

Equity Elementary: “Diversity, Equity, and Inclusion” Staff in Public Schools

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KEY TAKEAWAYS

Chief diversity officers (CDOs), who typically advance a leftist agenda, are spreading beyond college campuses and becoming more common in K–12 districts.

CDOs are prevalent in large school districts—employed in nearly 79 percent of districts with 100,000 or more students—and are expanding in rural districts.

While CDOs are ostensibly hired to help close student achievement gaps, evidence shows that CDOs may increase gaps between white and minority students.

Chief diversity officers (CDOs) charged with promoting diversity, equity, and inclusion (DEI) goals have become ubiquitous on college campuses.¹ Now this institutional arrangement is being exported to the K–12 education system. Many public school districts, especially large districts in Democratic states, have imitated their higher-education counterparts and created senior administrative positions and offices ostensibly to close achievement gaps and advance certain social goals.

Much like their university counterparts, the practical function of K–12 CDOs may be to provide political support and organization to one side of the debate over the contentious issues of race and opportunity. If an increasing number of school districts create positions akin to a CDO, parents and teachers who are now mobilizing against teaching critical race theory, the

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1619 Project, and other radical transformations of K–12 education will be stymied.

To track how widespread CDOs are in public K–12 school districts, this *Backgrounder* examines 554 districts with each at least 15,000 students enrolled as of 2017.² Those 554 districts enrolled a total of more than 22.5 million students, which was 44 percent of all students in public schools during that year. Determining whether districts employed a CDO was achieved through online searches for the name of the district as well as key terms, such as “diversity, equity, and inclusion,” and by reviewing the staff, departments, and organizational charts listed on these public districts’ websites.

In total, 39 percent of the 554 districts with more than 15,000 students employ a CDO. Among larger districts, CDO positions were much more common, with 79 percent of districts with more than 100,000 students having a CDO or its equivalent. Yet even among the 160 districts with between 15,000 and 20,000 students, 32 percent have CDOs. In blue Democratic-leaning states, 47 percent of school districts have a CDO, while in red Republican-leaning states, 32 percent of districts have CDOs.

Given the rate at which CDO positions are being created for K–12 districts, it may not be long before the vast majority of all districts have this kind of position. This *Backgrounder* presents information on the prevalence of CDOs in public schools, the factors associated with whether districts have such a position, and analyses of student standardized testing outcomes to see if a CDO is associated with smaller achievement gaps. The results show that the existence of CDOs may actually exacerbate achievement gaps between white and black students, white and Hispanic students, and wealthier and poor students. These findings are consistent with the observation that CDOs have more to do with political activism than with improving education outcomes—or narrowing achievement gaps between students.

The Frequency of CDOs by District Size

The size of public school districts is strongly associated with whether they have a CDO or not. The largest 28 school districts in the country with more than 100,000 students—collectively enrolling 6.2 million children—are very likely to have CDOs, with 79 percent having such a position. The only very large districts in which a CDO could not be located were the Hawaii Department of Education (which oversees the only district in the state), Duval County Public Schools in Florida, Cypress-Fairbanks Independent School District in Texas, Cobb County School District in Georgia,

Shelby County Schools in Tennessee, and Northside Independent School District in Texas.

Every other district with more than 100,000 students has a CDO. The Miami–Dade County school district has an assistant superintendent for equity and diversity;³ the Charlotte–Mecklenburg County school district in North Carolina has a director of diversity and inclusion;⁴ the Philadelphia school district has a chief of diversity, equity and inclusion;⁵ the Houston school district has an executive director of equity and outreach;⁶ and both the Orange County⁷ and Pinellas County⁸ school districts in Florida have a minority achievement officer.

Of the 70 school districts serving between 50,000 and 100,000 students, 59 percent have a CDO. Jefferson County in Kentucky has a chief equity officer;⁹ Lee County in Florida has a director of diversity and inclusion;¹⁰ the Fort Worth school district has an executive director of the division of equity and excellence;¹¹ the Alpine school district in Utah has a director of “The Equity Team”;¹² Guilford County in North Carolina has an executive director of diversity, equity, and inclusion;¹³ the Granite school district in Utah has a director of educational equity;¹⁴ the Omaha school district in Nebraska has a director of equity and diversity;¹⁵ and the Wichita school district in Kansas has a director of equity, diversity, and accountability.¹⁶

Among the 119 school districts enrolling between 30,000 and 50,000 students, the frequency of having a CDO dropped to 33 percent. The Portland school district in Oregon has a senior advisor for racial equity and social justice;¹⁷ the Tucson school district in Arizona has an assistant superintendent for equity, diversity, and inclusiveness;¹⁸ the Lincoln school district in Nebraska has a director of equity, diversity, and inclusion;¹⁹ the Oklahoma City school district has a chief of equity and student supports;²⁰ and Harford County in Maryland has a supervisor of the office of equity and cultural proficiency.²¹

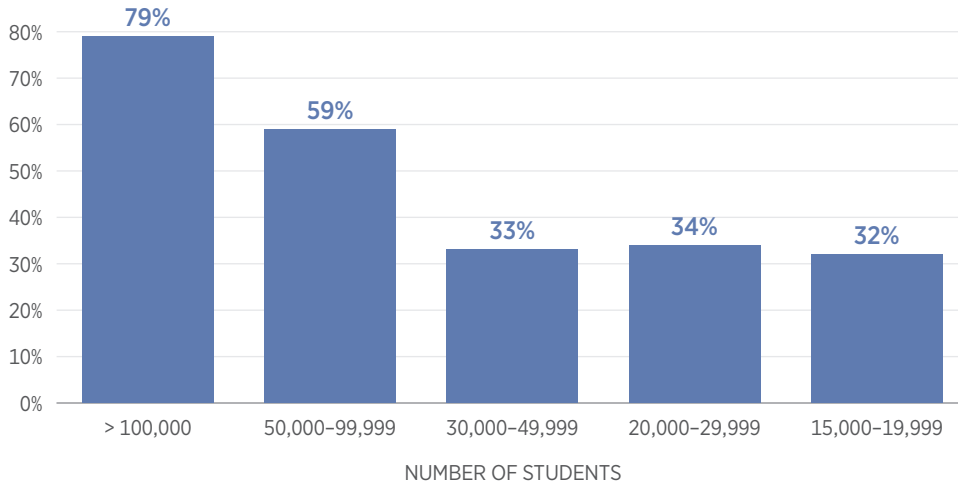
The rate of CDO employment remains nearly the same, at 34 percent, in the 177 districts with 20,000 to 30,000 students. The Richland school district in South Carolina has a chief diversity and multicultural inclusion officer;²² the Springfield school district in Missouri has a chief equity and diversity officer;²³ the Evansville Vanderburgh school district in Indiana has a CDO;²⁴ the Olentangy school district in Ohio has an assistant director of equity and inclusion,²⁵ and the Folsom-Cordova school district in California has a director of social emotional learning and educational equity.²⁶

Even among the smallest 160 school districts examined, with 15,000 to 20,000 students, 32 percent had CDOs. The Putnam City school district in Oklahoma has a district equity coordinator;²⁷ the Oswego school district

CHART 1

Larger School Districts More Likely to Have a Chief Diversity Officer (CDO)

PERCENTAGE OF DISTRICTS WITH CDOs, BY DISTRICT ENROLLMENT



SOURCE: Authors' research.

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in Illinois has a director of diversity, equity and inclusion;²⁸ the Bentonville school district in Arkansas has a CDO (who is also listed as director of security and safety; the connection between these two responsibilities is unclear);²⁹ the Appleton school district in Wisconsin has a diversity, equity, and inclusion officer;³⁰ and the Red Clay school district in Delaware has a director of equity and strategic partnerships.³¹

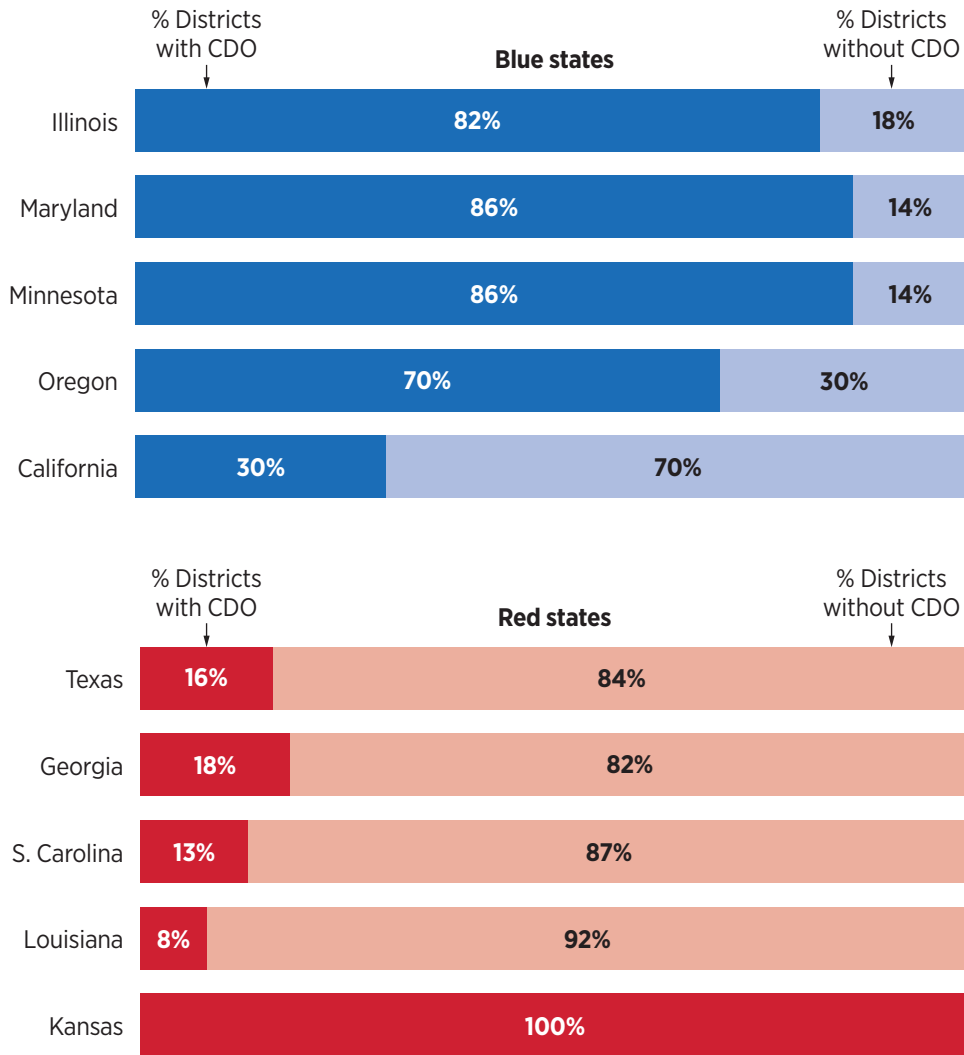
The Frequency of CDOs by Partisan Dominance of State

States can be classified as blue or red states based on which party controls the state legislature and governorship. Every state except Nebraska has two legislative chambers and a governor position. Whichever party controls the majority of those three institutions is deemed to dominate the state politically. Blue states are those where at least two institutions are controlled by Democrats, and red states are those where at least two institutions are controlled by Republicans. The rate of CDO installment in school districts may be higher in blue states because the political environment is more sympathetic to the goals and activities of CDOs.

Currently there are 19 blue states (plus the District of Columbia) and 31 red states. Of the 554 school districts with more than 15,000 students, 232 are in blue states and 322 are in red states.

CHART 2

“Blue State” School Districts More Likely to Have CDOs



NOTE: Figures are based on the number of school districts with at least 15,000 students enrolled in 2017.

SOURCE: Authors' research.

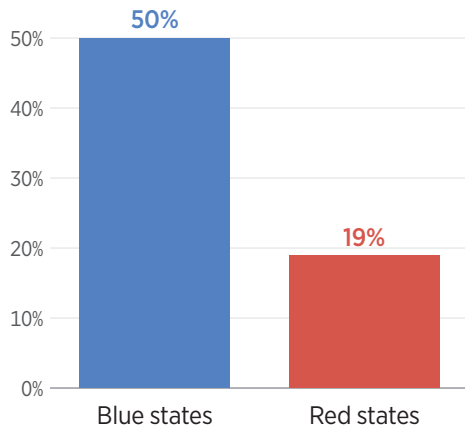
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The likelihood of having a CDO varies dramatically based on whether a district is in a blue or a red state. In blue states, 47 percent of school districts with more than 15,000 students have a CDO. For example, in Illinois 82 percent of school districts with more than 15,000 students have a CDO. In Maryland and Minnesota, the rate is 86 percent. In Oregon and Washington, more than 70 percent of districts with more than 15,000 students have a

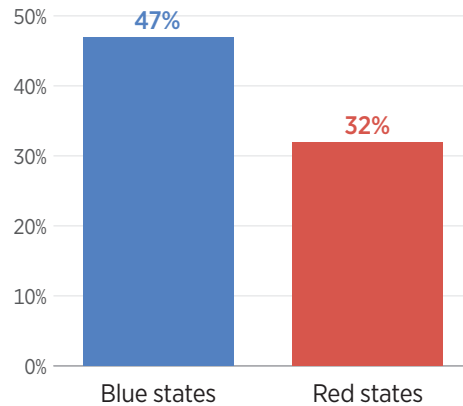
CHART 3

CDOs in Large Portions of “Blue State” School Districts

PERCENTAGE OF STATES IN WHICH AT LEAST HALF OF DISTRICTS HAVE A CDO



PERCENTAGE OF DISTRICTS WITH CDOs



NOTE: Figures are based on the number of school districts with at least 15,000 students enrolled in 2017.
SOURCE: Authors' research.

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CDO. California is exceptional among blue states in that it only has CDOs in 30 percent of its districts with more than 15,000 students. In 10 of the 20 blue states, more than half of the districts examined have a CDO.

In red states, 32 percent of school districts with more than 15,000 students have a CDO. For example, in Texas only 16 percent have a CDO. In Georgia the rate is 18 percent. In South Carolina it is 13 percent, while in Louisiana the rate is 8 percent. Among red states, Kansas is something of an outlier, because all five of its districts with more than 15,000 students have a CDO. In Indiana two-thirds of the districts have a CDO, while in Florida the rate is 42 percent. Overall, however, in only six of the 31 red states do more than half of districts examined have a CDO.

Multivariate Analysis of Whether Districts Have CDOs

It is possible that blue states differ from red states in the likelihood of having CDOs because they may have more large districts, different demographic profiles and needs, and different resources to address those needs. A multivariate regression that estimates the independent relationship of each of these factors, and the probability of a district employing a CDO, can help to separate these possible explanations.

In addition to district size and whether it is in a red or blue state, this regression considers the racial composition of the district (percentage of students classified as black, Hispanic, Asian, and a mix of two or more races); measures of student need (percentage of students qualifying for free or reduced-price lunch (FRL) and percentage of students classified as English-language learners (ELLs)); and resources spent on students (as proxied by the pupil-to-teacher ratio).

Even after controlling statistically for these other factors, the size of a school district and whether it is in a blue or red state remain strongly associated with whether school districts have CDOs. The influence of which political party controls the state actually grows larger when other factors are controlled. Blue states are 17 percentage points more likely than red states to have CDOs, after adjusting for other observable characteristics. This supports the conclusion that CDOs are designed, at least in part, to promote ideological goals.

The influence of school-district size on the likelihood that a school district has a CDO shrinks somewhat when other factors are controlled. Without making any adjustments, a third of districts with between 30,000 and 50,000 students have CDOs. The unadjusted frequency of having CDOs is 59 percent among districts with enrollments between 50,000 and 100,000. Picking the mid-points of these two groupings, an increase from 40,000 to 75,000 students is associated with a 26-percentage-point increase in the likelihood that a district has a CDO. After adjusting for other factors, however, this increase of 35,000 students is associated only with a six-percentage-point increase in expected likelihood of having a CDO.

Districts are more likely to employ a CDO when they have more black students or more students of two or more races, all else equal; but having more Hispanic or Asian students are not statistically significant predictors of whether districts have CDOs. Having more students classified as needing ELL services or qualifying for FRL were also positively related to whether school districts have a CDO. Districts with fewer resources, as measured by having more pupils per teacher, were significantly less likely to have a CDO.

The picture that emerges is that being in a larger district, in a blue state, with more black students, more ELL and FRL students, and more school resources all contribute to the likelihood of school districts employing a CDO. Being in a blue state may make CDOs more common because there is stronger political sympathy for the activities in which CDOs engage. Larger districts with more resources may be in a better position to afford CDOs. More black students, more non-English-speaking students, and more students in poverty may increase the chances of having a CDO because districts may believe that these are the groups that a CDO is meant to assist.

Do CDOs Help to Address Achievement Gaps?

The primary purpose of CDOs—according to most school district websites—is to help to reduce achievement gaps between students from different backgrounds. Differences in standardized test scores between white and black students, white and Hispanic students, and wealthier and poor students have been large and persistent for decades. By creating a CDO position, office, and staff, districts can claim that they will be able to reduce or eliminate these disparities in outcomes. If this claim were accurate, districts with CDOs should have smaller achievement gaps than districts that do not have CDOs, all else being equal.

The Educational Opportunity Project at Stanford University has student test-score data available for virtually every school district in the country.³² By merging the Stanford data with information on whether school districts have CDOs, it is possible to examine whether a district that has a CDO is in fact associated with closing achievement gaps. The analyses presented here suggest that the existence of CDOs in school districts may actually exacerbate achievement gaps. In other words, CDOs may be implementing counterproductive educational interventions.

A simple comparison of achievement gaps in districts with and without CDOs shows that gaps are larger in districts that employ CDOs. In districts without a CDO, the average black student is 1.9 grade levels behind the average white student on standardized test results. In districts with CDOs, the achievement gap is half a grade level larger, with the average black student being 2.4 grade levels behind the average white student.

This pattern repeats itself for the white–Hispanic and the non-poor–poor achievement gaps. The gap between the average white and Hispanic student on standardized tests is 0.44 grade levels larger in districts with a CDO than it is in districts without that position. The gap between the average non-poor and poor students is 0.37 grade levels larger in districts with CDOs than in those without them.

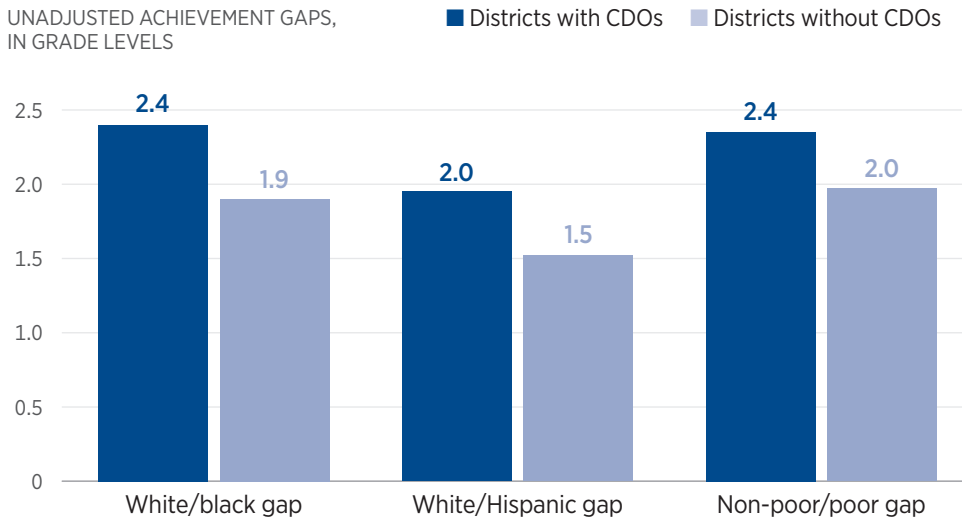
Perhaps districts create CDO positions because they have larger achievement gaps that they wish to remedy. To address this concern, it is possible to examine the trend in achievement gaps, over time, rather than the static magnitude of those gaps, to see if districts with CDOs are making progress to close those gaps.

Standardized test results show that achievement gaps are growing wider over time in districts with CDOs. From 2009 to 2018, the white–black achievement gap grew by 0.03 grade levels each year in districts with CDOs relative to districts without that position. The white–Hispanic achievement

CHART 4

Achievement Gaps Are Wider in School Districts with CDOs

UNADJUSTED ACHIEVEMENT GAPS,
IN GRADE LEVELS



NOTE: Figures are based on the number of school districts with at least 15,000 students enrolled in 2017.

SOURCE: Authors' research.

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gap grew by 0.02 grade levels more per year over this time period in districts with CDOs versus those without them. And the gap between poor and non-poor students grew by 0.01 grade level in districts with CDOs compared to those without them.

Even when other observed characteristics about school districts are controlled statistically, the negative relationship between a CDO position and achievement gaps remains. A regression can make statistical adjustments for differences across districts to gain a better picture of how CDOs affect achievement gaps.

Controlling for these factors provides information on whether CDOs are associated with different outcomes even when districts are of the same size, in the same political environment, have similar racial compositions, have similar student needs, have similar resources to address those needs, and have similar overall levels of student achievement and academic progress. Yet, even when districts are the same on these dimensions, a CDO remains significantly and negatively related to both the level and change in white–black achievement gaps. The white–Hispanic achievement gap and the rate of change in that gap, at least for math test scores, continues to

be negatively associated with a district employing a CDO even when all of these other factors are controlled. The relationship between a CDO position and achievement gaps between non-poor and poor students ceases to be statistically significant—meaning that one can no longer be confident that the gaps differ from zero, even when other factors are controlled statistically.

Policy Recommendations

In order to increase transparency of the role of CDOs—and to prevent more CDOs from being hired who champion divisive politics in public schools—three groups can, and should, take action:

1. **State legislatures** should oversee the process by which CDOs are hired and evaluated.
2. **School districts** should investigate whether hiring CDOs is associated with improved academic outcomes.
3. **Parents** should communicate with their local school boards and indicate whether they believe CDO positions should be created or expanded.

Conclusion

An analysis of student test-score data shows that having CDO positions in school districts does not contribute to closing achievement gaps and is more likely to exacerbate those gaps. If CDOs are not accomplishing their stated goals, what is accomplished by creating these positions?

CDOs may be best understood as political activists who articulate and enforce an ideological orthodoxy within school districts. They help to mobilize and strengthen the political influence of small groups of teachers, parents, or students whose preferences may be at odds with the majority of teachers, parents, and students. The creation of CDOs tilts the political playing field against efforts to remove the radical ideology of critical race theory from school curricula and practices.

For instance, parents in a central Indiana district raised concerns about a new DEI officer who was promoting a “woke ideology” that led to intolerance and bullying of those who disagreed with the program.³³ In a large Virginia district, the diversity chief described one of his major goals as “making sure that equity is at the forefront of every decision that we have

to make.”³⁴ In Oklahoma, a school district hired a full-time DEI director and spent tens of thousands on equity consultants during a school year that featured declining enrollment.³⁵ The chief equity officer in Austin, Texas, has spearheaded conversations about the existence of systemic racism.³⁶ An equity officer in Chicago helped to implement a curriculum equity initiative that would be “fair across race, religion, ethnicity and gender”³⁷—which would be desirable if fairness were actually the goal.

CDOs do not and cannot promote equality in student outcomes; instead, they create inequities in political power by using taxpayer funds to aid one side in two-sided debates over controversial issues. Opponents of critical race theory and other illiberal ideas need to make the case to their local school boards that CDO positions should not be created or expanded in their districts. State legislatures could also guide districts away from creating these types of positions.

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APPENDIX TABLE 1

Chief Diversity Officers in K-12 School Districts (Page 1 of 15)

Listed below are the school districts in each state with at least 15,000 students enrolled in 2017 and whether those districts had a Chief Diversity Officer (CDO).

State	School District	Enrollment in Fall 2017	CDO Title (If Applicable)
Alabama	Baldwin County	31,782	No CDO
	Birmingham City	23,777	No CDO
	Huntsville City	23,989	Chief Student Equity Officer
	Jefferson County	36,144	No CDO
	Madison County	19,293	Director of Equity and Innovation
	Mobile County	55,272	No CDO
	Montgomery County	29,433	No CDO
	Shelby County	20,539	No CDO
Tuscaloosa County	18,635	No CDO	
Alaska	Anchorage	47,588	Senior Director, Office of Equity and Compliance
	Matanuska-Susitna Borough	19,259	No CDO
Arizona	Cartwright Elementary	17,263	No CDO
	Chandler Unified	44,536	Director of Equity and Inclusion
	Deer Valley Unified	33,152	No CDO
	Dysart Unified	24,122	No CDO
	Gilbert Unified	34,082	No CDO
	Glendale Union High	15,029	No CDO
	Kyrene Elementary	16,778	Assistant Director of Equity
	Mesa Unified	62,975	No CDO
	Paradise Valley Unified	31,315	No CDO
	Peoria Unified	36,770	No CDO
	Phoenix Union High	27,268	No CDO
	Scottsdale Unified	22,550	No CDO
	Sunnyside Unified	15,604	No CDO
	Tucson Unified	45,457	Assistant Superintendent for Equity, Diversity & Inclusiveness (EDI)
Washington Elementary	23,285	No CDO	
Arkansas	Bentonville	16,870	Chief Diversity Officer (and Director of Security and Safety)
	Little Rock	24,048	No CDO
	Rogers	16,031	No CDO
	Springdale	23,176	No CDO
California	ABC Unified	20,550	Equity Officer
	Alhambra Unified	16,855	No CDO
	Alvord Unified	19,005	No CDO
	Anaheim City	17,911	No CDO
	Anaheim Union High	30,729	No CDO
	Antelope Valley Union High	22,726	Director of Equity

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State	School District	Enrollment in Fall 2017	CDO Title (If Applicable)
California (cont.)	Antioch Unified	17,233	No CDO
	Bakersfield City	30,699	No CDO
	Baldwin Park Unified	16,695	No CDO
	Burbank Unified	15,173	No CDO
	Cajon Valley Union	17,369	No CDO
	Capistrano Unified	53,622	No CDO
	Central Unified	15,893	No CDO
	Chaffey Joint Union High	23,969	Executive Director of Equity and Inclusion
	Chino Valley Unified	28,141	Director, Access and Equity
	Chula Vista Elementary	30,120	No CDO
	Clovis Unified	43,106	No CDO
	Coachella Valley Unified	18,372	No CDO
	Colton Joint Unified	22,561	No CDO
	Compton Unified	23,017	No CDO
	Conejo Valley Unified	18,733	No CDO
	Corona-Norco Unified	53,294	No CDO
	Cupertino Union	18,017	No CDO
	Desert Sands Unified	28,708	No CDO
	Downey Unified	21,962	No CDO
	East Side Union High	27,263	No CDO
	Elk Grove Unified	63,297	Program Specialist, Educational Equity
	Escondido Union	18,695	No CDO
	Fairfield-Suisun Unified	21,539	No CDO
	Folsom-Cordova Unified	20,353	Director, Social Emotional Learning & Educational Equity
	Fontana Unified	37,176	No CDO
	Fremont Unified	35,777	No CDO
	Fresno Unified	73,455	Chief of Equity & Access
	Garden Grove Unified	43,163	No CDO
	Glendale Unified	26,071	No CDO
	Grossmont Union High	21,492	No CDO
	Hacienda La Puente Unified	18,438	No CDO
	Hayward Unified	22,734	No CDO
	Hemet Unified	21,797	No CDO
	Hesperia Unified	24,144	No CDO
Huntington Beach Union High	16,188	No CDO	
Irvine Unified	34,617	No CDO	
Jurupa Unified	19,112	No CDO	
Kern High	39,520	No CDO	
Lake Elsinore Unified	21,937	No CDO	

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Chief Diversity Officers in K-12 School Districts (Page 3 of 15)

State	School District	Enrollment in Fall 2017	CDO Title (If Applicable)
California (cont.)	Lancaster Elementary	15,212	No CDO
	Lodi Unified	31,394	No CDO
	Long Beach Unified	74,681	Director Equity, Engagement and Partnerships
	Los Angeles Unified	621,414	Interim Administrator, Access, Equity & Acceleration
	Madera Unified	20,956	No CDO
	Manteca Unified	23,757	No CDO
	Modesto City Elementary	15,121	No CDO
	Modesto City High	15,488	No CDO
	Montebello Unified	26,521	No CDO
	Moreno Valley Unified	33,134	No CDO
	Mount Diablo Unified	31,317	Equity Administrator
	Murrieta Valley Unified	23,121	Coordinator, Equity, Diversity, Inclusion
	Napa Valley Unified	18,093	No CDO
	Newport-Mesa Unified	21,234	No CDO
	Norwalk-La Mirada Unified	17,890	No CDO
	Oakland Unified	50,231	Executive Director–Office of Equity
	Oceanside Unified	20,459	Director of Diversity, Equity, and Inclusion
	Ontario-Montclair	21,100	No CDO
	Orange Unified	27,915	Executive Director–Accountability, Equity & School Support
	Oxnard	16,599	Manager, Equity Family and Community Engagement
	Oxnard Union High	17,474	Director of Wellness and Inclusion
	Pajaro Valley Unified	20,279	No CDO
	Palm Springs Unified	23,103	Coordinator–Diversity and Racial Equity
	Palmdale Elementary	22,777	Director of Access & Equity for African American Student Achievement
	Panama-Buena Vista Union	18,250	No CDO
	Paramount Unified	15,213	No CDO
	Pasadena Unified	18,164	Program Coordinator of Equity and Access
	Placentia-Yorba Linda Unified	25,741	No CDO
	Pomona Unified	23,741	Director of Equity & Professional Learning
	Poway Unified	36,519	No CDO
	Redlands Unified	21,261	Coordinator, Diversity and Equity
	Rialto Unified	25,480	No CDO
	Riverside Unified	42,428	Assistant Superintendent, Equity, Access & Community Engagement
	Sacramento City Unified	46,595	No CDO
	Saddleback Valley Unified	27,378	No CDO
	Salinas Union High	15,631	No CDO
	San Bernardino City Unified	53,027	Director, Equity & Targeted Student Achievement

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Chief Diversity Officers in K-12 School Districts (Page 4 of 15)

State	School District	Enrollment in Fall 2017	CDO Title (If Applicable)
California (cont.)	San Diego Unified	126,400	Diversity and Inclusion Officer
	San Francisco Unified	60,263	Director of Equity
	San Jose Unified	31,713	Director of Educational Equity & Leadership
	San Juan Unified	50,044	Director, Equity and Student Achievement
	San Marcos Unified	21,007	No CDO
	San Ramon Valley Unified	32,504	Director of Educational Equity
	Santa Ana Unified	53,131	No CDO
	Santa Barbara Unified	15,042	Executive Director of Diversity, Equity, and Family Engagement
	Santa Clara Unified	15,509	No CDO
	Santa Maria-Bonita	17,122	No CDO
	Simi Valley Unified	16,801	No CDO
	Stockton Unified	40,840	No CDO
	Sweetwater Union High	40,737	Chief of Educational Equity and Support Services
	Temecula Valley Unified	29,983	No CDO
	Torrance Unified	23,496	No CDO
	Tracy Joint Unified	16,237	No CDO
	Tustin Unified	24,015	No CDO
	Twin Rivers Unified	32,538	No CDO
	Val Verde Unified	20,244	No CDO
	Ventura Unified	16,813	No CDO
	Visalia Unified	28,879	Administrator, Equity & Student Services
	Vista Unified	24,708	No CDO
	West Contra Costa Unified	31,649	No CDO
William S. Hart Union High	25,080	No CDO	
Colorado	Academy, No. 20	25,831	No CDO
	Adams 12 Five Star Schools	38,870	No CDO
	Aurora, Joint District No. 28	40,920	Chief Academic Officer, Division of Equity in Learning
	Boulder Valley, No. RE2	31,282	No CDO
	Brighton, No. 27J	17,909	No CDO
	Cherry Creek, No. 5	55,699	Equity, Culture, and Community Engagement
	Colorado Springs, No. 11	27,427	Director of Equity and Inclusion
	Denver	91,822	Executive Director, Culture, Equity and Leadership Team
	Douglas County, No. RE1	67,597	Director, Language, Culture, & Equity
	Falcon, No. 49	21,448	No CDO
	Greeley, No. 6	22,407	No CDO
	Jefferson County, No. R1	86,146	No CDO
	Littleton, No. 6	15,643	No CDO
	Mesa County Valley, No. 51	22,084	Director of Equity and Inclusion
	Poudre, No. R1	30,019	Director of Language, Culture and Equity

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Chief Diversity Officers in K-12 School Districts (Page 5 of 15)

State	School District	Enrollment in Fall 2017	CDO Title (If Applicable)
Colorado (cont.)	Pueblo, No. 60	16,934	No CDO
	Saint Vrain Valley, No. RE1J	32,421	Director of Student Services, Equity and Engagement
	Thompson, No. R2J	16,278	Director of Equity, Diversity, and Inclusion
Connecticut	Bridgeport	20,729	No CDO
	Hartford	19,563	No CDO
	New Haven	21,418	No CDO
	Stamford	15,816	No CDO
	Waterbury	18,914	Director of Equity and Inclusion
Delaware	Red Clay Consolidated	15,741	Director of Equity and Strategic Partnerships
District of Columbia	District of Columbia	48,205	Chief, Office of Equity
Florida	Alachua	29,764	Equity Coach for the Office of Equity and Outreach
	Bay	28,076	No CDO
	Brevard	73,524	Director of Equity & Diversity
	Broward	271,956	Director, Equity & Diversity (formerly Equity & Academic Attainment)
	Charlotte	15,901	No CDO
	Citrus	15,542	No CDO
	Clay	37,521	No CDO
	Collier	46,832	No CDO
	Dade	354,840	Assistant Superintendent, Equity and Diversity
	Duval	129,583	No CDO
	Escambia	40,292	No CDO
	Hernando	22,445	No CDO
	Hillsborough	217,072	Chief of Equity and Diversity
	Indian River	17,792	Coordinator of Equity
	Lake	43,174	No CDO
	Lee	93,221	Director, Diversity and Inclusion
	Leon	34,268	Assistant Superintendent Prevention, Intervention and Equity
	Manatee	48,952	No CDO
	Marion	43,119	No CDO
	Martin	18,971	No CDO
	Okaloosa	31,683	No CDO
	Orange	203,982	Minority Achievement Officer
	Osceola	65,982	Executive Director of Multicultural Curriculum, Instruction, and Compliance
Palm Beach	191,786	Chief of Equity and Wellness	
Pasco	73,682	No CDO	
Pinellas	101,824	Minority Achievement Officer	
Polk	99,892	Director of Equity and Diversity Management	

APPENDIX TABLE 1

Chief Diversity Officers in K-12 School Districts (Page 6 of 15)

State	School District	Enrollment in Fall 2017	CDO Title (If Applicable)
Florida (cont.)	Saint Johns	40,189	Senior Director of Innovation and Equity
	Saint Lucie	40,848	No CDO
	Santa Rosa	27,995	No CDO
	Sarasota	42,901	No CDO
	Seminole	67,915	No CDO
	Volusia	62,963	No CDO
Georgia	Atlanta	52,147	Chief Equity and Social Justice Officer
	Bibb County	24,110	No CDO
	Chatham County	37,564	No CDO
	Cherokee County	42,309	Administrator on special assignment position to oversee social and emotion learning (SEL) and diversity, equity and inclusion (DEI)
	Clayton County	54,530	No CDO
	Cobb County	112,084	No CDO
	Columbia County	27,117	No CDO
	Coweta County	22,810	No CDO
	DeKalb County	100,144	Interim Deputy Superintendent Equity & Student Empowerment
	Douglas County	26,441	No CDO
	Fayette County	20,126	No CDO
	Forsyth County	47,732	No CDO
	Fulton County	95,534	No CDO
	Gwinnett County	179,266	Chief Equity and Compliance Officer
	Hall County	27,433	No CDO
	Henry County	42,008	No CDO
	Houston County	29,490	No CDO
	Muscogee County	31,763	No CDO
	Newton County	19,657	No CDO
	Paulding County	29,425	No CDO
Richmond County	30,850	No CDO	
Rockdale County	16,700	No CDO	
Hawaii	Hawaii Department of Education	180,837	No CDO
Idaho	Boise Independent	26,242	No CDO
	Meridian Joint	39,233	No CDO
	Nampa	15,585	No CDO
Illinois	Carpentersville (CUSD 300)	20,973	Director of Diversity, Equity, and Inclusion
	City of Chicago (SD 299)	373,700	Chief Equity Officer
	Elgin (SDU-46)	38,934	Assistant Superintendent for Equity and Innovation
	Indian Prairie (CUSD 204)	27,851	Executive Director of Educational Equity
	Naperville (CUSD 203)	16,653	Executive Director of Diversity and Inclusion
	Oswego (CUSD 308)	18,096	Director of Diversity, Equity and Inclusion

APPENDIX TABLE 1

Chief Diversity Officers in K-12 School Districts (Page 7 of 15)

State	School District	Enrollment in Fall 2017	CDO Title (If Applicable)
Illinois (cont.)	Plainfield (SD 202)	27,102	No CDO
	Rockford (SD 205)	28,145	Chief Diversity, Equity, and Inclusion Officer
	Schaumburg (CCSD 54)	15,004	Coordinator of Equity and Inclusion
	Valley View (CUSD 365U)	16,826	No CDO
	Waukegan (CUSD 60)	16,274	Director of Diverse Learners
Indiana	Carmel Clay	16,174	Diversity, Equity, and Inclusion Officer
	Evansville Vanderburgh	22,844	Chief Diversity Officer
	Fort Wayne	29,469	No CDO
	Hamilton Southeastern	21,642	Chief Equity and Inclusion Officer
	Indianapolis	27,630	Racial Equity Office
	Lawrence Township	16,162	No CDO
	MSD Wayne Township	16,287	Chief Diversity, Equity and Inclusion Officer
	Perry Township Schools	16,608	No CDO
	South Bend	17,697	Assistant Superintendent, Equity, Multicultural and Inclusion
Iowa	Cedar Rapids	17,740	Executive Director, Equity
	Davenport	16,118	Director of Equity & Diversity
	Des Moines Independent	34,673	No CDO
	Sioux City Community	15,267	No CDO
Kansas	Blue Valley	22,717	District's Equity Coordinator
	Kansas City	22,902	Director of Equity and Inclusion
	Olathe	29,939	Executive Director of Diversity and Engagement
	Shawnee Mission	27,584	Coordinator of Diversity, Equity, and Inclusion
	Wichita	50,375	Director of Equity, Diversity, and Accountability
Kentucky	Boone County	20,448	No CDO
	Fayette County	41,649	Acting Equity Officer
	Jefferson County	98,797	Chief Equity Officer
	Warren County	15,740	No CDO
Louisiana	Ascension Parish	22,223	No CDO
	Bossier Parish	22,529	No CDO
	Caddo Parish	39,326	No CDO
	Calcasieu Parish	32,564	No CDO
	East Baton Rouge Parish	40,285	No CDO
	Jefferson Parish	48,750	No CDO
	Lafayette Parish	30,633	No CDO
	Livingston Parish	25,197	No CDO
	Ouachita Parish	19,304	No CDO
	Rapides Parish	23,329	No CDO
	Saint Tammany Parish	38,111	No CDO
	Tangipahoa Parish	19,369	Chief Equity Officer

APPENDIX TABLE 1

Chief Diversity Officers in K-12 School Districts (Page 8 of 15)

State	School District	Enrollment in Fall 2017	CDO Title (If Applicable)
Louisiana (cont.)	Terrebonne Parish	17,722	No CDO
Maryland	Anne Arundel County	82,777	No CDO
	Baltimore City	80,591	Executive Director, the Office of Equity
	Baltimore County	113,282	Executive Director, Department of Equity and Cultural Proficiency
	Calvert County	15,908	Supervisor of Equity and School Improvement
	Carroll County	25,290	Equity and Inclusion Officer
	Cecil County	15,364	No CDO
	Charles County	26,891	Director of Equity and Diversity
	Frederick County	42,140	Supervisor of Accelerating Achievement and Equity
	Harford County	37,780	Supervisor, Office of Equity and Cultural Proficiency
	Howard County	56,784	Director of Diversity, Equity and Inclusion
	Montgomery County	161,546	Director, Equity Initiatives Unit
	Prince George's County	132,317	Director, Office of Equity and Excellence
	Saint Mary's County	18,053	Chief of Equity, Engagement, and Early Access
	Washington County	22,595	Supervisor of Equity & Excellence
Massachusetts	Boston	52,664	Assistant Superintendent of Equity
	Brockton	16,651	Executive Director, ED&I
	Lynn	15,517	No CDO
	Springfield	25,604	No CDO
	Worcester	25,306	Chief Diversity Officer
Michigan	Ann Arbor	17,820	No CDO
	Chippewa Valley	16,296	Diversity, Equity, and School Culture Consultant
	Dearborn City	20,873	No CDO
	Detroit Public Schools	50,621	No CDO
	Grand Rapids	16,179	Director of Equity and Inclusion
	Plymouth-Canton	17,481	Director of Diversity Equity and Inclusion
	Rochester Community	15,337	Director of Diversity, Equity and Inclusion
	Utica	27,342	Director of Equity and Inclusion
Minnesota	Anoka-Hennepin	38,764	Inclusion and diversity coordinator
	Minneapolis	36,357	Executive Director of Equity and Integration
	Osseo Public	21,221	Director, Educational Equity
	Rochester	17,791	Executive Director of Diversity, Equity, and Inclusion
	Rosemount-Apple Valley-Eagan	28,802	Director of Equity & Inclusion
	Saint Paul	37,297	Assistant Director, Office of Equity
	South Washington County	18,924	No CDO
Mississippi	DeSoto County	33,991	No CDO
	Jackson	25,595	No CDO
	Rankin County	19,314	No CDO

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Chief Diversity Officers in K-12 School Districts (Page 9 of 15)

State	School District	Enrollment in Fall 2017	CDO Title (If Applicable)
Missouri	Columbia, 93	18,275	Chief Equity Officer
	Fort Zumwalt, R-II	18,114	No CDO
	Francis Howell, R-III	17,825	No CDO
	Hazelwood	17,825	No CDO
	Independence, 30	15,143	No CDO
	Kansas City, 33	15,370	Assistant Superintendent of Equity, Inclusion and Innovation
	Lee's Summit, R-VII	18,287	Assistant Superintendent of Equity and Student Services
	North Kansas City, 74	20,309	Equity and Inclusion Trainer
	Parkway, C-2	17,934	Director of Pupil Personnel & Diversity
	Rockwood, R-VI	21,206	No CDO
	Saint Louis City	22,972	No CDO
	Springfield, R-XII	25,532	Chief Equity & Diversity Officer
	Wentzville, R-IV	16,778	No CDO
Nebraska	Lincoln	41,737	Director of Equity, Diversity and Inclusion
	Millard	24,018	No CDO
	Omaha	52,836	Director of Equity and Diversity
Nevada	Clark County	329,259	Chief College, Career, Equity and School Choice Officer
	Washoe County	67,021	Equity & Diversity Director
New Jersey	Edison Township	16,203	No CDO
	Elizabeth	28,554	No CDO
	Jersey City	29,634	No CDO
	Newark	41,060	No CDO
	Paterson	28,226	No CDO
	Toms River Regional	15,652	No CDO
New Mexico	Albuquerque	89,935	Director, Office of Equity and Engagement
	Las Cruces	24,603	No CDO
	Rio Rancho	17,561	No CDO
New York	Brentwood Union Free	19,804	No CDO
	Buffalo City	33,992	Associate Superintendent Office of Culturally & Linguistically Responsive Initiatives
	New York City	976,771	Senior Executive Director of the Office of Equity and Access
	Rochester City	28,938	Executive Director of Coaching and Diversity-Centered Leadership
	Syracuse City	21,245	No CDO
	Yonkers City	27,001	No CDO
North Carolina	Alamance-Burlington	23,024	Director of Diversity, Equity, and Inclusion
	Buncombe County	24,033	No CDO
	Cabarrus County	32,584	No CDO
	Catawba County	16,375	No CDO
	Charlotte-Mecklenburg	147,631	Director Of Diversity & Inclusion

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Chief Diversity Officers in K-12 School Districts (Page 10 of 15)

State	School District	Enrollment in Fall 2017	CDO Title (If Applicable)
North Carolina (cont.)	Cumberland County	50,725	Integrated Academic & Behavior Support Facilitator
	Davidson County	19,232	No CDO
	Durham	33,520	Executive Director for Equity Affairs
	Gaston County	32,022	No CDO
	Guilford County	73,210	Executive Director, Diversity, Equity and Inclusion
	Harnett County	20,685	No CDO
	Iredell-Statesville	20,585	No CDO
	Johnston County	36,264	Executive Director of Equity
	Nash-Rocky Mount	15,339	No CDO
	New Hanover County	26,340	No CDO
	Onslow County	26,671	No CDO
	Pitt County	23,981	No CDO
	Randolph County	16,874	No CDO
	Robeson County	22,881	No CDO
	Rowan-Salisbury	19,340	No CDO
	Union County	41,581	No CDO
	Wake County	161,417	Assistant Superintendent for Equity Affairs
	Wayne County	18,714	No CDO
Winston-Salem/Forsyth County	55,322	Executive Director of Equity, Access, and Acceleration	
Ohio	Akron City	21,346	Chief Diversity Officer
	Cincinnati City	34,080	Diversity, Equity and Inclusion Manager
	Cleveland Municipal	38,683	No CDO
	Columbus City	50,219	Chief Equity Officer
	Dublin City	16,113	Director of Diversity, Equity and Inclusion
	Hilliard City	16,158	Director of Diversity, Equity & Inclusion
	Lakota Local	15,808	Senior Director of Diversity and Inclusion
	Olentangy Local	20,977	Assistant Director of Equity and Inclusion
	South-Western City	22,840	No CDO
	Toledo City	23,056	Director, Equity and Social Justice
	Westerville City	15,174	Coordinator, Educational Equity
Oklahoma	Broken Arrow	19,081	No CDO
	Edmond	24,892	No CDO
	Moore	24,687	No CDO
	Norman	16,103	Executive Director of Diversity, Equity and Inclusion
	Oklahoma City	38,709	Chief of Equity and Student Supports
	Putnam City	19,515	District Equity Coordinator
	Tulsa	37,433	No CDO
	Union	15,847	No CDO

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Chief Diversity Officers in K-12 School Districts (Page 11 of 15)

State	School District	Enrollment in Fall 2017	CDO Title (If Applicable)
Oregon	Beaverton, 48J	40,950	Administrator for Equity and Inclusion
	Bend-Lapine, SD1	18,326	No CDO
	Eugene, SD4J	17,350	No CDO
	Hillsboro, SD1J	20,613	Equity, Access & Engagement Officer
	North Clackamas, SD12	17,261	Executive Director of Equity, Community Engagement and Communications
	Portland, SD1J	48,591	Senior Advisor, Racial Equity & Social Justice
	Salem-Keizer, SD24J	41,945	Office of Student Equity, Access, and Advancement (OSEAA) Director
Pennsylvania	Allentown City	16,234	No CDO
	Central Bucks	18,257	No CDO
	Philadelphia City	131,238	Chief, Diversity, Equity and Inclusion
	Pittsburgh	22,370	Executive Director of Equity
	Reading	17,723	Director of Equity
Rhode Island	Providence	24,075	Chief Equity and Diversity Officer
South Carolina	Aiken, 01	24,567	No CDO
	Beaufort 01	22,147	No CDO
	Berkeley, 01	35,105	Chief Diversity Officer
	Charleston, 01	49,607	No CDO
	Dorchester, 02	26,243	No CDO
	Florence, 01	16,497	No CDO
	Greenville, 01	75,500	No CDO
	Horry, 01	44,801	No CDO
	Lexington, 01	26,289	No CDO
	Lexington, 05	17,224	No CDO
	Pickens, 01	16,278	No CDO
	Richland, 01	24,016	No CDO
	Richland, 02	28,071	Chief Diversity and Multicultural Inclusion Officer
	Sumter, 01	16,782	No CDO
	York, 03	17,776	No CDO
York, 04	15,011	No CDO	
South Dakota	Sioux Falls	24,884	No CDO
Tennessee	Davidson County (Metro Nashville)	84,728	Executive Officer of Diversity, Equity & Inclusion
	Hamilton County	44,822	Chief Equity Officer
	Knox County	60,802	No CDO
	Montgomery County	34,841	No CDO
	Rutherford County	45,292	No CDO
	Shelby County	109,591	No CDO
Sumner County	29,636	No CDO	

APPENDIX TABLE 1

Chief Diversity Officers in K-12 School Districts (Page 12 of 15)

State	School District	Enrollment in Fall 2017	CDO Title (If Applicable)
Tennessee (cont.)	Williamson County	39,322	No CDO
	Wilson County	18,343	No CDO
Texas	Abilene ISD	16,842	No CDO
	Aldine ISD	67,331	No CDO
	Alief ISD	46,263	No CDO
	Allen ISD	21,159	No CDO
	Alvin ISD	24,852	No CDO
	Amarillo ISD	33,068	No CDO
	Arlington ISD	61,076	No CDO
	Austin ISD	81,650	Director, Equity, Leadership & Planning
	Beaumont ISD	18,858	No CDO
	Birdville ISD	23,691	No CDO
	Brownsville ISD	45,578	No CDO
	Bryan ISD	16,189	No CDO
	Carrollton-Farmers Branch ISD	25,297	No CDO
	Clear Creek ISD	42,152	No CDO
	Comal ISD	23,105	No CDO
	Conroe ISD	61,580	No CDO
	Corpus Christi ISD	38,014	No CDO
	Crowley ISD	15,253	No CDO
	Cypress-Fairbanks ISD	116,401	No CDO
	Dallas ISD	156,832	Chief of Staff and Racial Equity
	Denton ISD	29,420	No CDO
	Eagle Mt.-Saginaw ISD	19,317	No CDO
	Ector County ISD	32,267	No CDO
	Edinburg CISD	34,156	No CDO
	El Paso ISD	58,326	No CDO
	Fort Bend ISD	75,275	No CDO
	Fort Worth ISD	86,234	Executive Director, Division of Equity and Excellence
	Frisco ISD	58,450	Equity, Diversity, and Inclusion Strategist
	Galena Park ISD	22,591	No CDO
	Garland ISD	56,582	No CDO
	Goose Creek CISD	23,795	No CDO
	Grand Prairie ISD	29,362	No CDO
Harlingen CISD	18,429	No CDO	
Hays CISD	19,862	No CDO	
Houston ISD	214,175	Executive Director, Equity and Outreach	
Humble ISD	42,391	No CDO	
Hurst-Euless-Bedford ISD	23,429	No CDO	

APPENDIX TABLE 1

Chief Diversity Officers in K-12 School Districts (Page 13 of 15)

State	School District	Enrollment in Fall 2017	CDO Title (If Applicable)
Texas (cont.)	Irving ISD	33,971	No CDO
	Judson ISD	23,118	No CDO
	Katy ISD	77,522	No CDO
	Keller ISD	34,937	No CDO
	Killeen ISD	44,294	No CDO
	Klein ISD	53,068	No CDO
	La Joya ISD	28,788	No CDO
	Lamar CISD	32,146	No CDO
	Laredo ISD	24,069	No CDO
	Leander ISD	39,028	No CDO
	Lewisville ISD	52,472	Director of Equity, Diversity, and Inclusion
	Lubbock ISD	27,998	No CDO
	Mansfield ISD	35,054	Director, Diversity, Equity & Inclusion
	McAllen ISD	23,721	No CDO
	McKinney ISD	24,959	No CDO
	Mesquite ISD	41,022	Director of Leadership and Empowerment
	Midland ISD	25,716	No CDO
	Mission CISD	15,896	No CDO
	New Caney ISD	15,046	No CDO
	North East ISD	66,101	No CDO
	Northside ISD	106,700	No CDO
	Northwest ISD	23,141	No CDO
	Pasadena ISD	54,646	No CDO
	Pearland ISD	21,628	No CDO
	Pflugerville ISD	25,306	No CDO
	Pharr-San Juan-Alamo ISD	32,680	No CDO
	Plano ISD	53,952	Director for Diversity, Equity and Inclusion
	Richardson ISD	39,314	Director, Equity, Diversity and Inclusion
	Rockwall ISD	16,295	No CDO
	Round Rock ISD	49,086	Chief Equity Officer
	San Angelo ISD	15,052	No CDO
	San Antonio ISD	50,683	No CDO
	Schertz-Cibolo-Universal City ISD	15,653	No CDO
	Socorro ISD	46,543	No CDO
	Spring Branch ISD	35,022	No CDO
Spring ISD	36,134	Chief of Innovation and Equity	
Tomball ISD	15,933	No CDO	
Tyler ISD	18,003	No CDO	
United ISD	43,308	No CDO	

APPENDIX TABLE 1

Chief Diversity Officers in K-12 School Districts (Page 14 of 15)

State	School District	Enrollment in Fall 2017	CDO Title (If Applicable)
Texas (cont.)	Weslaco ISD	17,156	No CDO
	Wylie ISD	15,769	Director of Diversity and Inclusion
	Ysleta ISD	41,204	No CDO
Utah	Alpine	80,548	Director, The Equity Team
	Cache	18,354	No CDO
	Canyons	34,512	No CDO
	Davis	73,982	No CDO
	Granite	68,350	Director, Educational Equity
	Jordan	54,511	No CDO
	Nebo	33,534	No CDO
	Provo	16,414	Diversity and Equity Coordinator
	Salt Lake	23,710	No CDO
	Tooele	16,377	No CDO
	Washington	31,530	No CDO
	Weber	32,216	Equity Director
Virginia	Alexandria City	15,710	Cultural Competency Coordinator
	Arlington County	26,975	Chief Diversity, Equity & Inclusion Officer
	Chesapeake City	40,646	No CDO
	Chesterfield County	60,915	Director of Equity and Student Support Services
	Fairfax County	188,556	Chief Equity Officer
	Hampton City	19,907	Division Equity Leader
	Hanover County	18,000	No CDO
	Henrico County	51,625	Chief Officer, Equity, Diversity and Opportunity
	Loudoun County	80,606	Director of Equity
	Newport News City	28,681	No CDO
	Norfolk City	30,776	No CDO
	Prince William County	90,562	No CDO
	Richmond City	25,015	No CDO
	Spotsylvania County	23,794	No CDO
	Stafford County	28,936	Director Office of Equity and Accountability
Virginia Beach City	68,986	Director, Office for Diversity, Equity and Inclusion	
Washington	Auburn	16,722	Director of Equity, Family Engagement and Outreach
	Bellevue	20,642	Director of Equity
	Bethel	19,770	Director, Equity and Achievement
	Edmonds	21,234	Executive Director of Equity & Student Success
	Everett	20,447	DEI Director
	Evergreen (Clark)	25,649	Executive Director of Equity and Inclusion
	Federal Way	23,110	Executive Director of Equity for Scholar and Family Success
	Highline	19,567	No CDO

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Chief Diversity Officers in K-12 School Districts (Page 15 of 15)

State	School District	Enrollment in Fall 2017	CDO Title (If Applicable)
Washington (cont.)	Issaquah	20,930	Executive Director of Equity
	Kennewick	18,541	No CDO
	Kent	27,573	No CDO
	Lake Washington	29,727	Director of Opportunity, Equity and Inclusion
	Mukilteo	15,498	Director of Equity
	North Thurston	15,222	No CDO
	Northshore	22,635	Executive Director of Racial and Educational Justice
	Pasco	18,265	No CDO
	Puyallup	22,828	Assistant Superintendent, Equity and Instructional Leadership
	Renton	16,086	No CDO
	Seattle	54,573	Director of Racial Equity Advancement
	Spokane	29,982	No CDO
	Tacoma	29,059	Director, Community Partnership, Academic Equity and Achievement
	Vancouver	23,671	Chief Equity Officer
	Yakima	16,348	Executive Director of Equity, Partnership and Student Engagement
West Virginia	Berkeley County	19,320	Associate Superintendent of Equity and Inclusion
	Kanawha County	26,272	No CDO
Wisconsin	Appleton Area	16,323	Diversity, Equity, and Inclusion Officer
	Green Bay Area	20,663	Director of Pupil Services and Equity Coordinator
	Kenosha	21,636	Diversity, Equity, and Inclusion Interventionist
	Madison Metropolitan	26,968	Executive Director of Equity, Partnerships and Engagement
	Milwaukee	75,539	Interim Director Equity, Access, and Inclusion
	Racine Unified	18,128	No CDO

SOURCE: Authors' research.

BG3666  heritage.org

Endnotes

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