

Audit Highlights



Highlights of performance audit report on the Recruitment and Retention Strategies, Clark County and Washoe County School Districts issued on August 20, 2026.

Legislative Auditor report # LA26-14.

Background

The Clark County School District (CCSD) is the largest school district in Nevada with a total of 377 schools and 301,697 students at the beginning of the 2024-25 school year. CCSD's mission is to have all students progress in school and graduate prepared to succeed and contribute to a diverse global economy. In addition, CCSD teaching professionals numbered 17,737.

The Washoe County School District (WCSD) was the second largest school district prior to the 2024-25 school year. The total number of schools for WCSD was 114 with 63,559 students and employed 3,624 teaching professionals. WCSD's promise to students is to know every student by name, strength and need so they graduate prepared for the future they choose, and will deliver on this promise in partnership with its families and community.

Purpose of Audit

The purpose of the audit was to evaluate the efficacy of CCSD and WCSD strategies and programs of recruitment and retention designed to ensure the availability of qualified teachers.

Audit Recommendations

This audit report contains 15 total recommendations to improve the efficacy of CCSD and WCSD strategies and programs of recruitment and retention designed to ensure the availability of qualified teachers and other support staff.

CCSD accepted the nine recommendations.

WCSD accepted the six recommendations.

Recommendation Status

Each district's 60-day plan for corrective action is due on November 17, 2026. In addition, the 6-month report on the status of the audit recommendations is due on May 17, 2027.

Recruitment and Retention Strategies

Clark County and Washoe County School Districts

Summary

Clark County School District and Washoe County School District (Districts) implement various strategies for the purpose of recruiting and retaining qualified staff. However, programs could be strengthened through strategic planning, collecting and analyzing data, and documenting expectations for the outcomes of these programs. Recruitment strategies include tuition assistance, assistance with access to Alternative Route to Licensure (ARL) programs, relocation assistance, and internship programs. Retention efforts include teacher and leadership mentoring, training, retention bonuses, satisfaction and exit surveys, and tuition assistance for advanced degrees or endorsements.

CCSD had weak controls to enforce program expectations and ensure effective use of public funds. Specifically, the district invested millions of dollars in programs intended to recruit and retain highly qualified teaching staff but did not consistently enforce program expectations or evaluate program outcomes to determine their success. In addition, CCSD spent more than \$50,000 on recruitment trips and the outcomes of the events led to minimal returns in recruitment of qualified staff. Considering education resources are limited, ensuring funds are spent wisely is critical.

Key Findings

- Districts implemented various strategies for the purpose of recruitment and retention of qualified staff, but improvement is needed in planning and evaluating recruitment and retention efforts. With inconsistent tracking of performance indicators, unreliable data, and limited analysis of strategies, CCSD and WCSD do not have the tools necessary to ensure that strategies are cost effective and achieve decreased vacancy rates. (page 5)
- Districts did not have a recruitment and retention plan in place during our audit scope. Establishing a recruitment and retention plan is essential to ensure stability in recruitment and retention efforts and should include key performance indicators to assess outcomes of recruitment and retention strategies. (pages 5-6)
- District policies and procedures for WCSD related to recruitment and retention were generally found to be outdated with 3 of 8 (38%) last being updated in 1998. Additionally, WCSD staff indicated there were no policies, procedures, desk manuals, or performance metrics in place for the ARL program, student internships, and recruitment trips. (page 6-7)
- Districts did not complete required statutory reports required in NRS 391.135(3), which includes information on data related to the ARL program participants. (page 7)
- CCSD spent approximately \$14.6 million on recruiting programs, and \$393 million on retention programs during our audit scope. However, the district failed to regularly analyze data to assess the efficiency of these recruitment and retention strategies, with 5 of 10 (50%) tested not having analyses completed. (page 7-8)
- CCSD did not consistently track key performance metrics for recruitment and retention programs. For example, CCSD collected data for only 233 of 461 (51%) in-person and virtual recruiting events. (page 8)
- WCSD did not always track key metrics for recruitment and retention programs. For example, staff attended recruitment events during the audit scope and 105 of 135 (78%) did not have a sign-up sheet to identify participant attendance. Additionally, WCSD could not identify which staff attended 26 of 135 (19%) recruitment events. (page 10)
- CCSD had weak controls over contractual obligations and did not always measure performance outcomes and incentives, including recruitment events. CCSD staff did not have processes in place to ensure recruitment incentive recipients met contractual obligations. Additionally, CCSD spent more than \$50,000 sending 25 staff on two recruitment trips and the outcomes of the events led to minimal returns in recruitment of qualified staff. (page 12)