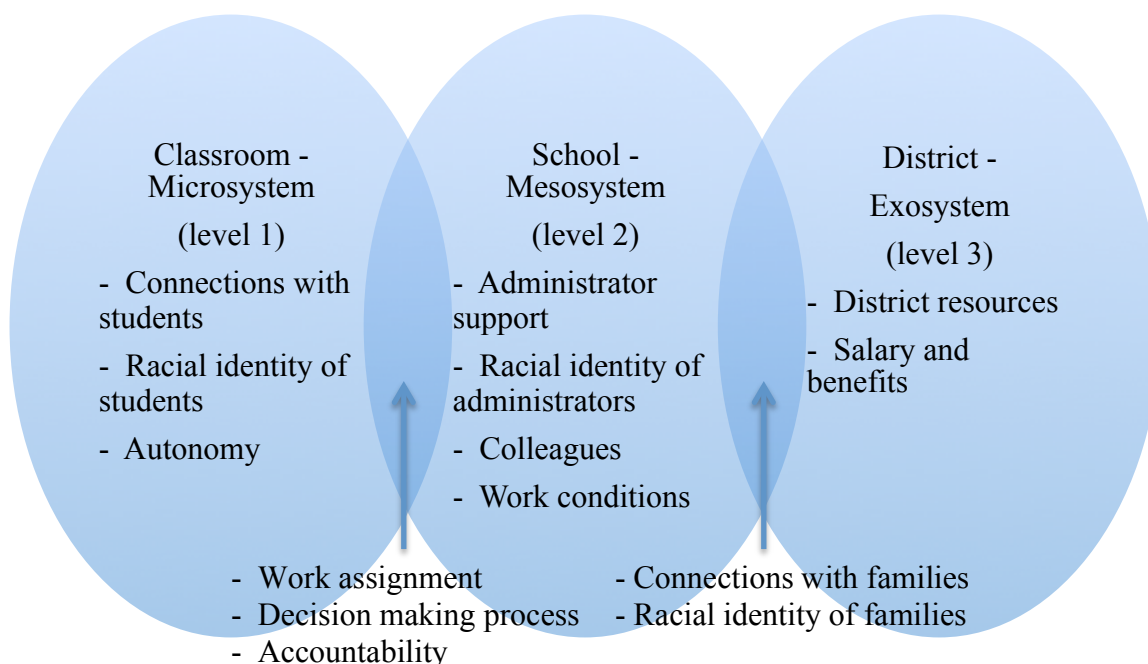
### **Discussion**

Findings from this study of Cityside educators of color identify several factors that contribute to the job satisfaction of educators of color. These factors are embedded into the three identified subsystems of the ecological theory, including the microsystem (level 1), the mesosystem (level 2) and the exosystem (level 3).

#### **Job Satisfaction Findings**

Overall, CPS educators of color reported being satisfied with their jobs, including the 11 educators of color interviewed and 61% of educators of color who completed the online survey. Factors that influenced their job satisfaction included connections, the impact of their racial backgrounds, administrative support, district factors, and/or fatigue. These primary factors are interrelated with each other, using the adapted subsystems of the ecological theory described earlier, including the microsystem (level 1), mesosystem (level 2) and exosystem level (level 3) (See Figure 3.10).





*Figure 3.10.* Job satisfaction factors. This figure shows the primary factors that influence the job satisfaction of CPS educators of color and how they interrelate using the adapted subsystems of the ecological theory.

**Microsystem (Level 1).** The microsystem level (level 1) involved ways the educator interacted with his/her immediate environment (Onwuegbuzie et al., 2013). In this study the immediate environment was the classroom for the teachers of color or the school for the administrators of color.

**Students.** Both the teachers and administrators of color spoke about how they valued working with students, in particular students of color. DESE reported that 60% of the total student population in CPS were students of color in the 2016 – 2017 school year, which was higher than the state’s enrollment of 39% students of color. Educators of color in this study want to be working with students of color, and they want to be role models for these students and build connections with their students.

***Work assignment.*** Teachers of color also spoke about the impact of their teaching assignment, including subject and/or grade level. It appeared that these teachers were part of the decision process to determine teaching assignment. The ability to choose the courses or grade level they would like to teach contributed to their overall job satisfaction. However, accountability data responsibilities, which were embedded in their assignments, in particular for teachers of color, had a more negative impact on their overall job satisfaction. Work assignment and responsibility factors, like decision-making processes and accountability, impacted teachers of color in their classrooms and schools. This is an example of how microsystem and mesosystem interrelate.

Four of the administrators interviewed worked in one of the two schools with the highest population of students of color enrolled in the 2016 – 2017 school year (DESE). While these administrators spoke about how the connections with students impacted their job satisfaction, they did not indicate if the higher enrollment of students of color was part of their decision to work in their specific school. For future studies in CPS, it would be helpful to explore the hiring process of administrators of color and how student and teacher demographics impact the decision process of accepting a position.

***Autonomy.*** Teachers and administrators also spoke about the importance of autonomy, whether it was implementing lessons that met the needs of the students or creating programs that support the students and families of their school, and 95% of educators of color stated that job autonomy was important or very important to the decision to remain in their current positions. This is also another example of how teachers and administrators are actively involved in the decision making processes for their classrooms or their schools.

**Mesosystem (Level 2).** The mesosystem (level 2) was also considered, as it focuses on the interrelation between settings for this study, including the classroom and school (Onwuegbuzie et al., 2013). In this study, it included their work assignments, responsibilities and conditions, relationships with colleagues, as well as administrative support.

***Work assignment, responsibilities and conditions.*** Work assignment, including the classroom and school, intersects with both the microsystem level and the mesosystem level. In addition to teachers of color sharing examples of why they decided to teach a specific class or grade level, it required the support of the administration to place them in their present position. Teachers and administrators spoke about other responsibilities that had an impact on their job satisfaction, including accountability testing for teachers and out-of-school responsibilities that created a longer work day and work week for administrators. Overall work conditions were also identified as being important or very important to 90% of educators of color who completed the survey.

***Colleagues.*** Teachers of color described their connection with colleagues, with a specific focus on support from other teachers of color. Support of colleagues contributes to the job satisfaction of teachers of color. However, the administrators shared limited examples of how the relationship with colleagues impacted their job satisfaction and only 50% of administrators of color stated that relationships with colleagues was important or very important for them to remain in their current position.

***Administrative support.*** The online survey reported that 83% of the educators of color ranked administrative support as being important or very important for them remaining in their current position. In this study, all of the teachers of color interviewed worked with a principal of color. The race of the teachers and their administrator has an impact on the job satisfaction of

teachers of color. According to DESE, six out of the eight schools with the highest percentage of staff of color have a principal of color as well. It is recommended that a future study explore how their experiences compare with those teachers of color who work with a White principal to identify if there is different administrative support provided.

**Exosystem (Level 3).** The exosystem (level 3) represents the setting which still has influence on the individual, even though it may not directly involve the educator (Onwuegbuzie et al., 2013). In this study it involves the school district or community.

***Salary, benefits and district resources.*** The educators of color who participated in this study are satisfied overall with the salary, benefits and district resources CPS provides. When surveyed if they were satisfied with their salary, 80% of educators of color stated that they were satisfied with their salary. Only two of the educators of color interviewed expressed that they felt that their salaries did not reflect the work they do and 28% of educators of color surveyed stated that they would leave their position if they received a higher paying job. This may also be impacted by their overall consensus that retirement benefits and health benefits are important or very important in their decision to stay in their current positions. In addition to these benefits, CPS is viewed as having sufficient available resources. This view was shared by 88% of educators of color surveyed. Two of the administrators of color interviewed shared examples of how they benefited from district resources.

***District beliefs.*** In contrast to an overall satisfaction with district resources, the level of importance of the district's beliefs was not shared during the interviews nor was it identified in the survey. While it may be a result of the lack of focus on these issues in the interview questions and the online survey, it is an issue for the district to explore to determine if the educators of color know what the district's beliefs are and how the beliefs impact their job

satisfaction.

***Family support.*** The educators of color who participated valued the support of the families in their school communities. There were examples of how educators of color make connections to families in the community, as well as how families provide financial support to the school. The survey also reflected that 88% of educators of color receive support from parents. Educators of color also shared how their connection with families was a result of their shared experiences of being a person of color. This was another example how two levels intersected, as the family support and connections influence the mesosystem level and the exosystem level.

**Context with prior studies.** Some of the findings in this study also reinforce the study completed by Ingersoll (2006) that reported that organizational conditions such as administration, accountability testing, influence and autonomy, workplace conditions, salary and benefits, and teaching assignments influence the job satisfaction of public school teachers of color. This study did not find contributions to overall job satisfaction of CPS educators of color from other factors identified by Ingersoll (2006), including student discipline, classroom intrusions and class size.

### **Retention Findings**

These primary job satisfaction factors identified in the microsystem, mesosystem and exosystem level not only influenced the job satisfaction of educators of color, but also seemed to contribute to the predicted retention rate of educators of color in CPS. While four administrators interviewed stated they were overall satisfied with their job, only two planned to work in CPS until retirement. The other administrators were open to leadership opportunities outside of the district. Of the administrators of color who completed the survey, 75% of these administrators

plan to remain working for CPS. Unlike the administrators of color, 50% of teachers of color reported that they plan to remain in their current position at Cityside as long as possible, or until they were eligible for retirement. The other 50% of respondents were undecided, seeking a more desirable opportunity or anticipating other personal changes, like parenthood or marriage. It is unclear to why those surveyed reported a higher likelihood to leave CPS prior to retirement, but is reinforced by 39% of educators of color surveyed being somewhat or not at all satisfied with working for CPS. Therefore, this is an area to continue to study.

### **Limitations**

This study was a cross-sectional study, a snapshot in time, not a longitudinal study. The data was collected during a limited time frame, less than three weeks, as I maintained my full-time professional responsibilities as a principal in a nearby community. This limited the number of participants who could be interviewed and how long the survey was available online to be completed. The participants in this study were self-identified volunteers; therefore a selection bias may have existed. The teachers of color who were interviewed were classroom teachers. They volunteered to be interviewed during identified prep blocks in the school day, allowing 30 minutes for the interview. This limited the number of questions that could be asked, depending on how detailed the responses were. The teachers of color who completed the survey also included additional professional staff like counselors, curriculum coordinators and/or social workers; therefore, the interview data and survey data do not represent all of the same professional staff roles.

This study included a smaller sample size of participants of color from one school district in Eastern Massachusetts, compared with larger samplings in the cited research in the literature review. This study also only explored the conditions that impact educators of color and did not

include the conditions that impact the job satisfaction of White educators. This eliminated the option of comparing factors that impact the job satisfaction of educators of color and White educators. Another limitation of this study is that it did not include the perspective of educators of color who no longer work for the district, unlike the TFS (NCES, 2013) that gathered information from current and former teachers.

Other studies have investigated how gender influences retention and job satisfaction of teachers of color; however, this study did not explore gender as a factor, based on the limited sample size, especially of administrators of color within the selected school district. Gender identification was also not included on the survey.

The survey also has limitations. On the original survey, the racial and/or ethnic background of survey participants was omitted due to human error during the creation of the survey platform. Only 10 educators of color completed the updated survey, so the racial and/or ethnic background of participants was not included in the analysis of the survey data.

### **Conclusion**

This study explored factors that impact the job satisfaction, as well as the influence of job satisfaction on the retention of educators of color. It emphasizes the need for future research addressing job satisfaction and its impact on the retention on educators of color. This study was designed to enhance the understanding of the practices in the identified district to better meet the needs of their educators of color. Meeting their needs ultimately will better serve the students of the district by increasing the opportunity to work with educators who relate to a variety of cultural experiences, expose students to various background experiences, as well as reflect the changing demographics of the local, national and global community.

In summary, Chapter 3 discussed the findings of this individual study regarding the factors that influenced job satisfaction for teachers and administrators of color and how factors that influenced job satisfaction might impact the retention of educators of color in CPS. The next chapter will synthesize the findings of all six studies related to how educators of color experience racial disproportionality. In this case study, the focus included: characteristics in teacher preparation, the recruitment and hiring process, the educators of color's perceptions of school discipline, the impact of their racial identity on their work with students, the impact of evaluation practices and policies on educators of color, and the job satisfaction of educators of color. Chapter 4 will also include recommendations to be considered by CPS and suggest future studies of educators of color in the district.



## CHAPTER 4<sup>4</sup>

### DISCUSSION AND RECOMMENDATIONS

The purpose of this qualitative case study was to capture the perceptions of educators of color related to racial disproportionality and its impact on schools. More specifically, we sought to answer the research question: How do educators of color experience racial disproportionality within the educator pipeline and schools? We defined the educator pipeline to include the preparation, recruitment, and professional experiences related to students and colleagues, as well as retention of educators. Because race served as a common thread that tied each of the individual studies together, critical race theory (CRT) was utilized as a framework to analyze the data collected from a job satisfaction survey, the Multigroup Ethnic Identity Measure (MEIM), semi-structured interviews, and a document review. The basic principle of CRT espouses that racism has become a normalized practice within our society (Ladson-Billings & Tate, 1995).

In the following sections, information will be presented regarding district context that is relevant to this study followed by common themes that emerged from the individual findings. The chapter will conclude with recommendations of practice for Cityside district administrators and areas for future research. To protect the identity of each one of the participants, a pseudonym has been given to replace their actual name and when necessary their role and the level of school has not been identified.

#### **District Context**

Cityside Public Schools is one of the leading school districts in Massachusetts for staff diversity, with 26% staff and 22% teachers of color (Cityside Public Schools, Office of Human

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<sup>4</sup> This chapter was jointly written by the authors listed and reflects the team approach of this project: Charles J. Drane III, Diana Guzzi, Roderick V. MacNeal, Jr., Leslie M. Patterson, Nancy Robbins Taylor, and Joan M. Woodward.

Resources, 2017). Yet, the district is striving to do even better in this area. To this end, Cityside Public Schools' district level administrators are devoting significant resources to realizing this goal. Specifically, established in the FY18 budget is a new initiative related to increasing educator diversity as well as a new district level position, both designed to actively address racial disproportionality, or the "student-teacher diversity gap" (Cityside Public Schools, Office of Human Resources, 2017) in Cityside Public Schools. The primary goal of the diversity initiative is to highlight that increasing the number of educators of color in the district is a matter of urgency, and to ensure that efforts in this area are supported by "diversity, inclusion, and equity programs and initiatives" (Cityside Public Schools, Office of Human Resources, 2017) across the district. The new district level position is in place to focus explicitly on diversity recruitment. It should be noted that several study participants expressed excitement for the creation of this new role.

Additionally, Cityside administrators at the district and building level are facilitating professional development experiences with a cultural proficiency focus. For example, administrators are discussing the content of Mica Pollock's book *Schooltalk* (2017) at their monthly administrative council meetings, and this book is also being used by one of Cityside's principals as a basis of discussion with his staff. Another principal offered an optional course for the educators in her building that examined racial bias, while yet another principal is leading his staff through a discussion of Glenn Singleton's *Courageous Conversations About Race* (2015).

### **Discussion**

In examining the findings from each of the individual studies, three significant themes emerged: race as an asset, the permanence of racism, and the connections that educators of color have established with the Cityside Public School District. The themes were determined as a

result of each researcher presenting the findings from their individual study during a group discussion. This led to an analysis of data that focused on finding common themes that resonated in each of the six studies. The themes are presented in each of the headings in the following section. Although the CRT tenet permanence of racism serves as a heading, it was also utilized to explain how the construct of race was considered in each of the aforementioned three themes. In addition, the CRT tenets of counter storytelling, whiteness as property, and critique of liberalism were also used to explain how the construct of race was considered in each one of the themes.

### **Race as an Asset**

Educators of color in CPS view their race as beneficial in a number of ways. Specifically, these benefits positively impact their relationships with students and with adults. Related to the students, educators of color often mentioned being a role model to them in various ways and they highlighted their culturally responsive approach to student discipline. And, with fellow educators, race was significant in mentoring, professional networks, and the evaluation process. The following sections will present in more detail how educators of color experienced the assets of their race.

#### **Race as an asset in relationships with students.**

***Role model for students.*** Educators of color made numerous comments related to being a role model for students. When analyzed, these comments were grouped as follows: the sense of satisfaction in being a role model; the importance of students seeing people like them (or not like them); and, providing career-related examples for students.

***Satisfaction.*** In hearing counter narratives of the educators of color who were interviewed, it was clear that there was a true sense of satisfaction in being an educator who was

also a person of color. Connie, an African-American teacher, stated this well when she said, “I think it does the students a good service, in that they’re seeing educators of color standing before them. That is gratifying to me.” It was Connie’s sense of pride to be standing before students of color, not only as a teacher of color, but also as a role model and exemplar for her students of color that was notable. Connie’s experience of being a role model for students of color is an example of how Black teachers serve as needed role models for Black students as well as non-Black students (Graham, 1987). Other teachers similarly used the words “wonderful,” “happy,” and “empowering” when they talked about the satisfaction they gained from being role models to their students.

*The importance of students seeing people like them (or not like them).* Of the 25 educators of color interviewed, almost all participants used the phrase, “someone who looks like me” at some point during their interview. The value that the educators of color placed on students of color seeing them was unquestioned. What was also expressed by some was the value that all students gain from seeing people of color as their teachers. As discussed in Chapter 1, the work of Stewart et al. (1989) and Egalite et al. (2015) support the concept of the positive influence of same-race role models.

When interviewing about pre-service experiences, Sonya, a Black Latina teacher, even discussed the importance of seeing people who looked like her with regard to her experience as a person of color in her graduate program. She said, “I knew the people in the food service staff at [university name omitted] because they were the only people that looked like me.” Her awareness of her connection to them is just what the educators of color reported about their presence in Cityside. Succinctly, Pia, a biracial teacher, asserted: “I’m sure for some of them it’s wonderful to see a teacher that looks like them in front of them.”

Carlos, a Black teacher, made the point that is well supported in research by Irvine (1988) and Branch (2001) that it is not only students of color who benefit from an educator of color in front of them, but it is all students who benefit: “I’m happy to be a role model for students of color. I’m happy to be a role model for all students.” Another study participant shared, “I have to be conscious of reaching out to White students in the school ... because if not, they just think of me as the teacher that just services [students of color].” An administrator of color shared how students were interested in learning more about him after meeting with a group of students in an organized after school program. “It was interesting having the conversation. They were very interested in my background and what brought me to this position.”

*Providing career-related examples for students.* Taking their impact a step further, the educators of color who were interviewed also talked about their presence being one that could eventually lead their students into the field of education (or other fields). In terms of the impact of educators of color in the classroom, Pia expressed the perception that students have not seen many educators of color in that profession, so her presence was especially important:

For students that have primarily seen people of color ... predominantly as assistants, or support staff ... to see teachers in a lead role that are of color sends an empowering message - that we’re leaders. ... It’s all about perception. So, ... when what you see, especially in your formative years, is people of color always in a subservient or an assistant role, you can’t help but create this notion that, ‘Oh, White people know what they’re talking about,’ or, ‘Black people, you always see them deferring to the White leaders in the classroom.’ You know? It sends a really harmful message.

More simply, Fernando, a Black educator, describes a similar feeling: “I’m here to show these kids ... there are different kinds of teachers.” Furthermore, Carlos believes that as a teacher of

color he models to students of color that they can aspire to be professionals: “It possibly will give students of color the feeling [that] they can be in a role such as a teacher or another positive career choice that they may not see daily, especially if the person in front of them does not look like them.” So, the impact of educators of color is not just to present an image, but to also present an aspiration.

***Culturally responsive discipline.*** Cityside Public School educators of color suggested that their educator-student relationship impacts school discipline. Findings revealed that some educators of color may be better suited to interpret certain student behaviors as an expression of one’s culture rather than as an example of misbehavior. Scott, an African-American male educator, uses his racial background and experience to empathize with Black male students, “I know how to deal with my Black scholars. I know how they are feeling because I have been there as a Black male.” As a result of this cultural understanding, educators of color may be better able to establish positive relationships with students of color. Moreover, there was a perception that these established relationships underscore a commitment by educators of color to create and maintain a school culture that is positive and affirming. The nature of the educator-student relationship may be highlighted in the use of newly adopted discipline practices, such as restorative justice. The process of restorative justice considers the “reintegration, dialogue, collaboration and mutual respect” in managing discipline issues (Simson, 2014). Additionally, Simson (2014) argues that restorative justice aligns with the principles of CRT and is more “conducive to creating nurturing, safe and inclusive school environments.”

Taken together, the educators of color who were interviewed described many ways in which their race was an asset in their dealings with students. From being a professional to whom to aspire, to representing a supportive, familiar face to students during the discipline process, the

educators of color were certain of their impact. It was evident that these educators gained satisfaction from being such an important figure to their students.

**Race as an asset in relationships with adults.**

***Social networks.*** Networks among educators of color appeared to play a significant and positive role in helping educators of color find jobs in Cityside. Several study participants discussed how their direct and indirect connections with teachers and administrators from CPS helped them develop a social network that they utilized during the recruitment and hiring process. Angelica, Donna, and Paula shared how they used their connections and social networking to look for new jobs when they were leaving their former districts. Angelica, an African-American teacher, described how she relied on networking with educators of color when she needed to find a new job:

A friend of mine who happened to know our [current] assistant principal, mentioned to her that she knew me, [a teacher] looking [to transfer to another] school. Then we connected, and I submitted my application and interviewed, and I'm here.

When Donna, a Black educator, needed to part ways with a school system she had been in for three years, she recalled Fred, an educator of color with whom she had connected during a professional development training at the start of her time in the district. Since that time, Fred had moved on to a principalship in Cityside. Donna explained:

I called Fred and nothing in life happens by chance. It just so happened he was looking for a [licensed practitioner]. I literally ran here with the phone while talking. It's like you start working with someone, and you feel like you could have run and then it ended.

When I got the opportunity, I just couldn't believe it. That's how I ended up here, working here.

Paula, an African-American teacher, learned of her current job through her landlords, who happened to be the aunt and uncle of her current school leader who also identifies as African-American. Paula shared:

So actually, when my first husband moved here we lived in an apartment that belonged to Halle's [current principal's] aunt and uncle. And the landlord was like, "Oh, my niece is going to try to be a principal at the school," because she was at [name of school] . . . "So she's looking for teachers." So I interviewed here and took the teacher's test the same month, I think the same day or the same weekend. And that's how I got the job here.

Paula's story, as well as the stories of Angelica and Donna, clearly illustrate the power of personal connections in support of career advancement. Their experiences support the work of Lin, Ensel, and Vaughn (1981) who found that job seekers' use of weak ties can impact their ability to connect with an insider contact of high status, who in the case of this study is a Cityside building principal. Also, their hiring scenarios support the findings of Mouw (2002) who countered previous researchers' claims that Black workers are disadvantaged when they rely on informal networks to find a job.

Additionally, Cityside administrators shared perspectives that supported these educators' of color positive networking experiences. For example, Cooper, a Black administrator, explained how he maintains relationships to utilize during the hiring process:

I am also one who spends a lot of time informally connecting with folks at churches, community groups, and I will try to maintain relationships with educators at schools across the state. And my feelings about this are that the recruitment is not just about we have a position that's opening [so] let's go out and find someone, but more about



managing relationships and having open communication with folks. . . . So I have not done job fairs. Primarily, it's really been informal networks and word of mouth.

While Andrea, an African-American administrator, also shared how she utilized the connections and social networks of teachers in the building during the recruitment and hiring process, "being able to bring in [to Cityside Public Schools] some additional Black male educators was super, [and this] . . . expanded networks because they brought their own networks of people." Thus, both Andrea and Cooper gave a nod to the reality and effectiveness of same-race social networks (Green, Tigges, & Diaz, 1999; Stainback, 2008), as had Paula, Angelica, and Donna.

***Mentors.*** Another way that educators of color experienced their race as an asset was through informal and formal mentoring. One teacher of color highlighted the support she received from her "aunties," who were other Black teachers who were supportive and embraced her. Olivia, an African-American teacher, shared:

I had so many people that took me under their wing, like just old-school teachers. They got me involved in the union. They would say, "Look, you've got to do this. You can't be late to the meeting because you're the only black person on staff. They're going to notice you're not there.

Olivia also explained how her relationship with an administrator prompted her to get her Master's degree:

I had an administrator, she was African-American, and she said look what you are doing here, you're a single mother, you have three kids. They were all under four, and she said 'look, you have got to go get your Master's. She talked to me differently, she was the one who really broke it down, this is what you need to do to stay in the job.' And that

really helped. She would push me, she kept pushing. And I feel a lot of educators of color do not get that.

Olivia noted that colleague connections were not limited to only teachers of color, “You’ve got to find someone you trust, whether a person is Black, White, or whatever, and tell them what’s going on with you so you can get support.”

***Evaluator/educator relationships.*** Race positively impacted how educators of color experienced the evaluation process in CPS. Connie shared how her current evaluator, who is a person of color, is familiar with the culture of the district and is someone who understands her role as a teacher:

Most recently, I feel personally, for the evaluator that I have currently, it’s been a fair evaluation. ...She understands the population which I’m serving. When she comes in, it is non-judgmental, because she was in the teaching field for quite a long time right here in Cityside, so I think that makes a great difference.

While Craig, a Black Latino teacher, emphasized how he benefited from both African-American mentors and his current evaluator in helping him to understand the evaluation process,

“...basically Black colleagues helped me. And also, my evaluator is straightforward. ... He’s very black and white, says, ‘this is what I want.’ He outlines everything and does it.”

Additionally Walter, a Black African-American administrator, spoke to how he valued the relationship he has with his supervisor, which impacts how he experiences the evaluation process:

I think that she is culturally competent, and that she does a great deal to make sure she gets to know the individuals she works with, and I think that she’s done that with me, so that I feel very, very comfortable being vulnerable and honest.

## **Permanence of Racism**

Along with experiences in which participants viewed their race as an asset, they also cited examples in which they felt the symptoms of racism while serving in their respective roles. Based upon the definition of permanence of racism, the experiences shared by participants can be attributed to implicit bias and/or overt acts of racism. Despite the distinction of how racism is manifested, the impact on each one of the participants reinforces the notion that racism is a normal part of our society (Ladson-Billings, 1998; López, 2003). Specific factors that contributed to the perceptions of each one of the participants include feelings of isolation, disrespect stemming from microaggressions, and a feeling of having to work harder than their White peers. Within this section, the aforementioned themes are discussed with regard to how they were revealed in various parts of the educator pipeline and schools within Cityside.

**Isolation.** In answering the overarching research question for our group study, we found it was not uncommon for study participants to feel isolated and disrespected because of their status as a racial minority, an example of where the CRT tenet of permanence of racism intersects Whiteness as property. Several teachers of color, when reflecting on their experiences in Cityside schools gave vivid descriptions on what it felt like to be one of the only people of color in their working environment. Olivia stated: “Sometimes you can feel so alone.” An Asian educator commented, “I do wish that I saw more Asian people on staff, though. I think it feels more comforting to see more people that look like me.” Also, the feeling of aloneness came from a lack of positive contact and genuine support from colleagues. Reflecting on her first job [within CPS], Olivia, recalled: “My first job was at the [school name], which no longer exists. I was the only Black teacher there for years, and I was the youngest, and there was no

mentoring.” Olivia’s experience of being left to fend for herself was echoed by several others as they also addressed the stress they experienced as members of a majority White school staff.

The feeling of isolation also impacted whether or not educators of color asked for assistance. Craig shared that he was hesitant to ask colleagues for help with the evaluation process because he did not want to appear incompetent as one of the only African-American teachers in his setting. He described his feelings by stating:

... It’s pretty much trial and error, and it’s kind of that time, it’s that thing where you’re going in blindly and people are kind of second guessing. So only imagine if you’re a teacher of color, or you’re a Black teacher and you’re the only Black teacher in the whole school, you don’t want to show others that you’re incompetent. So, it’s kind of the type of thing like you want to ask but you really don’t want to ask. Is that what is expected from me, and I’m supposed to know this as a professional? Because if you don’t want to look as if like ... you don’t know what you’re doing as a professional.

***Pre-service.*** Sonya shared that she did not feel connected to the students in her college program, “I will say I think it was very difficult for me to adjust ... I felt very disconnected.” The feeling she expresses is supported in the work of Souto-Manning and Cheruvu (2016) who interviewed four teacher education candidates of color at predominantly White institutions on multiple occasions. They illuminated the need for school leaders to consider the belonging that people of color feel within their universities and specifically the schools of education. They report that people of color in schools of education experience a feeling of exclusion in all aspects of their schooling, from class discussions to student-teaching placement. The value placed on Whiteness within an educational institution (the CRT tenet of Whiteness as property) is collateral that cannot be underestimated (Brown, 2014).

For Sonya, the lack of connection to her classmates made the relationships to her professors very important:

I feel like ... they looked out for me. I was identified as a student that was struggling to meet the timelines, passing in my assignments. I had a lot of issues just like with my management. But I really do think that they were very accommodating. So yeah, I feel like I was very supported...by the staff.

Further, it was the guidance of an undergraduate professor who helped Sonya navigate the steps necessary to enroll in a graduate program. She commented specifically how “connections with my professors ... help[ed] me with the application process.”

Diego, a Black teacher, had a stronger sense of belonging at the same university that Sonya attended because of the cohort-based program in which he was enrolled, yet he still recognized his minority status. He shared that he felt “very optimistic. Very hopeful. I wasn’t unaware of being part of the lowest demographic.” Therefore, Diego now strives to ensure that as a Black educator he can create “that belonging, not only for the students, but also for the adults” with whom he works.

**Disrespect/microaggressions.** Furthermore, the feeling of aloneness by Cityside educators of color could be attributed to negative interactions they had with families and colleagues that were, in essence, racial microaggressions. This counter narrative told by an Asian-American educator vividly illustrates a racial microaggression that the educator encountered and it captures, in full, elements of what several other interviewees experienced while in Cityside:

I think for some of our White parents, our more entitled parents, it’s usually pretty shocking for them to meet me. That’s just par for the course for me now. ... I’ll still get

the, oh you're the [educator] or even if I've been emailing with that parent, they see my title, I had a parent see me, they kind of did a double-take and they weren't sure who I was. I walked them to my office, they stopped and looked at the name card outside, but still had to ask twice what is your position again? Asked me how long have I been here? Where did I go to school? I get that a lot. I get that a lot which has been incredibly frustrating.

Angelica refers to a time when her White evaluator, exhibited low expectations for the students of color that she is responsible for teaching. To support her belief, Angelica gives an example of a goal she set to raise the writing growth of her boys of color on an IEP to 75% on the two major essays for the year. She states that her evaluator balked at the idea by stating, "Don't you think that is a lofty goal?" Her evaluator further stated that, "... It's ok if you do not reach everyone, it's not a reflection upon you." This statement left Angelica to wonder:

Do I tell her... 75, a C on a paper is a lofty goal for Black boys? Why isn't your response, 'What are you going to do to get there?' What is the plan?' But your first reaction was, "Oh, that seems kind of high. It's okay that we don't reach them.

She further discussed how someone should have a conversation with her evaluator about her implicit bias and how it is impacting her expectations about students of color.

Examples of racial microaggressions surfaced throughout the counter narratives that came to light in all six of the individual studies. These microaggressions, defined by Sue et al. (2007) as "brief, everyday exchanges that send denigrating messages to people of color because they belong to a racial minority group" (p. 273), are examples of how the CRT tenet of permanence of racism is exemplified in the day-to-day experiences of these educators of color.

**Work harder.** Two educators of color made specific note of their belief that they needed to work harder than their White colleagues. Whether it was the need for particular attention to detail or a feeling that they represented their race in whatever they did, the need to present themselves in a certain way based upon their race was on their mind. It is this type of thought process that underscores how the permanence of racism and implicit bias can result in educators of color believing that they have to overcompensate when they work in an environment in which they are underrepresented.

Olivia described her early experience as an educator in Cityside this way: “I just always felt the expectations were higher for me, in terms of me being able to be successful, ... because I started teaching at a time when I was expected to sink or swim.” She went on to talk about how she sees the need to attend to every detail:

I’ve always felt that I had to work harder than everyone else. I’ve always felt that I had to watch my back, that I had to make sure that I crossed my T’s and dotted my I’s. So I’ve always, always kept my paper trail. I never ignore anything in writing, positive or negative.

Other educators who were interviewed also expressed a clear sense that their actions were perceived as ones that represent their race. For example, Angelica made this point when she said:

I think everything I do has to be purposeful. It feels like it has to be purposeful and calculated because whether I choose to admit it or not, or others choose to admit it or not, I make moves on behalf of my race, and what I do and my ability to do my job I think impacts another person’s ability to come into the school and continue the work that I

started or others have started. So it just feels ... a bit like I come in and there is a load I carry and I have to be careful in things that I do, in everything that I do.

Olivia echoed Angelica's thoughts in talking about her drive for perfection based upon her race:

I had to be better than everyone else. I can't make the same mistakes everybody else makes, because I will get called on it more than other people would. ... And I feel that I have to go above and beyond to show that I'm compassionate and I have higher expectations and that I'm a professional.

Finally, Angelica articulated well a dilemma she acknowledges regarding the source of her struggles:

As a Black educator, it's hard to draw a line between the struggles I face because teachers have struggle[s] ... or is it a struggle I face because [I am] a black woman [and] ... there's an additional role I'm expected to play or there's an additional step I need to take to prove my competence ... that my colleagues who are not of color don't have to go through, hoops that they don't have to jump through to get the same things done.

These narratives shared by participants in this section build off biases related to actions of people who are not White, accentuating the value our society places on Whiteness and the negative impact of the permanence of racism in the form of racial stereotyping (Harris, 1993; López, 2003). What Olivia and Angelica describe points to the dominant image of a successful teacher. Simply put, it is one who can navigate a system where Whiteness is capital.

Overall, the two themes described in the aforementioned sections reveal how educators of color who work in Cityside perceive their race as an asset and how the symptoms of racism impact their daily experiences. District administrators can use these findings to emphasize the importance of building social networks for educators for recruiting and combating the feeling of



isolation. Other efforts should include that exploration of how the presence of microaggressions, and implicit and explicit bias can hinder efforts to create an environment in which access and equity is the priority.

### **Connectedness to District**

The narratives of educators of color who were interviewed shared how the school community and culture impacted their experience as educators of color in CPS (Ladson-Billings, 1998). When providing details about working in the district, administrators and teachers gave specific reasons as to why they prefer working in Cityside. The reasons included the diversity of the student population, same-race administrative support, feeling a sense of belonging, level of compensation, and access to resources.

For example, Carla, an Asian teacher, noted that she values working for CPS and linked this sentiment to a sense of belonging as a result of the diverse student population:

I do feel like I belong here more than other school districts that I've been in. I've been at [neighboring school district] and [neighboring school district]. I think this school is really diverse. It's one of the most diverse schools in the nation, and I do feel like I connect with the students more than I do with a majority White high school. I'm not sure why that is. I think it's myself, not being from here, I can relate to a lot of that . . . I think Cityside is a really good district. The pay is good. I student taught here. I think the biggest thing was that I did feel like I belonged here in a certain way, more so than I did at other schools. The diversity definitely played a role. It was probably the biggest factor to be honest.

Participants also valued the connections created with their administrators. Paula stated that sharing the same cultural background with both of her administrators influenced her decision

to stay in her current role when her school transitioned from a K-8 school to a K-5 school: “We have two African-American leaders... That’s why I won’t leave here. I’m staying right here.”

Paula’s response confirms findings from a study conducted by Ingersoll (2006) which lists administrative support as a contributing factor to job satisfaction. Sharing the same cultural background as her two administrators influences Paula’s decision to stay in her present school. She noted that it also helped to alleviate the stress of the evaluation process.

Additionally, Craig shared his experience with his administration. He stated, “So I met the principal and the vice-principal, and then I just had that feeling. I had that connection, like, oh, this is such a good district.” Ma and MacMillan (1999) found that teachers who believed they had a strong relationship with school administrators also had a higher job satisfaction.

It was not just teachers who felt a sense of belonging or connection with the district, administrators also spoke about the support and opportunities that Cityside has been able to provide. For instance, Cooper focused on the vast amount of resources available in Cityside as one of the main reasons for his preference:

I think in terms of educators in general, for Cityside district, I think it’s the notion of this district being resource rich. The fact that folks have opportunities to receive so many supports and I think there is this attraction to, particularly for folks who still want to have that urban experience of being able to say, ‘Hey, I’m in an urban or semi-urban environment, but not at a place in which there’s a lack of access to resources in terms of professional development, technology, and all of that stuff.’

While Erica, an Hispanic administrator, focused on the manner in which she felt accepted and valued based upon her ethnicity and her bilingualism:

Here in Cityside, I'm still the only administrator that can speak Spanish and make that phone call, but I'm surrounded by administrators [and] evaluators that understand the strength in that - that kind of asset of being bicultural. [I appreciate] working in a district where it's not that it's an expectation, but it's a real value and norm. ... It kind of normalizes who I am.

Erica concluded, "Here in Cityside ... I'm not negatively affected in the slightest bit by who I am and what I am. I love this place, and I think the district values who I am." Also, Halle, an African-American administrator shared:

I think there are personal connections that make you want to come and talk with people, do this work with people. You appreciate conversations, feedback and just the relationship. I think that's been enormous and just sort of this urgency around ensuring that kids of color have the right educational footing to begin their journey. That keeps me coming back every single day.

Furthermore, Paula powerfully and succinctly stated, "I'm satisfied with where I work and the kids I have in front of me. ... I have no desire to teach anywhere else." Finally, teachers also shared experiences about encountering families in the Cityside neighborhoods where students live and visiting families' homes. The supportive connections with families was reinforced in the job satisfaction survey as well; 91% of teachers believed that parents support the work educators do in school.

Participants in this study value access to professional development, leadership opportunities, resources, and feeling appreciated due to their ethnicity. As mentioned before, when speaking about creating connections and relationships, participants commented how feeling connected to the school and the district helps them feel supported. Additional factors that

contributed to the feeling of connectivity included sharing the same cultural background as a supervisor and the diverse student population of Cityside.

### **Recommendations for Practice**

The findings of the six individual case studies included in this research study informed the following recommendations, which fall under the theme of culturally proficient practices.

#### **Culturally Proficient Practices**

Educators of color interviewed in this study articulated that cultural proficiency practices differ from building to building and there is a need for greater uniformity and consistency across the district. Areas of need that fall under this theme include the exploration of implicit racial bias, recruitment and hiring, affinity work groups, and professional development. In order to address implicit bias and expand upon the work the district has begun with regard to the above-mentioned areas, it is highly recommended that Cityside continue its commitment to the allocation of fiscal resources for this important work.

**Implicit racial bias.** To address the implicit bias referred to by the participants in this study and to increase culturally proficient practices, it is recommended that the district explicitly recognize that the work of increasing cultural proficiency is the shared responsibility by all stakeholders. In response to developing a shared responsibility, the district can identify tools to assess their current practices. The data collected from using such tools should be reviewed, disaggregated and communicated to all stakeholders in the district. As a result, subsequent discussions can lead to a collaborative effort that explores implicit bias.

**Recruiting and hiring educators of color.** While Cityside maintains a goal to increase the diversity in their educator workforce to 30%, specific areas were identified for improvement. Interview data supports that active recruitment of educators of color is taking

place in some of the schools within the district. However, participants confirmed that this active recruitment is not taking place in all schools throughout the district. Findings suggest that a subset of administrators of color and a selected number of White administrators may be the catalysts for the recruitment through their use of social networking. Thus, all administrators should explore the practice of tapping into various networks that are likely to identify candidates of color to fill vacant positions within the district. Given that social networks are frequently racially segregated, White administrators will need to communicate with administrators and educators of color to identify which networks will lead them to a robust pool of candidates of color during the recruitment and hiring process.

It is also recommended that the newly hired diversity director work closely with building based administrators to ensure that the district recruitment and hiring practices are being consistently implemented. This includes the district's expectation that all hiring administrators submit a list of candidates for a particular position to verify that a certain percentage of candidates are educators of color.

We further recommend that CPS consider how they articulate their stated commitment to hire more educators of color. It is not simply to increase the number of educators of color or to race-match student demographics, but rather it is also to improve the learning environment for all students by tapping into their professional repertoire and rich cultural background, and their unique ability to serve as role models for all students.

**Affinity work groups.** It is also recommended that CPS create opportunities for educators of color to interact with each other thereby eliminating the feeling of isolation that was expressed by a critical number of study participants. While it appears that there are opportunities for social networking amongst Black educators in the district, it is recommended that these social

networking opportunities be expanded to include other educators of color who are from a different racial and ethnic group.

**Professional development.** Cityside’s administration has shown a commitment to a culturally responsive learning environment, as evidenced by Cityside’s strategic plan that includes “expanding rigorous, joyful, culturally responsive learning experience for all students.” This work is reflected in the cultural proficiency professional development opportunities provided for faculty discussed previously. While this work is considered important by the study participants, it is not sufficient to address the complex topic of race. Due to the urgency of addressing race, we recommend that district administrators prioritize professional development opportunities that explicitly focus on race and how to conduct conversations about race with an emphasis on ensuring that educators of color are not solely responsible for enhancing cultural proficiency in the district.

***Connections and relationships with students.*** Some educators of color acknowledged their confidence with building strong connections with students of color, yet they struggled in building those same relationships with White students. It is recommended that professional development opportunities include a focus on building trusting relationships with all students regardless of racial and ethnic backgrounds. These conversations will increase cultural awareness, the understanding of racial and ethnic differences, and decrease the tendency to make judgments based upon stereotypes and misinformation.

***Culturally responsive pedagogy.*** Many educators of color specifically addressed how their racial and/or ethnic identity influences their instructional practices. As an example, one biracial educator articulated that she strives to build greater understanding of diversity within the curriculum and instructional materials to which she exposes her students. She spoke of how she

intentionally creates opportunities for students to experience more cultural diversity in the texts they read in class and highlights the racial and/or ethnic background of authors and characters to promote conversation of diversity that includes all students in their classroom. We recommend that the district analyze the curriculum and instructional practices used to ensure there is an understanding of racial and/or ethnic backgrounds and cultural differences to help students set higher academic expectations for themselves without losing a sense of their cultural identity.

*Culturally responsive discipline.* Some interviewed participants discussed their impact on discipline and found that they were able to respond more appropriately to certain behaviors, especially of students of color. In addition to the above recommendation related to connections and relationships with students, it is recommended that CPS broaden its implementation of restorative justice practices to manage student discipline across all school levels. We further recommend that CPS develop a system to track discipline referrals to identify trends that may lead to changes in practice.

*Mentors.* Experiences of existing CPS educators of color indicate that strengthening the practicum student to employee relationship can be a successful way to increase the number of educators of color in CPS, make for a smooth transition, and increase retention. Drawing upon their existing relationships with university schools of education, CPS should examine ways to strengthen its recruitment of practicum students of color into the CPS schools. Further, in addition to formal culturally proficient professional development, we recommend that the district provide job-embedded professional development that includes assigning mentors of color for pre-professional teachers as well as other educators of color.

*Evaluation.* An analysis of Cityside's evaluation process suggests that all administrators who are responsible for evaluating personnel participate in cultural competency training to

reflect on their own personal biases related to race. A notable number of participants in this study expressed a concern as to whether or not their White evaluators understood who they were as individuals and their mission to service the students of color present in their classrooms. A further recommendation includes a focus on how evaluators frame their feedback that exhibits an understanding of the challenges that face educators of color and the students of color they serve in their classrooms.

**Equity audit.** In order to address the inherent racial bias found within Cityside's policies, systems and structures, it is recommended that Cityside conduct an equity audit. The educators of color interviewed demonstrated a passion for providing counter narratives to combat stereotypes and low expectations for students of color and they should be seen as beacons for other educators. Conducting an equity audit will provide opportunities to capture the voices of Cityside educators of color through the use of surveys, interviews, and focus groups. It must not be overlooked that institutional racism and bias exists in the structure of Cityside's school policy development, implementation, and oversight. Policies and practices identified by this study includes hiring, mentoring, discipline, instructional practices, educator evaluation, and retention.

### **Limitations and Recommendations for Future Research**

Recognizing the inherent limitation of a case study involving only one site and due to the limited sample size in this study, the ability to generalize some of the findings across the Cityside district as well as to other school districts in Massachusetts is difficult. This research group acknowledges the limitation of deriving implications from a study that interviewed 25 educators of color (14 of whom identified as Black or African-American) and three White educators, administered the MEIM to 24 interview participants, and surveyed 40 educators of color on job satisfaction, all of whom work in the same district. However, the findings derived



from the six individual focus areas strongly illuminate the importance of addressing racial disproportionality in the educator workforce and offer implications for changes needed in policy, practice, and future research.

A goal of our study was to identify further research needed to address and narrow the racial disproportionality of the educator workforce that exists within public schools across the United States. The need for additional research to understand how educators of color develop strong nurturing relationships with students grew from this study. In addition, further research is necessary to identify elements that contribute to a safe and supportive workplace environment for educators of color. There is a significant gap in research on racial and ethnic identity and its direct impact on student achievement, necessitating further research in this area. Furthermore, while there is a plethora of research to support the disproportionate discipline of Black and Latino students, there is limited research addressing the biases in discipline policy and practice implementation.

A future study recommendation is to implement a similar study with all educators in the district to compare how all educators have experienced teacher preparation, recruitment and hiring, racial identity, student discipline, evaluation and overall job satisfaction. This could allow researchers to see the overall strengths and challenges of the district, as seen by all educators, and compare the experiences of educators based on race. A broader study like this could also allow researchers to analyze the impact of having a same-race principal or principal of color versus a White principal for educators of color. A similar study, including a job satisfaction survey and exit interview, focused on educators who recently left the district could also be implemented to learn how these educators experienced working for the district and how their experiences impacted their decision to leave the district.

## **Conclusion**

At the beginning of our study, we sought to answer the research question, how do educators of color experience racial disproportionality within the educator pipeline and schools? The findings from this case study helped to identify some best practices for teacher preparation programs, hiring and retaining educators of color, the impact of racial and ethnic identity on students and student discipline practices, educator evaluation, and increasing educator satisfaction. Additionally, findings included educators' perceptions of the presence of racial bias in teacher preparation programs, district hiring practices, school climate and culture, classroom instruction and evaluation practices. This study illuminated how educators' racial and ethnic identity influences students as well as the overall climate and culture of the school. Recognizing the urgency of this work, it is anticipated that this study will benefit practitioners as it directly relates to the work of the Massachusetts Department of Elementary and Secondary Education (DESE) to develop a more diverse educator workforce in the Commonwealth of Massachusetts and add to the scholarly discourse on how educators of color perceive and experience the racial disproportionality that exists within the hiring pipeline and schools.

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## Appendix A

### Abstract for Charles J. Drane III's Individual Study:

#### The Perceptions of Educators of Color with Respect to their Pre-service Preparation

Even before working in school as a teacher or administrator, many factors were influential in the preparation process. Given that the vast majority of teachers in the workforce come from traditional university education programs, the role that schools of education play in graduating people of color to enter the teaching force is important to examine. This qualitative case study sought to answer the following research question: What are the perceptions of educators of color with respect to their pre-service education preparation? This study falls within a broader study on the overall perceptions of educators of color with respect to the racial disproportionality and its impact on the educator pipeline and schools. Both from literature and the counter narratives of these educators of color, these topics emerged as salient: the racial diversity of universities and schools of education, the impact of barrier exams, the curriculum of schools of education, and the sense of belonging of people of color in universities and their schools of education. Semi-structured interviews with 12 educators of color in the Cityside Public Schools were examined through the lens of critical race theory (CRT). Findings supported what was found in the literature regarding demographics in schools of education not favoring people of color, exams required to get into school of education being barriers, and people of color feeling disconnected from their universities in a number of ways. Further, participant interviews revealed the additional barrier posed by exams needed to gain teaching certification, the substantial value of connections at various points throughout the pre-service experience, and how important practicum and internship experiences are to aspiring educators.

## Appendix B

### Abstract for Leslie M. Patterson's Individual Study:

#### Recruiting and Hiring

This qualitative case study explored how educators of color experienced recruitment and hiring practices in the Cityside Public School District (pseudonym). It was part of a larger group case study that sought to capture the perceptions of educators of color related to racial disproportionality and its impact on the educator pipeline and schools. Two research questions guided this individual study: (1) How do Cityside educators of color experience Cityside's recruitment and/or hiring processes? (2) What practices and policies might Cityside school and district level leaders utilize to increase the number of educators of color recruited and hired? Data for this study were collected from semi-structured interviews with nine Cityside faculty of color and with six Cityside administrators (of different races), as well as from a document review. Analysis of these data through the lens of critical race theory (CRT) revealed study participants' perception that implicit racial bias had the potential to negatively impact Cityside's hiring of educators of color. Additionally, leveraging social networks as an essential recruitment strategy to increase the presence of educators of color, and the benefits of hiring committees with a racially diverse membership, emerged as key findings. Finally, this study illuminated counter narratives that powerfully captured instances of microaggressions and perceived racism experienced by Cityside educators of color. Recommendations include requiring professional development with an anti-bias focus for all hiring committee participants, increasing the utilization of social networks to enhance recruitment efforts, ensuring a racially diverse composition of hiring committees, and actively seeking the counter narratives of Cityside educators of color.

## Appendix C

### Abstract for Nancy Robbins Taylor's Individual Study:

#### The Perceptions of Educators of Color about Discipline and Race in the Cityside District

This qualitative case study sought to understand the perceptions of educators of color on the role of race in student discipline in a Massachusetts Public School District. This individual study is part of a larger group case study designed to understand the perceptions of educators of color related to racial disproportionality and its impact on the educator pipeline and schools. Research has noted the role of racial disproportionality in school discipline for decades. Understanding the perceptions of educators of color regarding such disproportionality were evaluated with attention to critical race theory (CRT). Such perceptions were uncovered through interviews during which members shared their personal backgrounds and experiences. Data collection also included a review of district discipline data reported to the Department of Elementary and Secondary Education (DESE). Findings evidenced that educators of color interviewed believe in the importance of educator-student relationships and viewed their race as a valuable asset in their work with students involved in disciplinary actions. The results of this study indicated that by virtue of their race and cultural experiences, educators of color provide strong and influential role models for students. Recommendations include recording, disaggregating, and analyzing student discipline data with a focus on race and supporting the current effort to increase the number of culturally proficient educators of color in the District.

## Appendix D

### Abstract for Joan M. Woodward's Individual Study:

Perceptions of the Impact of Their Racial and/or Ethnic Identity on Their Work with Students

Research has indicated that hiring and retaining educators of color can positively impact students of color, as educators of color have the capacity to be social justice change agents (Villegas & Davis, 2007), serve as strong role models for students of color (Ingersoll & May, 2011), promote culturally responsive curriculum (Ladson-Billings & Tate, 1995), and positively impact student achievement (Ahmad & Boser, 2014; Dee, 2004). However, there is a significant gap in the existing research on how educators of color perceive the impact of their racial/ethnic identity on their work in the classroom. This qualitative case study sought to answer how educators of color perceive the impact of their racial and/or ethnic identity on their relationships with students, their instructional practices, and the reduction of cultural bias in their school. It was part of a larger group case study that sought to capture the perceptions of educators of color related to racial disproportionality and its impact on the educator pipeline and schools. Data was collected through semi-structured face-to-face interviews and the administration of the Multigroup Ethnic Identity Measure protocol with educators of color in the Cityside Public School District. Data was examined through the lens of critical race theory (CRT), specifically the tenets of permanence of racism, critique of liberalism, and counter storytelling. Findings support that the majority of the participants interviewed have a strong sense of belonging to their racial and/or ethnic group. Moreover, educators of color perceive that they serve as positive role models, provide students of color with culturally responsive pedagogy, and offer counter narratives that combat stereotyping.

## Appendix E

### Abstract for Roderick V. MacNeal, Jr.'s Individual Study:

#### The Evaluation Process and Educators of Color

The purpose of this individual study was to address the gap in research and answer the following research question: How do educators of color perceive the evaluation process and its impact on their growth and development? It was part of a larger case study that sought to capture the perceptions of educators of color related to the racial disproportionality and its impact on the educator pipeline and schools. As educators of color work to maintain a presence within the educational system, it is essential to study how perceived biases related to race may impact the evaluation process. This single case study attempted to capture how five administrators of color and five teachers of color employed by the Cityside Public School District perceived the evaluation process used within their district. Additionally, a document review of union contracts was used to ascertain the evaluation process used by Cityside. The critical race theory tenets of permanence of racism, counter storytelling and critique of liberalism provided a theoretical framework to analyze the responses given by each participant who participated in semi-structured interviews. Findings reveal that the majority of the participants do not believe the evaluation process has improved their growth and development. Other findings revealed that the racial identity and the level of cultural competency of the evaluator impacted whether or not participants believed their race was a factor in how they were evaluated.

## Appendix F

## Cityside Public School's Participant Recruitment Email

***PLEASE SEE THE FOLLOWING TIME SENSITIVE INFORMATION FROM  
[NAME], DEPUTY SUPERINTENDENT.  
THANK YOU.***

Good morning colleagues.

I am pleased to share with you that CPS is partnering with a team of Doctoral Students from Boston College who are currently researching a range of elements associated with the topic of Racial Disproportionality as Experienced by Educators of Color.

During this first week of November, each CPS educator who has self-identified as a person of color is receiving both information about the research project and contact information if interested in participation in the study.

As stated by the B.C. Team: *The purpose of our group study is to explore how educators of color experience racial disproportionality within the educator pipeline and schools. Specifically, we will consider the perceptions and experiences of educators of color related to their pre-service programs, recruitment and hiring, job satisfaction, student discipline, racial/ethnic identity, and the evaluation process. We use the conceptual framework of Critical Race Theory to guide our study.*

The Survey/Interview window for interested CPS Educators will take place between November 6-12.

Thank you in advance for your attention to this endeavor,

***A copy of your invitation to participate in this research project  
is included below.***

Please feel free to contact me directly if you have any questions prior to responding to the Boston College research team.

[Name]  
Deputy Superintendent  
Cityside Public Schools  
# [Name] Street  
Cityside, MA [zip code]  
[phone number]  
[fax number]  
[email address]

## Appendix G

### Boston College Research Study Invitation and Information Recruitment Email

Dear Cityside Public Schools Educator,

A research team from Boston College is engaged in a project to study the experiences of educators of color. Simply stated, the disproportionality that exists between the number of educators of color and students of color is alarming and demands attention. Our study looks to draw upon the actual experience of educators to help us form recommendations to address this issue.

Because our work relies on the experiences of educators in the field, our main source of data will come from interviews. We are reaching out to you, as an educator of color, to inquire whether you would be willing to participate in a 60-minute interview. Prior to the interview, you would also be asked to complete a survey, the Multigroup Ethnic Identity Measure (MEIM), to provide the interviewer with context for the interview. The Cityside Public Schools is aware of our commitment to maintain the confidentiality of those who are willing to participate. At no time will you be identified individually, but the collective experience will generate a rich source of data.

If you are willing to participate, we ask that you email me at [dranec@bc.edu](mailto:dranec@bc.edu) and we will follow up with more details and work to schedule a mutually convenient time. We appreciate in advance your consideration of this request.

Whether or not you wish to participate in an interview, we would welcome your participation on a job satisfaction survey. Please click this link [https://bostoncollege.co1.qualtrics.com/jfe/form/SV\\_9tWHmAzMKVqUKrj](https://bostoncollege.co1.qualtrics.com/jfe/form/SV_9tWHmAzMKVqUKrj) to begin the survey.

Sincerely,  
Charlie Drane  
Boston College  
Lynch School of Education  
Chestnut Hill, MA 02446  
[dranec@bc.edu](mailto:dranec@bc.edu)



## Appendix H

### Online Job Satisfaction Survey

You are being asked to participate in a research study about how educators of color experience the racial disproportionality within the educator pipeline and schools. You were selected to be in the study because you self identify as being an educator of color or non-white educator. All educators of color from your district, including faculty and administrators, are being invited to participate in this survey. The survey should take you approximately 15-20 minutes to complete, depending on how much you choose to share. The online survey includes questions about factors that contribute to job satisfaction as well as your short-term and long-term professional goals. There are no direct benefits to you, but you may feel gratified knowing that you helped further work in this important area. In terms of risks, the survey may ask questions that you consider sensitive. If you don't wish to answer a question, you need not do so. The study may include risks that are unknown at this time. There is no payment or compensation for participating in this study. There are no costs to you associated with your participation. All reasonable efforts to keep your responses and your identity confidential will be made. The records of this study will be kept private. In any sort of report we may publish, we will not include any information that will make it possible to identify you. All electronic information will be secured using a password protected file. Please note that regulatory agencies, the Boston College Institutional Review Board, and Boston College internal auditors may review research records. Your participation is voluntary. If you choose not to participate it will not affect your relations with Boston College. You are free to withdraw or skip questions for any reason. There are no penalties for withdrawing or skipping questions. The lead researcher conducting this survey is Charles Drane. For questions or more information concerning this research you may contact him at: [dranec@bc.edu](mailto:dranec@bc.edu). The Boston College faculty advisor for this study is Lauri Johnson, [lauri.johnson@bc.edu](mailto:lauri.johnson@bc.edu). If you have questions about your rights as a research participant, you may contact the Office for Research Protections, Boston College, at 617-552-4778 or [irb@bc.edu](mailto:irb@bc.edu). This study was reviewed by the Boston College Institutional Review Board and its approval was granted on [insert approval date]. If you agree to the statements above and agree to participate in this study, please press the "Consent Given" button below.

☐ Consent Given (1)

1. How do you classify your current position?

☐ Teacher (1)

☐ Administrator (e.g. principal, assistant superintendent) (2)

☐ Other professional staff (e.g. counselor, curriculum coordinator, social worker) (3)

2. How many years have you been working in the district?

- ☐ 0 - 3 years (4)
- ☐ 4 - 9 years (1)
- ☐ 10 - 15 years (2)
- ☐ 16 or more years (3)

3. To what extent do you agree or disagree with each of the following statements about your current position?

Strongly agree=1	Somewhat agree=2	Somewhat disagree=3	Strongly disagree=4	
	(1)	(2)	(3)	(4)
I am satisfied with my salary. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The level of student misbehavior in the school (such as noise, horseplay or fighting in the halls, cafeteria or student lounge) interferes with my teaching. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I receive a great deal of support from parents for the work I do. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Necessary materials such as textbooks, supplies, and copy machines are available as needed by the staff. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Routine duties and paperwork interfere with my job. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rules for student behavior are consistently enforced by teachers. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the school, staff members are recognized for a job well done. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am worried about the security of my job because of the performance of students on the state and/or local tests. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

State, district or local content standards have had a positive influence on my satisfaction with my job. (9)

☐ ☐ ☐ ☐

I am given support I need to support students with special needs. (10)

☐ ☐ ☐ ☐

The amount of students' tardiness and class cutting in the school interferes with my job. (11)

☐ ☐ ☐ ☐

I am generally satisfied with being a teacher/administrator at the school/district. (12)

☐ ☐ ☐ ☐

I make a conscious effort to coordinate with others. (13)

☐ ☐ ☐ ☐

4. To what extent do you agree or disagree with each statement of the following statements?

Strongly agree=1      Somewhat agree=2      Somewhat disagree=3      Strongly disagree=4

(1)      (2)      (3)      (4)

The stress and disappointment involved in the job aren't really worth it. (1)

☐ ☐ ☐ ☐

The educators like being here: I would describe us as a satisfied group. (2)

☐ ☐ ☐ ☐

I like the way things are run at the school/district. (3)

☐ ☐ ☐ ☐

If I could get a higher paying job, I'd leave as soon as possible. (4)

☐ ☐ ☐ ☐

I think about transferring to another school/district. (5)

☐ ☐ ☐ ☐

I don't seem to have as much enthusiasm now as I did when I first began. (6)

☐ ☐ ☐ ☐

5. Indicate the level of importance each of the following play in your decision to remain in your current position.

Very important=1

Important=2

Somewhat important=3

Not at all important=4

(1)

(2)

(3)

(4)

Convenience of school/district location (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Retirement benefits (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salary (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health benefits (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job security (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfaction of my job description or assignment (e.g. responsibilities, grade level, or subject area) (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Autonomy in my job (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Students (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Number of intrusions in my job (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working for this school/district (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workplace conditions (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Student discipline (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Influence over policies and practices (13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities for leadership roles or professional advancement (14)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Student assessment/school accountability (15)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support for preparing students for assessments (16)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities for professional development (17)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities for learning from colleagues (18)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social relationships with colleagues (19)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recognition and support from administrators (20)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Safety of environment (21)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional prestige (22)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Procedures for performance evaluation (23)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Manageability of workload (24)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Ability to balance personal life and work (25)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Availability of resources and materials/equipment for doing your job (26)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------

General work conditions (27)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------

Intellectual challenge (28)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------

Sense of personal accomplishment (29)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------

Opportunities to make a difference in the lives of others (30)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------

6. Have you enrolled in graduate courses since the end of last year?

☐ Yes (1)

☐ No (2)

Skip To: 8 If Have you enrolled in graduate courses since the end of last year? = No

7. Which of the following best describes your enrollment in courses?

☐ Individual courses (not part of a program leading to a degree or certificate) (1)

☐ Master's degree granting program (2)

☐ Education specialist or professional diploma program (at least one year beyond Master's level) (3)

☐ Certificate of Advanced Graduate Studies Program (4)

☐ Doctorate or professional degree granting (Ph.D., Ed.D., M.D., J.D., D.D.S) ? (5)

8. How long do you plan to remain in your current position?

☐ As long as I am able (1)

☐ Until I am eligible for retirement benefits from this job (2)

☐ Until I am eligible for retirement benefits from a previous job (3)

☐ Until I am eligible for Social Security benefits (4)

☐ Until a specific life event occurs (e.g. parenthood, marriage) (5)

☐ Until a more desirable job opportunity comes along (6)

☐ Definitely plan to leave as soon as I can (7)

☐ Undecided at this time (8)

9. In the last 12 months, have you applied for a job in attempt to leave the position?

☐ Yes (1)

☐ No (2)

10. Overall, how satisfied are you as an educator in this district?

☐ Very satisfied (1)

☐ Satisfied (2)

☐ Somewhat satisfied (3)

☐ Not at all satisfied (4)

☐ Other (5)

11. How do you identify racially and/or ethnically?

- ☐ Asian or Asian American, including Chinese, Japanese, and others (1)
- ☐ Black or African American (2)
- ☐ Hispanic or Latino, including Mexican American, Central American, and others (3)
- ☐ White, Caucasian, Anglo, European American; not Hispanic (4)
- ☐ American Indian/Native American (5)
- ☐ Mixed; Parents are from two different groups (6)
- ☐ Other (write in) (7)



## Appendix I

Multigroup Ethnic Identity Measure  
Phinney, J. (1992)

You are being asked to participate in a research study about how educators of color experience the racial disproportionality within the educator pipeline and schools. You were selected to be in the study because you self identify as being an educator of color or non-white educator. All educators of color from your district, including teachers and administrators, are being invited to participate in this survey. The survey should take you approximately 10-15 minutes to complete, depending on how much you choose to share. The online survey includes questions about your race, ethnicity or your ethnic group and how you feel about it or react to it. There are no direct benefits to you, but you may feel gratified knowing that you helped further work in this important area. In terms of risks, the survey may ask questions that you consider sensitive. If you don't wish to answer a question, you need not do so. The study may include risks that are unknown at this time. There is no payment or compensation for participating in this study. There are no costs to you associated with your participation. All reasonable efforts to keep your responses and your identity confidential will be made. The records of this study will be kept private. In any sort of report we may publish, we will not include any information that will make it possible to identify you. All electronic information will be secured using a password protected file. Please note that regulatory agencies, the Boston College Institutional Review Board, and Boston College internal auditors may review research records. Your participation is voluntary. If you choose not to participate it will not affect your relations with Boston College. You are free to withdraw or skip questions for any reason. There are no penalties for withdrawing or skipping questions. The lead researcher conducting this survey is Charles Drane. For questions or more information concerning this research you may contact him at: dranec@bc.edu. The Boston College faculty advisor for this study is Lauri Johnson, lauri.johnson@bc.edu. If you have questions about your rights as a research participant, you may contact the Office for Research Protections, Boston College, at 617-552-4778 or irb@bc.edu. This study was reviewed by the Boston College Institutional Review Board and its approval was granted on [insert approval date]. If you agree to the statements above and agree to participate in this study, please press the "Consent Given" button below.

☐ Consent Given (1)

1. Choose the phrase that best indicates how much you agree or disagree with each statement.  
Strongly agree=1      Somewhat agree=2      Somewhat disagree=3      Strongly disagree=4

	(1)	(2)	(3)	(4)
I have spent time trying to find out more about my ethnic group, such as its history, traditions, and customs. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I am active in organizations or social groups that include mostly members of my own ethnic group. (2)

☐ ☐ ☐ ☐

I have a clear sense of my ethnic background and what it means for me. (3)

☐ ☐ ☐ ☐

I think a lot about how my life will be affected by my ethnic group membership. (4)

☐ ☐ ☐ ☐

I am happy that I am a member of the group I belong to. (5)

☐ ☐ ☐ ☐

I have a strong sense of belonging to my own ethnic group. (6)

☐ ☐ ☐ ☐

I understand pretty well what my ethnic group membership means to me. (7)

☐ ☐ ☐ ☐

In order to learn more about my ethnic background, I have often talked to other people about my ethnic group. (8)

☐ ☐ ☐ ☐

I have a lot of pride in my ethnic group. (9)

☐ ☐ ☐ ☐

I participate in cultural practices of my own group, such as special food, music, or customs. (10)

☐ ☐ ☐ ☐

I feel a strong attachment towards my own ethnic group. (11)

☐ ☐ ☐ ☐

I feel good about my cultural or ethnic background. (12)

○ ○ ○ ○

2. My ethnicity is:

- ☐ Asian or Asian American, including Chinese, Japanese, and others (1)
- ☐ Black or African American (2)
- ☐ Hispanic or Latino, including Mexican American, Central American, and others  
White, Caucasian, Anglo, European American; not Hispanic (3)
- ☐ American Indian/Native American (4)
- ☐ Mixed; Parents are from two different groups (5)
- ☐ Other (write in) (6)

2b. Your ethnicity:

---

3. My father's ethnicity is:

- ☐ Asian or Asian American, including Chinese, Japanese, and others (1)
- ☐ Black or African American (2)
- ☐ Hispanic or Latino, including Mexican American, Central American, and others  
White, Caucasian, Anglo, European American; not Hispanic (3)
- ☐ American Indian/Native American (4)
- ☐ Mixed; Parents are from two different groups (5)
- ☐ Other (write in) (6)

3b. Your father's ethnicity:

---

4. My mother's ethnicity is:

- ☐ Asian or Asian American, including Chinese, Japanese, and others (1)
- ☐ Black or African American (2)
- ☐ Hispanic or Latino, including Mexican American, Central American, and others  
White, Caucasian, Anglo, European American; not Hispanic (3)
- ☐ American Indian/Native American (4)
- ☐ Mixed; Parents are from two different groups (5)
- ☐ Other (write in) (6)

4b. Your mother's ethnicity:

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## Appendix J

### Interview Protocol for Pre-service, Recruiting and Hiring

#### Opening Reminders

Opening reminders of practices we will remember when collecting information in the interview.

- We will be recording this interview.
- At any time of this interview you can request that I turn off the recording device.
- After collecting our data we will ensure that schools and/or leaders are not being identified individually.
- The data we collect from this research project will eventually be shared with your central office. However, at no time will your individual responses be shared with anyone in central office or your district's school committee.
- All interview questions are optional.
- At any time during the interview you can request to end the interview.

#### Introduction Questions

- Tell me/us about your role.
- How many years have you been in this role?
- What led you to your current position?
- What inspires you in this role?
- What do you find challenging in this role?
- This research focuses on the experience of educators of color. Do you feel comfortable identifying your race and/or ethnicity? If so, how do you identify racially and/or ethnically?

#### Questions for educators of color:

1. What path did you take to the field of education (i.e. university school of education, from the workforce, from an alternative certification program such as Teach for America)?

*(Questions 2 - 6 are only for those who came from the university school of education path.)*

2. How did your teacher education shape the educator you are today?

3. How would you describe the racial makeup of your school of education?

4. How, if at all, did your teacher education program address issues of race or culture?

**Prompt:** Did you learn about specific strategies or curriculum for working with students of diverse racial and cultural backgrounds? If not, why not?

5. Were you required to pass an exam (such as Praxis I) in order to enroll in the school of education? If yes, how did you find the exam? How many attempts did it take for you to pass?

**Prompt:** If MTEL was not mentioned, probe about experiences on the MTEL.

6. How would you describe the climate and your sense of belonging in the school of education?

**Prompt:** If race was not discussed, probe about how race played into belonging.

7. How did you experience the recruitment and hiring process for School/District X?

**Prompt:** How did you learn about the job opening?

**Prompt:** If you attended a job fair, please describe this experience.

**Prompt:** What factors contributed to your decision to apply?

**Prompt:** Please explain the interview process (including hiring committee makeup, questions asked, number and types of rounds, etc.) in as much detail as possible.

**Prompt:** What factors contributed to your decision to accept the job offer?

**Prompt:** How, if at all, did the racial composition of the teaching force impact your decision to apply to School/District X and/or accept the job?

8. How did you prepare for the interview process?

**Prompt:** Were there choices you made about your physical and/or oral presentation? If Yes, please describe.

**Prompt:** How, if at all, did your race impact your physical and/or oral presentation?

9. What is your perception of School/District X's efforts to hire and support teachers and administrators of color??

**Prompt:** Can you describe an instance when a job applicant's ethnicity/race made a difference (good or bad) during the recruiting and hiring process in School/District X?

10. Would you like to share any other relevant information?

## Appendix K

### Interview Protocol for Recruiting and Hiring

#### Opening Reminders

Opening reminders of practices we will remember when collecting information in the interview.

- We will be recording this interview.
- At any time of this interview you can request that I turn off the recording device.
- After collecting our data we will ensure that schools and/or leaders are not being identified individually.
- The data we collect from this research project will eventually be shared with your central office. However, at no time will your individual responses be shared with anyone in central office or your district's school committee.
- All interview questions are optional.
- At any time during the interview you can request to end the interview.

#### Introduction Questions

- Tell me/us about your role.
- How many years have you been in this role?
- What led you to your current position?
- What inspires you in this role?
- What do you find challenging in this role?
- This research focuses on the experience of educators of color. Do you feel comfortable identifying your race and/or ethnicity? If so, how do you identify racially and/or ethnically?

#### Questions for administrators directly involved with hiring process:

1. On a scale of 1 - 5, what priority does School/District X give to hiring and recruiting educators of color? (1 = low priority; 5 = high priority)

**Prompt:** (For answer of 3, 4, or 5) What motivates you and/or School/District X to make this a priority?

2. Please describe the recruiting and hiring practices and policies utilized by School/District X.

**Prompt:** Please include a detailed description of the interview process (including hiring committee makeup, questions asked, number and types of rounds, etc.).

**Prompt:** Which, if any, of these practices and policies are in place specifically to support the recruiting and hiring of educators of color. Please explain.

**Prompt:** Which of these practices and policies do you believe to be the most effective for engaging candidates of color? Why?

3. Please describe School/District X's recruitment materials available to job applicants (e.g. brochures, website information).

**Prompt:** Which, if any, of these recruitment materials are designed and/or created to intentionally attract candidates of color? Please explain.

4. What are the characteristics of School/District X that you believe candidates of color find the most attractive?

5. Please describe any anti-bias/diversity training that you have had.

**Prompt:** What year did training take place? Who sponsored it?

6. How, if at all, has this anti-bias/diversity training informed your hiring and/or recruiting efforts for School/District X?

7. On a scale of 1 to 5, how successful do you feel that School/District X has been in recruiting and hiring educators of color. (1 = not successful; 5 = extremely successful)

**Prompt:** What does School/District X need to do differently to increase success (if not a 5 rating)?

8. Does School/District X have any recruiting/hiring documents that I could access?

9. Do you believe that teachers are better prepared for the profession if they come from university teacher education programs, the workforce, or alternative programs (like Teach for America, for example)? Why?

10. Would you like to share any other relevant information?



## Appendix L

### Interview Protocol for Student Discipline and Student Impact

#### Opening Reminders

Opening reminders of practices we will remember when collecting information in the interview.

- We will be recording this interview.
- At any time of this interview you can request that I turn off the recording device.
- After collecting our data we will ensure that schools and/or leaders are not being identified individually.
- The data we collect from this research project will eventually be shared with your central office. However, at no time will your individual responses be shared with anyone in central office or your district's school committee.
- All interview questions are optional.
- At any time during the interview you can request to end the interview.

#### Introduction Questions

- Tell me/us about your role.
- How many years have you been in this role?
- What led you to your current position?
- What inspires you in this role?
- What do you find challenging in this role?
- This research focuses on the experience of educators of color. Do you feel comfortable identifying your race and/or ethnicity? If so, how you identify racially and/or ethnically?

#### Student Discipline:

1. Tell me about the discipline system in your district.

**Prompt:** Does the district use any alternative discipline practices, such as a restorative justice approach or progressive discipline?

**Prompt:** How does the district collaborate, if at all, with families to improve student behavior?

2. How, if at all, does the administrative team review discipline cases to look for patterns or trends?

**Prompt:** Does the team consider race/ethnicity of the disciplinarian and the student when evaluating discipline data?

3. Do teachers of color and White teachers assess students' behavior differently? If so, how? How, if at all, does the district's code of conduct affect different racial groups of students?

**Prompt:** Does the discipline code reflect an understanding of students with different cultural backgrounds and belief systems? (The "braid/hair extension" controversy at a charter school.)

**Prompt:** Do you work to understand the student's cultural background when providing him/her with due process?

4. Do you see any disparity in the rate or severity of discipline consequences assigned to students?

**Prompt:** Do you see a difference in the rate at which Black students are disciplined in relation to their White peers?

**Prompt:** Do students receive similar consequences for displaying similar types of behavior?

5. Do you have any concerns about the distribution of exclusionary discipline practices in this district?

**Prompt:** Are Black students assigned suspensions or expulsions at a higher rate when compared to their White peers?

### **Impact on Students:**

6. Does your race or ethnicity impact the students in your classroom / school / district? If so, how?

**Prompt:** In what ways do you think your racial/ethnic identity drives the strategies you employ to teach/lead?

**Prompt:** How, if at all, has your racial/ethnic identity impacted cultural biases in the classroom/school/district?

7. Has race ever come up in your teaching experience? Tell me about it

**Prompt:** Has that impacted how you teach?

**Prompt:** What did you learn from that experience?

8. Does your school/district talk about race? If not, why not?

**Prompt:** How does it impact your teaching?

**Prompt:** What changes would you like to see in your schools/district?

9. How, if at all, does the fact you are a teacher of color influence your relationships with students of color? With White students?

## Appendix M

### Interview Protocol for Evaluation and Job Satisfaction

#### Opening Reminders

Opening reminders of practices we will remember when collecting information in the interview.

- We will be recording this interview.
- At any time of this interview you can request that I turn off the recording device.
- After collecting our data we will ensure that schools and/or leaders are not being identified individually.
- The data we collect from this research project will eventually be shared with your central office. However, at no time will your individual responses be shared with anyone in central office or your district's school committee.
- *Interview focus:* This interview will focus on your experiences with the evaluation process and overall job satisfaction.
- All interview questions are optional.
- At any time during the interview you can request to end the interview.

#### Introduction Questions

- Tell me/us about your role.
- How many years have you been in this role?
- What led you to your current position?
- What inspires you in this role?
- What do you find challenging in this role?
- This research focuses on the experience of educators of color. Do you feel comfortable identifying your race and/or ethnicity? If so, how you identify racially and/or ethnically?

#### Focus Questions

##### Evaluation Process

1. Please describe the evaluation process for this district.
2. How has the evaluation process impacted your growth and development as an educator? (Please, give examples)
3. What, if anything, would you change about the process?
4. How would you describe the impact, if at all, of your race/ethnicity on how you have been evaluated?

##### Job Satisfaction and Retention

1. How would you describe your overall job satisfaction?

**Prompt:** What other factors contribute to your job satisfaction?

2. What, if anything, could improve your job satisfaction?
3. How do you think your race and/or ethnicity impacts your job satisfaction?

4. How long do you plan to work for the identified school district and in what capacity?

**Closing Question and Remark**

Is there anything else you would like to add regarding your experience as an educator of color within the school district?

Thank you for taking time to participate in our research. We value your input.

## Appendix N

### Educator of Color Consent Form



**BOSTON COLLEGE**  
**Lynch School of Education**  
**Professional School Administrator Program**

Research Study: Racial Disproportionality as Experienced by Educators of Color  
 Lead Researcher: Charles Drane

### Individual Consent Form

#### Introduction:

You are being asked to participate in a research study about how educators of color experience the racial disproportionality within the educator pipeline and schools. You were selected to be in the study because you self-identified to participate in the research study as an educator of color who works within the district. Please read this form. You may ask any questions that you have before you agree to be in the study.

#### Purpose of Study:

The purpose of this single site case study is to explore and understand the experiences of educators of color in light of the persisting racial disproportionality within the educator pipeline and schools in a Massachusetts district. The educator pipeline refers to the preparation, recruitment, professional experiences related to students and colleagues, and retention of educators. Specifically, we will consider the experience of educators of color and their perceptions related to pre-service programs, recruitment and hiring, student discipline, their racial/ethnic identity as it impacts students, evaluation, and job satisfaction.

The research will be conducted in Cityside Public Schools [pseudonym] where 24% of its staff are educators of color. The staffing racial and ethnicity demographics do not reflect its student population which is 60% students of color. Faculty and administrators of color within this district will be invited to participate in this research, between 18-24 respondents will be self-identified to participate in semi-structured interviews. Additional building and district level administrators, including the Superintendent of Schools, Deputy Superintendent, Assistant Superintendents, Business/Finance Manager, Director of Human Resources, and Principals may be interviewed to address questions related to an area of the educator pipeline identified in this study.

#### What Will Happen in the Study:

If you agree to be in this study, you will be asked to participate in one semi-structured interview facilitated by one or two of the researchers and complete a short survey. The survey, called the Multigroup Ethnic Identity Measure (MEIM), will only be used to provide context for

the interviewer and will not be shared with anyone outside of the research team. This interview will last up to one hour and take place in a mutually agreed upon location. It will be recorded.

**Risks and Discomforts of Being in the Study:**

There are no expected risks, however, there is a possibility that participants may share experiences that trigger discomfort or negative emotions. Participants will be reminded that they can choose not to answer a question for any reason and end the interview at any time. Thus, participants can choose not to reveal information that they feel is sensitive or uncomfortable. This study may include risks that are unknown at this time.

**Benefits of Being in the Study:**

The purpose of this single site case study is to explore and understand the experiences of educators of color in light of their persisting racial disproportionality within the educator pipeline and schools in a Massachusetts district. The participants may derive some benefit from having the opportunity to discuss and reflect on their experiences and perceptions of racial disproportionality within the district. Further, the district may benefit from the information gleaned from the interviews and information gathered during this study. However, no benefit to the participants can be assured.

**Payments:**

There is no payment or compensation for participating in this study.

**Costs:**

There is no cost to you to be in this research study.

**Confidentiality:**

Participants' identity will remain anonymous throughout the research and reporting of this study. The records of this study will be kept private. In any sort of report we may publish, we will not include any information that will make it possible to identify you. All electronic information will be coded and secured using a password-protected file, this includes transcripts of interviews. Audio files will be deleted upon the completion of this study.

Mainly just the researchers will have access to information; however, please note that a few other key people may also have access. These might include the Institutional Review Board at Boston College and internal Boston College auditors. They have the right to review the research records.

**Choosing to be in the Study and Choosing to Quit the Study:**

Choosing to be in this study is voluntary. If you choose not to be in this study, it will not affect your current or future relations with the Cityside Public Schools [pseudonym] or Boston College. You are free to quit at any time, for whatever reason.

**Getting Dismissed from the Study:**

The researcher may dismiss you from the study at any time for the following reasons: (1) it is in your best interests (e.g. your identity cannot remain anonymous), or (2) you have failed to comply with the study rules.

**Contacts and Questions:**

The lead researcher conducting this study is Charles Drane ([dranec@bc.edu](mailto:dranec@bc.edu)). The Boston College faculty advisor for this study is Lauri Johnson, [lauri.johnson@bc.edu](mailto:lauri.johnson@bc.edu). For questions or more information concerning this research you may contact the lead researcher via email.

If you have any questions about your rights as a person in this research study, you may contact: Director, Office for Research Protections, Boston College at (617) 552-4778, or [irb@bc.edu](mailto:irb@bc.edu)

**Copy of Consent Form:**

You will be given a copy of this form to keep for your records and future reference.

**Statement of Consent:**

I have read (or have had read to me) the contents of this consent form. I have been encouraged to ask questions. I have received answers to my questions. I give my consent to be in this study. I have received (or will receive) a copy of this form.

**Signatures/Dates**

Study Participant (Print Name): \_\_\_\_\_ Date \_\_\_\_\_

\_\_\_\_\_

Participant's Signature: \_\_\_\_\_ Date \_\_\_\_\_

Witness/Auditor (Signature): \_\_\_\_\_ Date \_\_\_\_\_

## Appendix O

### Building or District Level Administrator Consent Form



**BOSTON COLLEGE**  
**Lynch School of Education**  
**Professional School Administrator Program**

Research Study: Racial Disproportionality as Experienced by Educators of Color  
 Lead Researcher: Charles Drane

### Individual Consent Form

#### **Introduction:**

You are being asked to participate in a research study about how educators of color experience the racial disproportionality within the educator pipeline and schools. You were selected to be in the study because you are a building or district level administrator. Please read this form. You may ask any questions that you have before you agree to be in the study.

#### **Purpose of Study:**

The purpose of this single site case study is to explore and understand the experiences of educators of color in light of the persisting racial disproportionality within the educator pipeline and schools in a Massachusetts district. The educator pipeline refers to the preparation, recruitment, professional experiences related to students and colleagues, and retention of educators. Specifically, we will consider the experience of educators of color and their perceptions related to pre-service programs, recruitment and hiring, student discipline, their racial/ethnic identity as it impacts students, evaluation, and job satisfaction.

The research will be conducted in Cityside Public Schools [pseudonym] where 24% of its staff are educators of color. The staffing racial and ethnicity demographics do not reflect its student population which is 60% students of color. Faculty and administrators of color within this district will be invited to participate in this research, between 18-24 respondents will be self-identified to participate in semi-structured interviews. Additional building and district level administrators, including the Superintendent of Schools, Deputy Superintendent, Assistant Superintendents, Business/Finance Manager, Director of Human Resources, and Principals will be interviewed to address questions related to an area of the educator pipeline identified in this study.

#### **What Will Happen in the Study:**

If you agree to be in this study, you will be asked to participate in one semi-structured interview facilitated by one or two of the researchers. This interview will last up to one hour and take place in a mutually agreed upon location. It will be recorded.



### **Risks and Discomforts of Being in the Study:**

There are no expected risks, however, there is a possibility that participants may share experiences that trigger discomfort or negative emotions. Participants will be reminded that they can choose not to answer a question for any reason and end the interview at any time. Thus, participants can choose not to reveal information that they feel is sensitive or uncomfortable. This study may include risks that are unknown at this time.

### **Benefits of Being in the Study:**

The purpose of this single site case study is to explore and understand the experiences of educators of color in light of their persisting racial disproportionality within the educator pipeline and schools in a Massachusetts district. The participants may derive some benefit from having the opportunity to discuss and reflect on their experiences and perceptions of racial disproportionality within the district. Further, the district may benefit from the information gleaned from the interviews and information gathered during this study. However, no benefit to the participants can be assured.

### **Payments:**

There is no payment or compensation for participating in this study.

### **Costs:**

There is no cost to you to be in this research study.

### **Confidentiality:**

Participants' identity will remain anonymous throughout the research and reporting of this study. The records of this study will be kept private. In any sort of report we may publish, we will not include any information that will make it possible to identify you. All electronic information will be coded and secured using a password-protected file, this includes transcripts of interviews. Audio files will be deleted upon the completion of this study.

Mainly just the researchers will have access to information; however, please note that a few other key people may also have access. These might include the Institutional Review Board at Boston College and internal Boston College auditors. They have the right to review the research records.

### **Choosing to be in the Study and Choosing to Quit the Study:**

Choosing to be in this study is voluntary. If you choose not to be in this study, it will not affect your current or future relations with the Cityside Public Schools [pseudonym] or Boston College. You are free to quit at any time, for whatever reason.

### **Getting Dismissed from the Study:**

The researcher may dismiss you from the study at any time for the following reasons: (1) it is in your best interests (e.g. your identity cannot remain anonymous), or (2) you have failed to comply with the study rules.

### **Contacts and Questions:**

The lead researcher conducting this study is Charles Drane (dranec@bc.edu). The Boston College faculty advisor for this study is Lauri Johnson, [lauri.johnson@bc.edu](mailto:lauri.johnson@bc.edu). For questions or more information concerning this research you may contact the lead researcher via email.

If you have any questions about your rights as a person in this research study, you may contact: Director, Office for Research Protections, Boston College at (617) 552-4778, or [irb@bc.edu](mailto:irb@bc.edu)

**Copy of Consent Form:**

You will be given a copy of this form to keep for your records and future reference.

**Statement of Consent:**

I have read (or have had read to me) the contents of this consent form. I have been encouraged to ask questions. I have received answers to my questions. I give my consent to be in this study. I have received (or will receive) a copy of this form.

**Signatures/Dates**

Study Participant (Print Name): \_\_\_\_\_ Date \_\_\_\_\_

\_\_\_\_\_

Participant's Signature: \_\_\_\_\_ Date \_\_\_\_\_

Witness/Auditor (Signature): \_\_\_\_\_ Date \_\_\_\_\_

## Appendix P

### Race and Ethnic Categories Definitions

The National Center for Educational Statistics published the following definitions of race and ethnic categories (Kena et al., 2015):

- American Indian or Alaska Native: A person having origins in any of the original peoples of North and South America (including Central America) and maintaining tribal affiliation or community attachment.
- Asian: A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- Black or African American: A person having origins in any of the black racial groups of Africa.
- Hispanic or Latino: A person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race.
- Native Hawaiian or Other Pacific Islander: A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- White: A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

## Appendix Q

## Initial Codes

Microsystem – level 1 (L1)	Mesosystem – level 2 (L2)	Exosystem – level 3 (L3)	Job Satisfaction (JS)	Retention (R)
*Autonomy (A)  *Classroom Intrusions (CI1)  Impact of Race (IR1)  *Student Connection (SC1)  *Student Discipline (SD1)	*Administrative Support (AS2)  Class Size (CS2)  *Colleague Relationships (CR)  Expected Accountability (EA)  Impact of Race (IR2)  *Influence on decision-making (DM)  Oneness (O)  *School-wide Student Discipline (SWD)  Student Connection (SC2)  Teaching Assignment (TA2)  *Workplace Conditions (WC2)	*Accountability Testing (AT)  *Administrative Support (AS3)  Class Size (CS3)  *Community (C)  *District Resources (DR3)  Impact of Race (IR3)  *Salary and Benefits (SB)  Teaching Assignment (TA3)  *Workplace Conditions (WC3)	*Job Satisfaction (JS)	Fatigue (R-Fat)  *Financial (R-F)  Promotion (R-P)  *Promotion Out of District (R-OD)  Retention Idea (R-I)  *Retirement (R-R)  *Unsatisfied (R-U)

\*These factors were also addressed in the job-satisfaction survey.