TEACHER RECRUITMENT & RETENTION

BOARD STUDY SESSION
Monday, February 26
Teacher Recruitment & Retention

Addressing the statewide teacher shortage: During the past four years, WCCUSD has hired over 800 teachers and loses about 15% of its teaching staff each year. The District is striving to develop and enhance its recruitment and retention strategies to help address the shortage.
TEACHER RECRUITMENT & RETENTION

THE CURRENT STATE
TEACHER Retention Data

Current State

- 839 teachers hired over the past 4 years
- 585 teachers are still with the District
- On average, the District hires 210 teachers per year
- Kennedy & Richmond HS (Avg 14 & 12 new teachers/year)
- Kennedy family has 5 schools in the lower half for retention

New Hire retention rate over the past 4 years: 69%
Retention rate for 16-17 year: 79%
TEACHER Retention Data

Current State: Four-year retention

- The District’s retention rates have increased over the past four years, from 36% in 14-15 to 79% in 16-17.
- For 17-18 retention rate is currently 97%.
- The District has 20 schools with retention rates under 70%.
- District has hired on average 89 elementary school teachers per year.
- English teachers make up the most single subject hired (avg. 26).
TEACHER Retention Data

Current State: Four-year retention

- The average retention rate in the Kennedy family is 67%, lowest of our six families
- The three of the lowest retention rates are in the Kennedy family with DeJean, Coronado, and Kennedy at or below 56%
Teacher Current State Anticipated Vacancies

- As of February 15, the District has 45 anticipated vacant positions for August.
- Current projections have the District need at 180 to 200 vacancies for August.

31% New teacher hires have left the District over the past 4 years.
TEACHER RECRUITMENT & RETENTION

RETENTION STRATEGIES: SUPPORT
TEACHER Retention Strategies

Support

- Improving site/district leadership support
- Enhancing high-quality PD opportunities
- Enhancing collaboration/team building
**TEACHER Retention Strategies**

**SUPPORT: Site/District Leadership Support**

- Changes to the monthly Principal meetings
- Each principal has a learning leader/coach
- Principals are working with facilitators from the National Equity Project
- Added vice principals and assistant principals at select sites
- Kennedy Family principals working with Partners in School Innovation
TEACHER Retention Strategies

SUPPORT: PD Opportunities

- Increased the number and variety of PD offerings
- New teachers received a four-day PD boot camp over the summer
  - Plus: Helped teachers prepare for the rigors of the year
  - Minus: More nuts and bolts
- New teacher collaborative meets monthly and offers one-day workshops twice a year with topics based feedback from attendees
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SUPPORT: Collaboration/team building

- Focus on building communities of practice
- TRUE Schools is working with six sites
- Data time for principals
- Pioneer Projects
TEACHER RECRUITMENT & RETENTION

RETENTION STRATEGIES: COMPENSATION
TEACHER Retention Strategies

Compensation

- 69 percent of teachers cited compensation as the top reason why they left the District
- District is negotiating to increase compensation

69% Cited compensation as the top reason why they left

54% Cited support and leadership as another factor
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Compensation

- District data shows that most teachers are leaving before their fourth year.
- Compensation in the District for a 4th year teacher is among the lowest in the Bay Area and $2K less than the average.
- 10-year compensation also ranks near the bottom and is more than $2K less than the Bay Area average.
TEACHER Retention Strategies

Compensation: Retention Year 4

District

San Francisco  Mt. Diablo  Pittsburg  Antioch  Average  WCCUSD  Oakland  Martinez  Vallejo

Salary (BA+45 Step 4)

$60,000.00

$57,500.00

$55,000.00

$52,500.00

$50,000.00

$47,500.00

BA+45 Step 4
Compensation: Retention Year 10

- San Francisco: $75,000.00
- Pittsburgh: $72,500.00
- Antioch: $70,000.00
- Mt. Diablo: $67,500.00
- Average: $65,000.00
- Martinez: $62,500.00
- WCCUSD: $62,500.00
- Vallejo: $60,000.00
- Oakland: $57,500.00

District

BA+60 Step 10
TEACHER RECRUITMENT & RETENTION

Exit Survey
According to a 2016-17 exit survey, over two-thirds of teachers left for a more competitive salary in another Bay Area district, and 75% left for more competitive pay in an education field.

Nearly half of teachers surveyed cited a lack of support from leadership, no clear vision, and climate and culture issues as the reasons they left the district.

Over half of the teachers surveyed said they left the district because their site lacked a supportive work environment.
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RECRUITMENT STRATEGIES: THE DISTRICT
TEACHER Recruitment Strategies

The District

- Recruit across the country
- Classified to teacher grant ($40K)
- Tuition assistance
- Developing teacher pipelines with local universities
- Enhanced marketing/social media presence
- Working on innovative housing solutions
TEACHER Recruitment Strategies

The District

- Attend and recruit at 25 job fairs over the next 8 weeks
- The District worked with Kurieo to roll out the Teach West Contra Costa campaign in March (www.teachwcc.net)
- Engaged with the City of Richmond, Richmond Community Foundation, Contra Costa County, & Landed on housing solutions
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The District

- The District was one of 21 in the state selected to participate in the California Classified Employee to Teacher program that provides a pathway for classified staff members to earn their credential.
- Based on a sliding scale, the District offers tuition assistance to its grad tutors seeking to become teachers.
TEACHER RECRUITMENT & RETENTION

RECRUITMENT STRATEGIES: TRAINING & PROFESSIONAL DEVELOPMENT
TEACHER Recruitment Strategies
Training & Professional Development

- New Teacher Institute
- Fall and Spring New Teacher Gatherings
- Specialized PD (Math Lesson Study, Teachers’ College)

66% Teachers left WCCUSD for a surrounding district

72% Left to teach in a district with similar populations
TEACHER Recruitment Strategies
Training & Professional Development

- Reiterate these points:
  - For the first time, the District offered a stipend 4-day institute for new teachers
  - District offers new teachers half day New Teacher orientation and yearlong support
  - Monthly PD opportunities available
TEACHER RECRUITMENT & RETENTION

RECRUITMENT STRATEGIES: COMPENSATION
TEACHER Recruitment Strategies

Compensation

- WCCUSD’s starting salary is $47,485.17
- The average starting salary in the East Bay, SF is $49,510.53
TEACHER Recruitment Strategies

Compensation: Recruitment Year 1

- San Francisco
- Mt. Diablo
- Pittsburg
- Average
- Antioch
- WCCUSD
- Oakland
- Vallejo
- Martinez

Salary (BA+30 Step 1)

- $57,500.00
- $55,000.00
- $52,500.00
- $50,000.00
- $47,500.00
- $45,000.00

District
Teacher Recruitment Strategies

Compensation

- WCCUSD is the seventh largest school district in the Bay Area
- Among districts of similar size in the East Bay and SF, WCCUSD ranks 6th in starting teacher salary
- San Francisco, Mt. Diablo, Pittsburg, Antioch all offer higher starting salaries than our District
QUESTIONS
MOVING FORWARD
TEACHER Recruitment & Retention Strategies

MOVING FORWARD:

- What is an effective school leader, and how do we measure?
- How do we measure recruitment, selection, and retention?
- Effectively measure whether teachers value the PD and how do we measure if it is effective
- Feedback, which is provided from our unions, is that the PD should be site based
- Suggesting that the PD should include job-embedded
DATA

BOARD STUDY SESSION: Teacher Recruitment & Retention
## Teacher Recruitment & Retention Strategies

### Overall Retention Data

<table>
<thead>
<tr>
<th>Year</th>
<th>Hired</th>
<th>Active</th>
<th>Inactive</th>
<th>% Active</th>
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<tbody>
<tr>
<td>14-15</td>
<td>185</td>
<td>67</td>
<td>118</td>
<td>36.22%</td>
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<tr>
<td>15-16</td>
<td>207</td>
<td>121</td>
<td>86</td>
<td>58.45%</td>
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<tr>
<td>16-17</td>
<td>215</td>
<td>170</td>
<td>45</td>
<td>79.07%</td>
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<tr>
<td>17-18</td>
<td>232</td>
<td>227</td>
<td>5</td>
<td>97.84%</td>
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<tr>
<td>Totals</td>
<td>839</td>
<td>585</td>
<td>254</td>
<td>69.72%</td>
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</table>
Overall Teacher Retention by Family of Schools

- Kennedy: 65.00%
- DeAnza: 70.00%
- El Cerrito: 75.00%
- Richmond/San: 80.00%
- Hercules: 85.00%
- Pinole: 85.00%

% Active Average
TEACHER Recruitment & Retention Strategies

De Anza Family Teacher Retention

<table>
<thead>
<tr>
<th>Sites</th>
<th>% Active</th>
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<tbody>
<tr>
<td>OLINDA</td>
<td>50.00%</td>
</tr>
<tr>
<td>VALLEY VIEW</td>
<td>60.00%</td>
</tr>
<tr>
<td>DE ANZA HIGH</td>
<td>65.00%</td>
</tr>
<tr>
<td>CRESPI</td>
<td>70.00%</td>
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<tr>
<td>HIGHLAND</td>
<td>75.00%</td>
</tr>
<tr>
<td>SHELDON</td>
<td>80.00%</td>
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<tr>
<td>MURPHY</td>
<td>95.00%</td>
</tr>
</tbody>
</table>
TEACHER Recruitment & Retention Strategies

El Cerrito Family Teacher Retention

% Active

Still Teaching

- Washington
- Kensington
- El Cerrito
- Mira Vista
- Madera
- Fred T.
- Fairmont
- Harding

Sites
TEACHER Recruitment & Retention Strategies

Hercules Family Teacher Retention

<table>
<thead>
<tr>
<th>Sites</th>
<th>% Active</th>
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<tbody>
<tr>
<td>HANNA RANCH</td>
<td>60.00%</td>
</tr>
<tr>
<td>HERCULES</td>
<td>70.00%</td>
</tr>
<tr>
<td>HERCULES</td>
<td>75.00%</td>
</tr>
<tr>
<td>LUPINE HILLS</td>
<td>85.00%</td>
</tr>
<tr>
<td>MIDDLE</td>
<td>100.00%</td>
</tr>
<tr>
<td>OHLONE</td>
<td>100.00%</td>
</tr>
</tbody>
</table>
TEACHER Recruitment & Retention Strategies

Kennedy Family Teacher Retention

- DE JEAN
- CORONADO
- KENNEDY HIGH
- LINCOLN
- STEGE
- KING
- SYLVESTER
- NYSTROM
- GRANT
- WILSON

% Active

Sites
TEACHER Recruitment & Retention Strategies

Pinole Family Teacher Retention

<table>
<thead>
<tr>
<th>Sites</th>
<th>% Active</th>
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</thead>
<tbody>
<tr>
<td>Collins</td>
<td>60.00%</td>
</tr>
<tr>
<td>Ellerhorst</td>
<td>70.00%</td>
</tr>
<tr>
<td>Tara Hills</td>
<td>75.00%</td>
</tr>
<tr>
<td>Pinole</td>
<td>85.00%</td>
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<tr>
<td>Pinole High</td>
<td>90.00%</td>
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<tr>
<td>Montalvin</td>
<td>95.00%</td>
</tr>
<tr>
<td>Shannon</td>
<td>100.00%</td>
</tr>
<tr>
<td>Stewart</td>
<td>100.00%</td>
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</tbody>
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Teacher Recruitment & Retention Strategies

Richmond/San Pablo Family Teacher Retention

<table>
<thead>
<tr>
<th>Sites</th>
<th>% Active</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAYVIEW</td>
<td>50.00%</td>
</tr>
<tr>
<td>CHAVEZ</td>
<td>90.00%</td>
</tr>
<tr>
<td>DOVER</td>
<td>60.00%</td>
</tr>
<tr>
<td>DOWNER</td>
<td>70.00%</td>
</tr>
<tr>
<td>FORD</td>
<td>80.00%</td>
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<tr>
<td>HELMS MIDDLE</td>
<td>85.00%</td>
</tr>
<tr>
<td>LAKE</td>
<td>90.00%</td>
</tr>
<tr>
<td>PERES</td>
<td>95.00%</td>
</tr>
<tr>
<td>RICHMOND</td>
<td>90.00%</td>
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<tr>
<td>RIVERSIDE</td>
<td>85.00%</td>
</tr>
<tr>
<td>VERDE</td>
<td>75.00%</td>
</tr>
</tbody>
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TEACHER Recruitment & Retention Strategies

ADDITIONAL RESOURCES

- Teacher Retention Initiative link

- Teacher Retention Initiative Slideshow link