

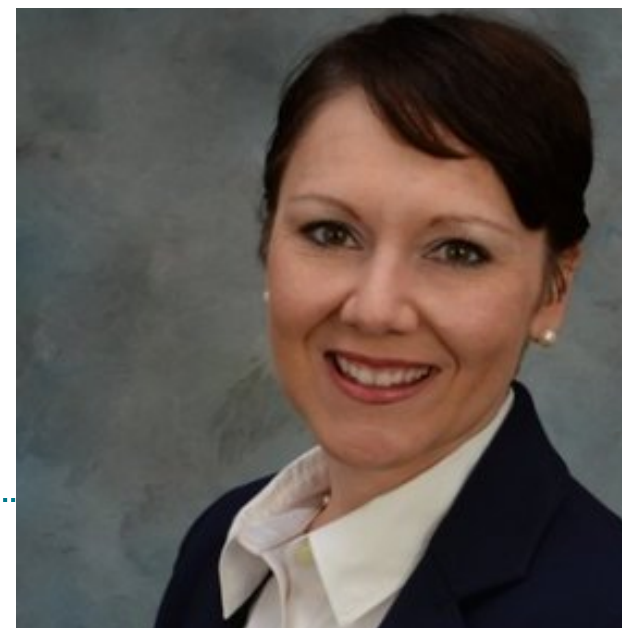
National Update on the Teacher Shortage and Vision Planning for the Future

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NAAC Annual Conference – April 4-6, 2018 – Las Vegas, NV

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About AASPA

Vision

- AASPA will be the school human resources association of choice.

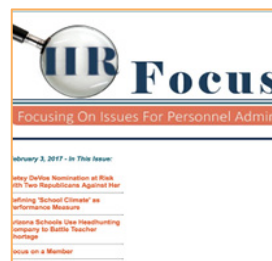
Mission

- AASPA will provide every member with services, resources, and information vital to successful school HR practices in the interest of students.

- ✧ Develop a membership that will have an impact at the national level.
Develop a membership made up of global professional educators, non-professional stakeholders and affiliates that will have an impact at the national level.

What we do and what we provide:

- Enhance membership value and growth.
 - HR Focus
 - Perspective/Best Practices Magazine
 - Bookstore
 - Database of various resources
- Be the recognized advocate regarding the practice and profession of PK-12 human resources.
 - Legislative Preview/Communication with Lawmakers
 - Advocacy Statements
- Be to premier source for high quality professional development for HR leaders in schools.
 - Annual Conference October 9-12, 2018 Minneapolis, MN
 - School Personnel Boot Camp (October 21-22, 2018 Chicago)
 - Human Capital Leadership Summit
 - Multiple Webinars



Recorded Webinars:

- A School District's Guide to FMLA: Nuts and Bolts
- Grow Your Own Teachers of Color
- A Culture of Engagement
- Getting The Right Leader on the Bus
- How to Create a Successful Wellness Program in Your School District
- Transgender Employees: Balancing the Rights of All Employees
- Employer Branding – Develop Your School District Brand

For more information: <https://aaspa.org/>

Today's Presentation

Outline:

- Why are we here?
- What have I seen
- What can we do about it?
- pHCLE certification

Presentation Alignment to Human Capital Leaders in Education (HCL) Standards:

- S.WP.1 Analyze staffing requirements to meet strategic goals.
- S.BR.1 Present a consistent organizational brand.
- S.SR.1 Identify sources of high-quality candidates.

For more information on the HCLE standards

<http://www.HCEdLeaders.org>

Why are we here?

1. Declining Interest in the profession

- From 2010 to 2014, the number of ACT-tested high school graduates interested in education majors or professions decreased by more than 16%, while the number of all graduates who took the ACT increased by nearly 18%

2. Declining enrollment in teacher training programs

- Between the 2008-2009 and 2012-2013 school years, enrollment in teacher preparation programs decreased by more than 30% (Special Education, Math, Science...)
- Disconnect between training and districts' needs

The Chronicle of Higher Education

Developed by researchers at UCLA over five decades to survey of the nation's incoming freshmen class.

Year	Probable field of study (Education)
1973	13.2%
1983	6.5%
1993	9.9%
2003	10.01%
2013	5.2%
2015	4.2%

Source: <https://www.chronicle.com/interactives/freshmen->

Why are we here?

3. Teacher Retention/Turnover

- In 2012 about 16% of teachers (500,000) left their district. Half of these folks left the profession all together.
- About 30% of new teachers leave the occupation within their first five years
- Teacher turnover is highest in the South (16.7%) and lowest in the Northeast (10.3%)
- Teachers of color have higher turnover rates (19% vs 15%)
- 51% of teachers report more manageable workloads and 53% cited better working conditions as primary reasons
- 91% of Millennials expect to stay in a job for less than three years. That means they would have 15 – 20 jobs over the course of their working lives.

Source: <https://files.eric.ed.gov/fulltext/ED57>

Why are we here?

Let's Talk What is Cost's to Replace...

National Data

- \$2.2 Billion per year on teacher attrition
- \$4.9 billion per year for replacing teachers who transfer schools

District Data

- \$4,366 per teacher in a small rural district
- \$17,872 per teacher in a very large district

Why are we here?

- **4. Teacher Pay – Will money solve all our problems?**
- How does your state compare / How does your school compare?
 - <https://www.vox.com/policy-and-politics/2018/3/9/17100404/teacher-salary-underpaid-database>
- What about your healthcare costs?
- Data is clear that we have a problem, but the solution is slow.

2017's Best and Worst

Highest Annual Salaries (Adjusted for Cost of Living)

1. Michigan
2. Illinois
3. Wyoming
4. Pennsylvania
5. Ohio

Lowest Projected Teacher Turnover

1. South Dakota
2. Illinois
3. Massachusetts
4. Wyoming
5. North Dakota / Ohio

Lowest Annual Salaries (Adjusted for Cost of Living)

47. New Hampshire
48. Colorado
49. Maine
50. South Dakota
51. Hawaii

Highest Projected Teacher Turnover

47. Texas
48. Maryland
49. Nevada
50. Arizona
51. District of Columbia

<https://wallethub.com/edu/best-and-worst-states-for-teachers/7159/#main-findings>

Legislation

Oklahoma

- Cut 850 Classes (2014-2015)/Planned to add \$400 million to raise teacher pay \$10,000 annually (didn't happen)
- 4-Day school week in some districts/Still planning for pay increases even with a 1.3 billion deficit for 2017 (didn't happen)
- 2017 Bill passed that allows retired teachers to return to the classroom after one year with no salary caps and retain retirement benefits
- 1,429 Emergency Certificates for 2017-2018 School Year
- Threat of a Teacher Walk Out / Bill proposal that increases teacher pay by 5% in 18-19 / after year 6 overall raises of 34.18%-50.85%

Legislation

Colorado

- Bill in Senate to waive tuition for teachers who work in rural areas.
- State Equity Plan to address the Teacher Shortage.
- Funding for Rural School Recruiters at Colorado Colleges.
- Dept. of Higher Education gave \$300,000 to 7 Colleges and Universities to fund programs aimed at fighting teacher shortage in rural areas.

South Carolina

- Bill in Senate to give Loan Forgiveness to teachers who will teach in rural and poor areas.
- \$9 million for poor districts to use as one-time teacher signing or performance bonuses.
- \$32 Million in next years budget to move starting salary from \$30,000 to \$32,000 annually.

Legislation

California

- Enrollment in college education programs dropped more than 70 percent over the last decade
- Bill to give loan forgiveness for new teachers who teach for four year at a school with large numbers of disadvantaged students or a rural school or a school with large number of emergency permits.
- Another bill would create matching grants for school districts to create or expand teacher residency programs (designed for para's earning teacher credentials)
- In 2017 only bill to be signed into law – Encourages school districts to turn surplus property into employee housing (Vetoed teacher rental housing & 6 weeks paid maternity leave for teachers)

Legislation

Indiana

- They are rewarding "current college" students who commit to teaching five years in any public school up to \$30,000 off their college tuition.
*Encouraging high school students & minorities
- Bill to make it easier to get licensed from other states (bachelor's degrees in the subject areas they teach and at least a 3.0 college grade point average)
- March – Bill PASSED to allow schools to fill up to 10% of their teaching staff with unlicensed teachers (yes a degree/yes student teaching/no passed test)
- Bill also would target particular hard-to-staff positions (SpEd) to receive additional pay

Legislation

Alabama

- State School Board PASSED a resolution allowing districts to hire adjunct teachers without certification to work halftime. The minimum requirement is a High School Diploma/GED and a clean background check. The stipulation is they cannot teach Special Education, Early Childhood or Elementary and they are not eligible for benefits.
- Scholarships in next fiscal budget to get more math and science teachers

Legislation

Arizona

- New legislation signed into law (May 2017) will allow teachers to be hired with no formal teaching training, as long as they have five years of experience in fields “relevant” to the subject they are teaching.
- Aspiring Teacher Academy introduced last year – For every year they promise to teach they get a year off of their tuition.

What can we do about it?

- **Eight Strategies for Recruitment and Hiring**

1. Embrace Data
2. Culture/Employee Referrals
3. Grow Your Own Teachers and Leaders
4. Expand Online Recruiting Efforts
5. Leverage Partnerships
6. Recruitment Stipends
7. Leadership Training
8. Building and Communicating a Brand

1. Embrace Data

- **Data is Key - You need a system in place to identify shortage areas/district strengths**
 - Market Analysis of the local labor market
 - Compensation studies with surrounding districts
 - Compensation studies with local non-teaching jobs
 - Satisfaction Surveys
 - Track what types of candidates are applying
 - Where are your teachers going (simple Exit Interview)
- **Data Driven Screening Systems**
 - Vital to help you pick the best candidates = Good Teacher Retention

3. Grow Your Own Strategies

- **Examples:**

- Tuition assistance to help paraprofessional or parent volunteers earn teaching licenses
- Help current teachers earn certifications for hard-to-fill areas (math, science, SpEd) or leadership roles (Principals)
- Utilize early graduates to serve as tutors (December graduates need something to do...)
- Incentive programs for high school students who will come back and teach at your district

*Idaho State Board of Education's Grow Your Own Teacher Scholarship
<http://www.boardofed.idaho.gov/scholarship/gyo.asp>

*Illinois' Grown Your Own Teacher Education Initiative

<http://www.growyourownteachers.org/AboutUs/>

*Shenandoah/Woodstock, VA Tuition Assistance

http://www.shenandoah.k12.va.us/departments/finance/tuition_assis

*Missouri/Partnered with both community college and university

<https://www.educationdive.com/news/grow-your-own-program-gives-high-school-students-pathway-into-teac/503689/>

4. Expand Online Recruiting Efforts

- **Social Media** - Love It/Hate It/Do It – It helps in recruiting younger generation and diverse candidates
- Virtual Career Fair *\$\$
- You MUST tie all of this back to your brand

How Fortune 500 Companies Engage Talent on Twitter:

<https://www.softwareadvice.com/resources/how-fortune-500-companies-engage-talent-on-twitter-update/>

How to Use Twitter as a Recruiting Tool:

<https://www.inc.com/guides/2010/05/using-twitter-for-recruiting.html>

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[@HCPSchools](#) / [@HCPSRecruiter](#)

[@YukonDistrict](#) / [@YPSCareers](#)

5. Leverage Partnerships

- Discover Your Strengths and Challenges – Engage business and community leaders (invite them to your school)
- Alternative Certification Programs: <https://www.alternativecertification.org/>
- Work with your benefits provider on hiring incentives, referrals, etc
- Leverage support from regional service centers

6. Signing Bonuses

- Funded by School District Foundations / TIF Money
If you have it! Say it!
- Substitute Incentive Pay:
<https://www.usnews.com/news/best-states/nebraska/articles/2017-11-25/nebraska-school-district-creates-substitute-incentive-pay>
- If you can't/don't offer a signing bonus try an alternative incentive
- *Housing Discounts, Interest Free Loans, Discounted Technology, Security Deposit Waivers*
**Goes back to Leveraging Partnerships*
- Fairfax, VA: <https://www.fcps.edu/node/31928>
- San Francisco, CA: <http://sfmohcd.org/teacher-next-door-program-tnd>
- Fayetteville, NC: <http://hr.ccs.k12.nc.us/incentives-2/>

7. Leadership Training

- Build your Teacher Leaders / The research is out there it is key to your retention efforts
- If you have great PD available tell people about it.
- Support your Principals as Human Capital Managers/Leaders
 - Ability to Hire Early – Know your needs early (September)
 - Bring the data to the table
 - 24/7 Access to Application Pool
 - Stop moving your poor teachers around
- Training your HR Staff and Principals on effective recruiting and interviewing

8. Building and Communicating a Brand / Marketing

- **Establishing a brand can help:**

- Highlight Districts Accomplishments/Increase an organization's visibility
- Boost recruitment efforts
- Improve the odds of attracting a diverse and qualified pool of applicants

- **The brand should help potential employees understand the organization's culture and values**

- You ARE your district – Everything you do/Everything that comes out of your office needs to be branded with:
 - Slogan, Twitter Handle, Website

If you are not telling your employment story, then someone else is!

8. Building and Communicating a Brand / Marketing

Let's Talk Website!

- Is there a Job's Tab on the Home Page of your Website?
- Do you share a mission statement or vision statement?
- Do you clearly list job openings? Are they easy to apply for?
- Do you have a checklist of other application needed items?
- Do you share information about the community/ directions?
- Do you share housing information?
- Do you share the salary schedule?
- Are your key people easy to reach?
- Do you share testimonials?

Find internal champions that can help reinforce the brand. For example, asking high-performing employees to

- Represent the organization at job fairs
- Be available to answer applicant questions
- Open up their classrooms for potential new hires to visit

Examples:

- <http://jobs.phxschools.org>
- <https://district.bluevalleyk12.org/Employment/Pages/Employment.aspx>

HC Leaders in Education Standards

- The HC Leaders in Education Standards were designed *specifically* for PK–12 education.
- Focusing on four main sections:
 - Strategic Staffing,
 - Talent Management & Development,
 - Culture & Total Rewards, and
 - Performance Excellence



HC Leaders in Education Standards



www.HCEdLeaders.org

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Human Capital Leaders in Education Professional Standards

Performance Excellence

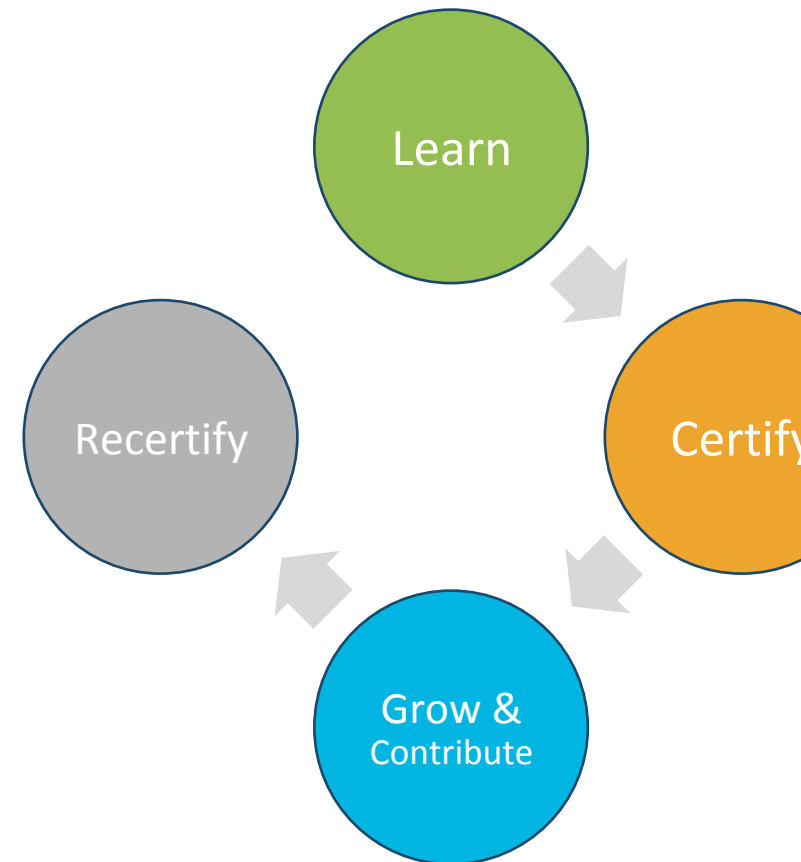
PROFESSIONAL FUNCTIONS	STANDARDS	COMPETENCIES <i>Individuals should be able to:</i>
1. Strategic Alignment	PSA.1 Develop an organizational strategy.	1.1.1 Perform analyses to inform the strategic planning process. 1.1.2 Participate in the development of the organization's vision, mission, core values, goals, and success metrics. 1.1.3 Align department strategic plans with the organization's strategy. 1.1.4 Determine an organizational structure and decision-making model to support the organization's strategy.
	PSA.2 Align the human capital management system (HCMS) to the organizational strategy.	1.2.1 Understand the responsibilities of human capital professionals, including transactional and strategic functions. 1.2.2 Create a human capital strategic plan that includes a vision, mission statement, core values, goals, and success metrics. 1.2.3 Align the HCMS with the organization's vision of instructional improvement.
	PSA.3 Embed ethical principles across the organization.	1.3.1 Lead discussions about what ethical behavior means in education. 1.3.2 Make decisions that align with identified ethical principles. 1.3.3 Communicate policies and reporting protocols that minimize the use of unethical practices and uphold confidentiality.
2. Communications	PCO.1 Use communications to ensure effective implementation of the HCMS.	2.1.1 Develop a communications plan, including goals, strategies, and tactics to ensure effective design and implementation. 2.1.2 Craft messages, consistent with the brand, that inform and resonate with stakeholders. 2.1.3 Enlist diverse groups to capture stakeholder voice and build buy-in. 2.1.4 Identify and leverage the right communications channels to reach the stakeholder group.
	PSR.1 Apply knowledge of relevant law and regulations to education organizations.	3.1.1 Apply knowledge of education law and regulations to ensure compliant practices in the organization. 3.1.2 Understand employment law, regulations, and case law to inform decisions and policy changes. 3.1.3 Monitor adherence to workplace safety law. 3.1.4 Implement records retention and data privacy policies that align with legal requirements.
3. Sustainability & Risk Management	PSR.2 Manage risk.	3.2.1 Conduct a risk analysis to identify possible threats to the organization. 3.2.2 Establish policies and protocols that mitigate potential risks. 3.2.3 Manage risk incidents.

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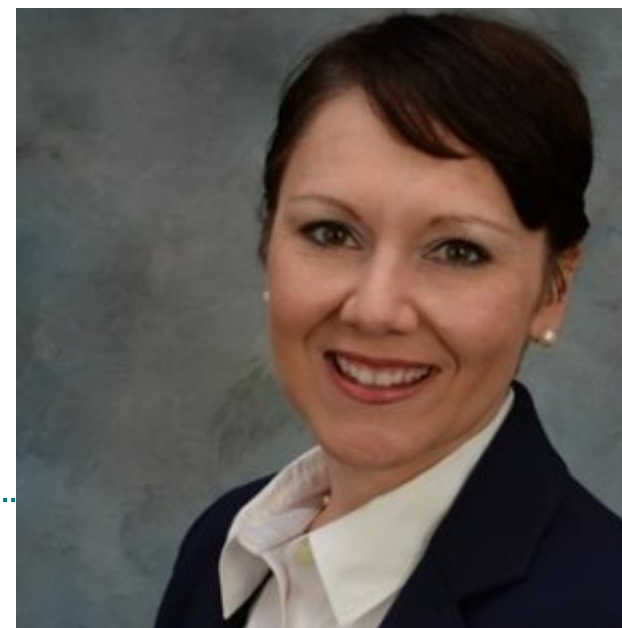
Learning and Recertification Process

- **Learn:** Professional development (64 hrs) based on the HCLE standards. Two learning options:
 1. Blended: in-person and online instruction = 3 days or 21 hrs in person, 43 hrs are online or working virtually with classmates
 2. Virtual Instructor: 64 hours online total = 16hrs are synchronous (scheduled and instructor led) 48 are asynchronous or working with classmates
- **Certify:** Assessment test available – we are exploring an online option as well as a paper-based testing center option.
- **Recertify:** Every three years, individuals will share how they have grown and contributed to the field to gain recertification.



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