**Goal Statement:**

The district is committed to continued support of minority instructional and administrative staff assignment at all school levels, in central administration, and in the general geographic apportionment that is at least as equitable as levels that existed in the 1998-1999 school year.

**Racial Breakdown for Administrators by Site Type**

1998-1999 vs. 2012-2013 ~ Black / Non-Black

- **General Administration (Administration Building)**
- **Institutional Services (Walter Pownall Service Center)**
- **Countywide Instructional**
- **School Operation (Area Offices)**

*Goal Statement:*

The district is committed to continued support of minority instructional and administrative staff assignment at all school levels, in central administration, and in the general geographic apportionment that is at least as equitable as levels that existed in the 1998-1999 school year.

**Action Steps:**

The district will continue recruiting outside the district for critical-need candidates, including minorities. We will go to those states that have produced most recruits for us and will also continue to go to our historically black colleges and universities. The district will offer advance contracts pending the verification of credentials and references to these highly-qualified candidates.
Goal Statement:

The district is committed to continued support of minority instructional and administrative staff assignment at all school levels, in central administration, and in the general geographic apportionment that is at least as equitable as levels that existed in the 1998-1999 school year.

Action Steps:

The district will continue recruiting outside the district for critical-need candidates, including minorities. We will go to those states that have produced most recruits for us and will also continue to go to our historically black colleges and universities. The district will offer advance contracts pending the verification of credentials and references to these highly-qualified candidates.

We will continue to build relationships with colleges and universities in order to have preference in recruiting such graduates in the future.
**HUMAN RESOURCES SERVICES**

**Goal Statement:**

The district is committed to continued support of minority instructional and administrative staff assignment at all school levels, in central administration, and in the general geographic apportionment that is at least as equitable as levels that existed in the 1998-1999 school year.

**Racial Breakdown for Instructors (Classroom) By Job Type**

**1998-1999 vs. 2012-2013 ~ Black / Non-Black**

**Action Steps:**

The district will continue recruiting outside the district for critical-need candidates, including minorities. We will go to those states that have produced most recruits for us and will also continue to go to our historically black colleges and universities. The district will offer advance contracts pending the verification of credentials and references to these highly-qualified candidates.

We will continue to build relationships with colleges and universities in order to have preference in recruiting such graduates in the future.
Goal Statement:

The district is committed to continued support of minority instructional and administrative staff assignment at all school levels, in central administration, and in the general geographic apportionment that is at least as equitable as levels that existed in the 1998-1999 school year.

Racial Breakdown for Instructors (Non-Classroom) By Job Type
1998-1999 vs. 2012-2013 ~ Black / Non-Black

Action Steps:

The district will continue recruiting outside the district for critical-need candidates, including minorities. We will go to those states that have produced most recruits for us and will also continue to go to our historically black colleges and universities. The district will offer advance contracts pending the verification of credentials and references to these highly-qualified candidates.

We will continue to build relationships with colleges and universities in order to have preference in recruiting such graduates in the future.
**Goal Statement:**

The district is committed to continued support of minority instructional and administrative staff assignment at all school levels, in central administration, and in the general geographic apportionment that is at least as equitable as levels that existed in the 1998-1999 school year.

---

**Administrator Pools**

![Bar chart showing the distribution of administrators by race and pool type](chart.png)

*out-of-district applicants

---

**Action Steps:**

The district will continue recruiting outside the district for critical-need candidates, including minorities. We will go to those states that have produced most recruits for us and will also continue to go to our historically black colleges and universities. The district will offer advance contracts pending the verification of credentials and references to these highly-qualified candidates.

We will continue to build relationships with colleges and universities in order to have preference in recruiting such graduates in the future.
**Goal Statement:**

The district is committed to continued support of minority instructional and administrative staff assignment at all school levels, in central administration, and in the general geographic apportionment that is at least as equitable as levels that existed in the 1998-1999 school year.

**New Principals**

2011-2012 vs. 2012-2013

![Bar chart showing percentage of black and non-black new principals from 2011-2012 vs. 2012-2013](chart_image)

**Action Steps:**

The district will continue recruiting outside the district for critical-need candidates, including minorities. We will go to those states that have produced most recruits for us and will also continue to go to our historically black colleges and universities. The district will offer advance contracts pending the verification of credentials and references to these highly-qualified candidates.

We will continue to build relationships with colleges and universities in order to have preference in recruiting such graduates in the future.
**Goal Statement:**

The district is committed to continued support of minority instructional and administrative staff assignment at all school levels, in central administration, and in the general geographic apportionment that is at least as equitable as levels that existed in the 1998-1999 school year.

**New Assistant Principals**  
2011-2012 vs. 2012-2013

<table>
<thead>
<tr>
<th>Year</th>
<th>2011-2012 Black</th>
<th>2011-2012 Non-Black</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>40%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>50%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>60%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>70%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>80%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>90%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Action Steps:**

The district will continue recruiting outside the district for critical-need candidates, including minorities. We will go to those states that have produced most recruits for us and will also continue to go to our historically black colleges and universities. The district will offer advance contracts pending the verification of credentials and references to these highly-qualified candidates.

We will continue to build relationships with colleges and universities in order to have preference in recruiting such graduates in the future.
**Goal Statement:**

The district is committed to continued support of minority instructional and administrative staff assignment at all school levels, in central administration, and in the general geographic apportionment that is at least as equitable as levels that existed in the 1998-1999 school year.

![Aspiring Administrators Chart]

**Action Steps:**

The district will continue recruiting outside the district for critical-need candidates, including minorities. We will go to those states that have produced most recruits for us and will also continue to go to our historically black colleges and universities. The district will offer advance contracts pending the verification of credentials and references to these highly-qualified candidates.

We will continue to build relationships with colleges and universities in order to have preference in recruiting such graduates in the future.
**Goal Statement:**

The district is committed to continued support of minority instructional and administrative staff assignment at all school levels, in central administration, and in the general geographic apportionment that is at least as equitable as levels that existed in the 1998-1999 school year.

**Aspiring Administrators**

<table>
<thead>
<tr>
<th>Program</th>
<th>Black</th>
<th>Non-Black</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gulf Coast Partnership Level 1 Interns</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gulf Coast Partnership Level 2 Residents</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Florida Turnaround Leaders Program</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Action Steps:**

The district will continue recruiting outside the district for critical-need candidates, including minorities. We will go to those states that have produced most recruits for us and will also continue to go to our historically black colleges and universities. The district will offer advance contracts pending the verification of credentials and references to these highly-qualified candidates.

We will continue to build relationships with colleges and universities in order to have preference in recruiting such graduates in the future.