FOR OUR MEETING TODAY

MUTE — Please stay muted
CHAT — Use the chat box for Q’s and suggestions
RENAME — Please rename “name, school”

Thank you to our Premier Sponsors:

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AGENDA:

The Challenges of Today’s Staffing Crunch

Welcome

Updates & Announcements

Staffing from a National Perspective
Sandi Jacobs, EducationCounsel

Staffing from a Colorado Perspective
Trina Maull, Colorado League of Charter Schools

[Current and Past Recordings]
www.coloradoleague.org/townhalls
## TEAM OVERVIEW

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
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Staff List: www.coloradoleague.org/membership  
Support Page: www.coloradoleague.org/resources
March 1-2, 2022
Westin, Westminster, CO
www.coloradoleague.org/AC22

Additional Events

- Title IX Coordinator Training Cohort 4 | 1/6/2022
- Charter School Board Training: Title IX & Equity Compliance | 1/18/2022
- January Town Hall | 1/21/22
- Legally Defensible Special Education Practices | 1/25/2022

ON-DEMAND and Free: coloradoleague.org/alltrainings
Legislative Session Starts January 12

Legislative Lunches to resume at noon on Friday, January 21
Two New Reports coming on Staffing in January

- Mid-year school staff departures.
- Staff salary ranges.
- A **PRE-SURVEY** is available now to assist the League’s research firm in understanding the scope of the issue and preparing for the main survey available in January.
- Both the pre-survey and the main survey enter all takers into the pool for $250 staff appreciation gift cards.
- The pre-survey should take less than 10 minutes and we’ll be awarding the first 10 respondents with a special thank you gift.  **TAKE THE PRE-SURVEY HERE**  
  https://www.questionpro.com/t/AMfAdZqXCl
Sandi Jacobs
Principal, EducationCounsel
Understanding and Addressing Teacher Shortages
Teacher Workforce Pre-Covid

- Persistent/consistent narrative of “national” teacher shortage for decades despite overall growth in number of teachers outpacing growth in student population.

- Three areas of chronic shortage
  - Certain subject areas, especially STEM, special education and foreign languages
  - Certain geographic areas, especially rural areas and high-poverty communities
  - Educators of color

- Concern for health of profession given declining enrollment in educator preparation programs and stagnant compensation
And then Covid...

- Early fears of mass layoffs didn’t materialize due to federal relief funding and less than expected revenue drops in most states
- Between 2019-2020 and 2020-2021 little evidence of mass exodus of teachers
- Little evidence of mass exodus so far in 2021-2022 but
  - Existing shortages worsening
  - Impact of ongoing quarantines
  - Staffing shortages among hourly employees connected to Great Resignation
  - Clear signs of teacher burnout
Understanding Shortages

- Follow the data, not the narrative

- Most states and districts do not have a nuanced understanding of teacher supply and demand. They didn’t pre-Covid, so even harder to understand the impact of the pandemic.
  - An exception: Illinois’ Triennial Supply and Demand Report

- We need good data and solid analysis that helps us identify both short-term needs and long-term trends so that we can clearly identify the problems we are trying to solve.

- We also need to recognize that some schools experience multiple areas of shortage simultaneously.
The Leaky Pipeline

Candidates enter prep

Candidates exit prep

Candidates are certified

New teachers are hired

Teachers are retained

The pipeline has always been leaky, and we need good data and analysis that answers who is lost, why, and what can be done to plug these holes.
Aligning Strategies to Targeted Needs

• Strategies need to be aligned to the specific type of shortage being addressed. Different problems need different solutions.

• Generic solutions rarely work to produce the most-needed teachers. They may waste resources and they can widen equity gaps.

• Policymakers need to also think about the multiplier effects -- for example, high-need schools that have issues with general staffing will have an even harder time finding teachers in subject-shortage areas – and design strategies with these needs and effects in mind.

• As the leaky pipeline reminds us, strategy solutions must focus on both recruitment and retention.
Strategies to Address Subject-Area Shortages

- Prospective teachers generally choose the ages and subjects they will teach based on personal preferences with little knowledge of market conditions. Most of the levers to address this are at the state level:
  - Target tuition assistance and loan forgiveness, with the size of the incentive relative to the severity of the shortage
  - Reward/incentivize prep programs for recruiting more candidates to high-need grades and subjects and/or sanction/disincentivize prep programs that contribute to areas of oversupply
  - Streamline preparation in shortage areas without sacrificing critical training
  - Require clinical experiences in shortage fields
Strategies to Address Subject-Area Shortages

- Districts and schools' main levers are financial:
  - Higher salaries/differential pay
  - Signing bonuses
  - Compensation to career changers for relevant prior work experience
  - Housing or other financial assistance
  - Subsidize training for teachers in related fields to add certifications
Strategies to Address Geographic Shortages

• Grow Your Own Programs
  • Candidates train on site, usually in a residency/apprenticeship-style program
  • Can reduce competition for newly-minted teachers
  • Tend to have higher retention rates and produce more teachers of color
  • Can be designed specifically for paraprofessionals or others with ties to the community.
  • Can include CTE programming that introduces middle and high schoolers to pathways to becoming educators.
Strategies to Address Geographic Shortages

• Compensation
  • Higher salaries/differentials that are independent of other differentials.
    • A physics teacher in a high-poverty urban school or remote rural district should be able to earn a double differential.
  • Other financial incentives
• Innovative staffing models
Strategies to Produce More Teachers of Color

• Partner with prep programs at Minority-Serving Institutions, including HBCUs and HSIs
  • More than half of educators of color come from MSIs
  • Tend to have higher retention, more exposure to inclusive pedagogy
• Grow Your Own programs explicitly aimed at increasing diversity
• Create development pathways/programs designed to promote leaders of color
• Address implicit and explicit biases in hiring and placement processes
• Ask educators of color in your buildings about their experiences and needs
Retention Strategies

• Strong school leadership
• Opportunities for professional learning and growth
• Career ladders/teacher leadership roles that include additional pay for additional responsibilities
• Working conditions/climate surveys
Federal Recovery Funds Present Opportunity and Risk

If use isn’t one time, think of them as providing a bridge, not filling a hole.

- Always aware that without the bridge you’d be underwater.
- Gets you from Point A to Point B.
- Time to plan for the destination.

- Offers a temporary fix, not a solution.
- Gets you as far as it gets you.
- However far that is, in the end you still have a hole.
For more information

educationcounsel.com
sandijacobs@educationcounsel.com
THANK YOU

sandi.jacobs@educationcounsel.com
Mitigating Retention Risk
ANNOUNCEMENTS

• Bi-monthly - HRG 2021
  • resumes Monday, January 10, 2021 (9:30-10:30 a.m.)

• Title IX Cohort 4 - Coordinator
  • begins January 6, 2022 (12-1:30 p.m.)

• HR Lunch & Learns 2022
  • 2nd and/or 4th Wednesday of the month
  • January 12, 2022 & January 26, 2022 (12-1:30 p.m.)
  • Register on the League website (www.coloradoleague.org/events)
Meet our Co-Facilitators

**Amanda Gerhardt, HR Operations Administrator**

*Vision Charter Academy*

Vision Charter Academy serves learners from Delta, Montrose, and Gunnison county primarily with a core focus on homeschooling as the foundation for all students while providing support to enrich education. We offer some courses at our learning center, live virtual classes, and partnerships within the communities we serve to provide additional learning opportunities for our learners. We currently have just under 400 kids enrolled, K-12.

**Teresa Frasier, HR Director**

*Highline Academy*

Highline Academy is a tuition-free, DPS Charter School with a custom whole child curriculum focused on inclusive excellence and rigorous academics. Come discover a community where academic achievement, personal growth and civic responsibility converge. Two locations PreK-5th and K-8.
**STAFF**: Inclusive of ALL STAFF in your school.

**Retention**: Strategies an organization develops and implements for to mitigate employee turnover risks and the ongoing processes integrated into the organization’s people strategy and culture.

**Appreciation**: Focused on employee performance and value as a person, good for the organization and person; comes from any direction

**Recognition**: Behavior oriented, focused on improving performance and what is good for the organization; top down mostly from leadership

**Employee Engagement**: Gallup defines engaged employees as those who are highly involved in and enthusiastic about their work and workplace.

*Source: Gallup*
Every person wants to be valued.  
Every person wants to be respected.  
Every person wants to be appreciated.  
Every person wants to be understood.  

John C. Maxwell
December 2021, per INDEED there are over 300 teaching positions posted in Colorado with only 1200 candidates = 4 candidates per position.

Pre- Pandemic National Teacher Turnover Rate = 16% nationally.

Colorado Teacher Turnover Rate = 14.3% turnover rate.

In March 2021, 42% of teachers declared they have considered leaving or retiring from their current position during the last year. Higher for Black-African American Teachers.

According to Work Institute Retention Report of over 34,000 respondents, 75% reported they felt under appreciated so they left the organization.

Cost of losing an employee 30-33% of annual salary. (Department of Labor & Employee Benefits News)

Employees who don’t feel support in their professional goals are 3X more likely to look for another position.

The first 90 days matter, Onboarding is key, over 69% of respondents stayed after 3 years when effectively onboarded.
A survey found that 65% of employees haven’t received any form of recognition for good work in the last year.

One survey found that lack of recognition and engagement was contributing to 44% of employees changing jobs.

There is a clear connection between recognition and employee retention.

60% of teachers experience job-related stress frequently or always.

More than 25% of teachers said stress causes them to think of quitting and 16% dread work daily.

A recent report on employee recognition stats found that 92% of workers are more likely to repeat a specific action after receiving recognition for it.

People feel motivated and valued and would prefer to continue working for the organization.

Employee recognition can boost employee engagement by 173%.

Forbes.com
Facilitators Forum
Result of

- Quality of Instruction
- Classroom Management
- Relationship with Students
- Equity and Inclusion (especially with TOC)
“We can’t stop employees from leaving unless we have a plan to make them stay!”
Retention Strategies

- PULSE CHECK IN’S
- STAY INTERVIEWS
- WELLNESS ASSISTANCE AND SUPPORT
A Valued Workforce

AVW
Higher engagement
Increased retention
Belonging
Collaboration
Increased productivity
=
Higher student outcomes
IRR: Intentional Retention Strategies

- Culture
- Career and Professional Investment
- Work-Life Balance
- Onboarding
- Communication
- Feedback
- Recognition/Appreciation
- Thank you
- Not one fit all
- Retention = Everyone
Thank you!

People will forget what you said.
People will forget what you did.
But people will never forget how you make them feel.

Maya Angelou
Sources

Brookings

Edweek

Forbes
Final Thoughts

• We’re here to support you
• **THANK YOU** for all you do
• Have a great winter break
Questions: charter411@coloradoleague.org
For more information, please visit:

www.coloradoleague.org