



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

69%

New Hire retention rate
over the past 4 years

79%

Retention rate
for
16-17 year

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

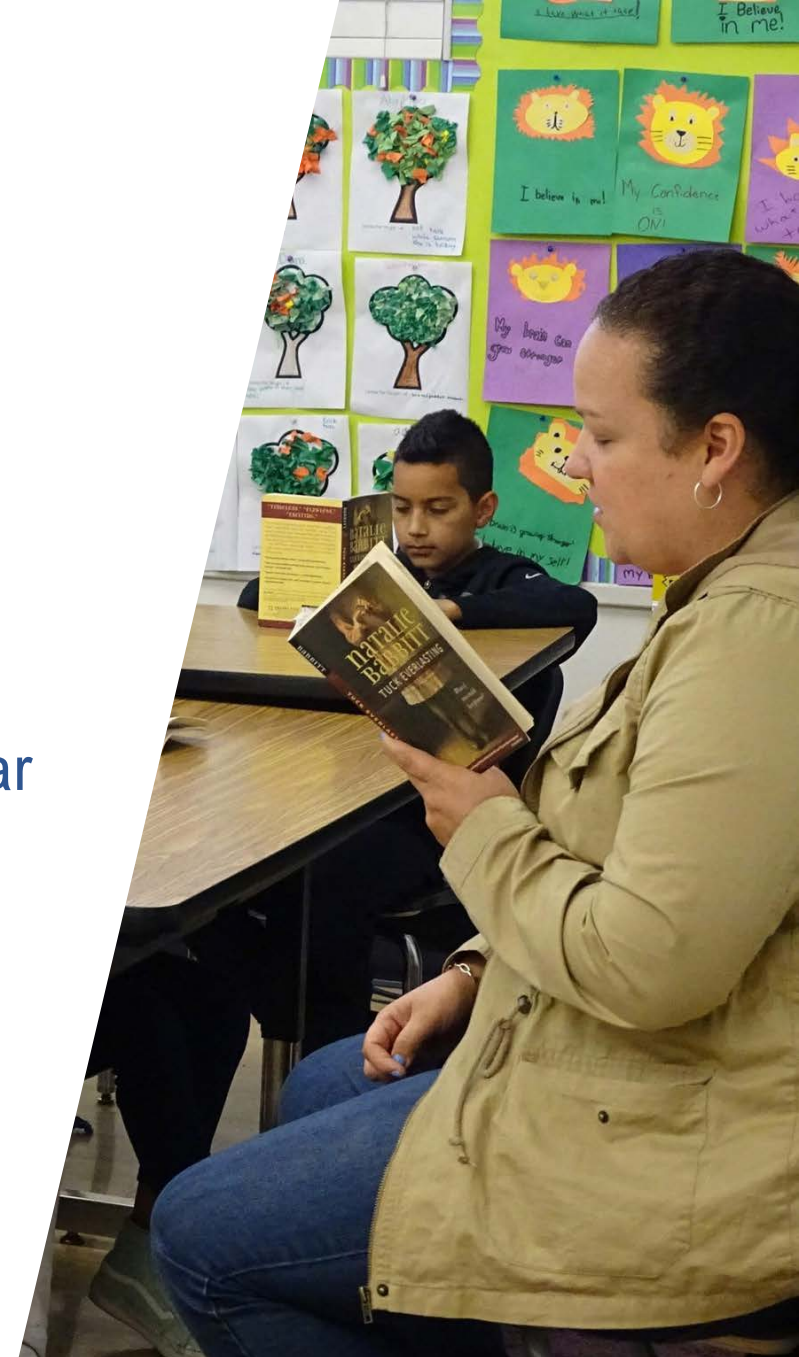
SUPPORT: Site/District Leadership Support

- 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





TEACHER Retention Strategies

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 top reason why they left the District
- District is negotiating to increase compensation

69%

Cited compensation as the top reason why they left

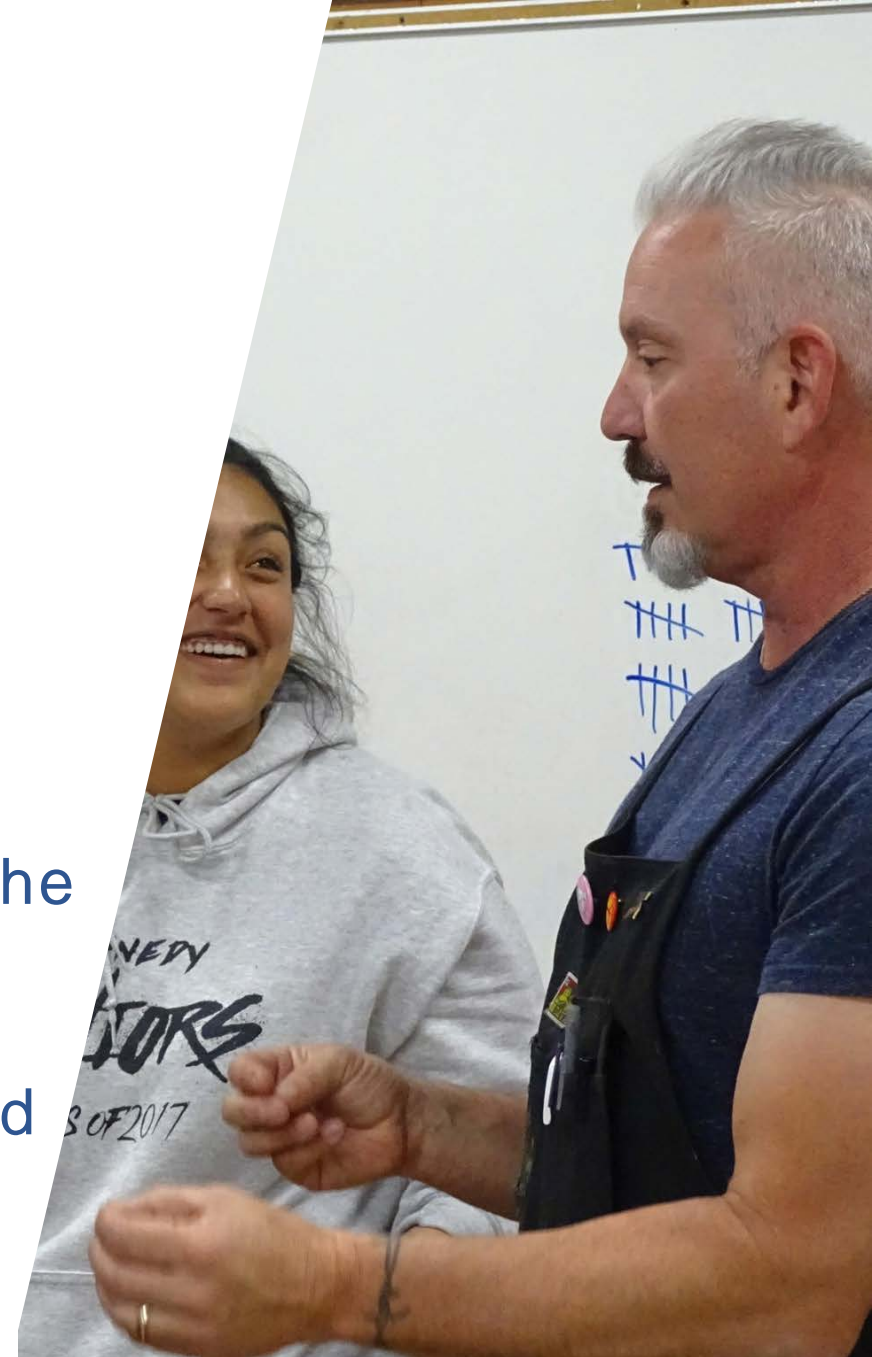
54%

Cited support and leadership as another factor

TEACHER Retention Strategies

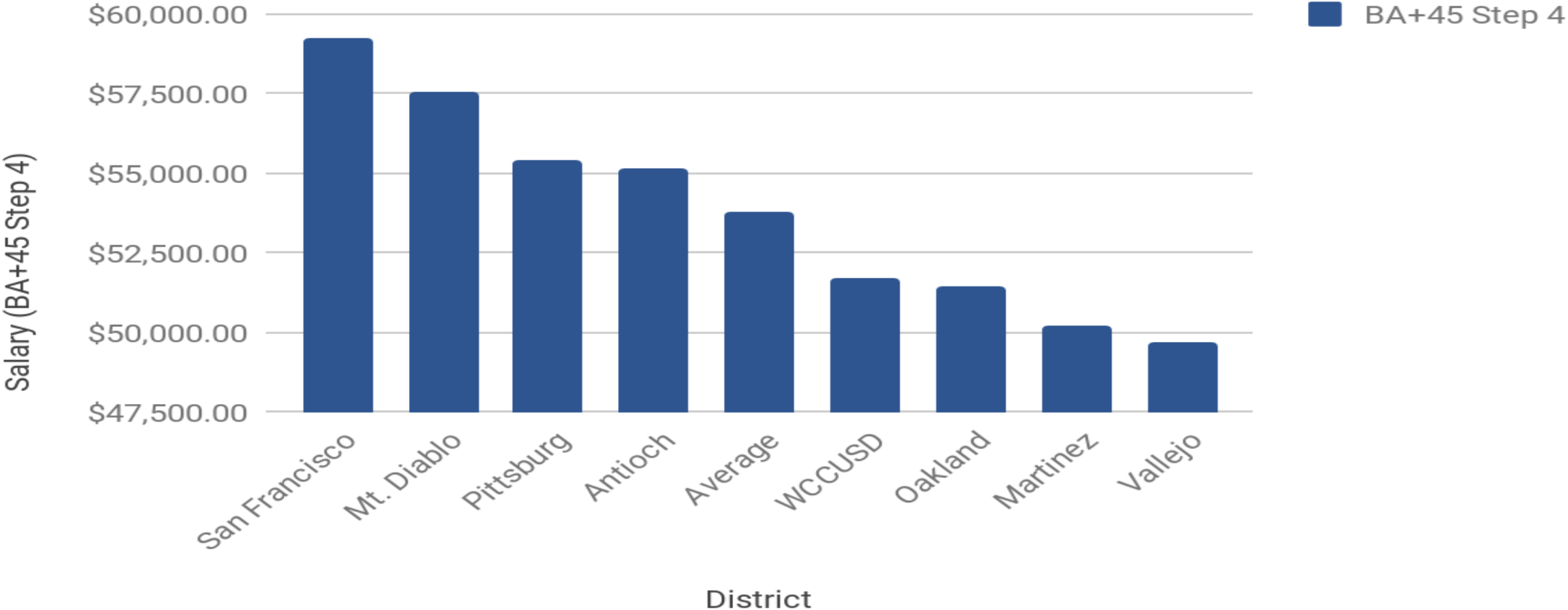
Compensation

- 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



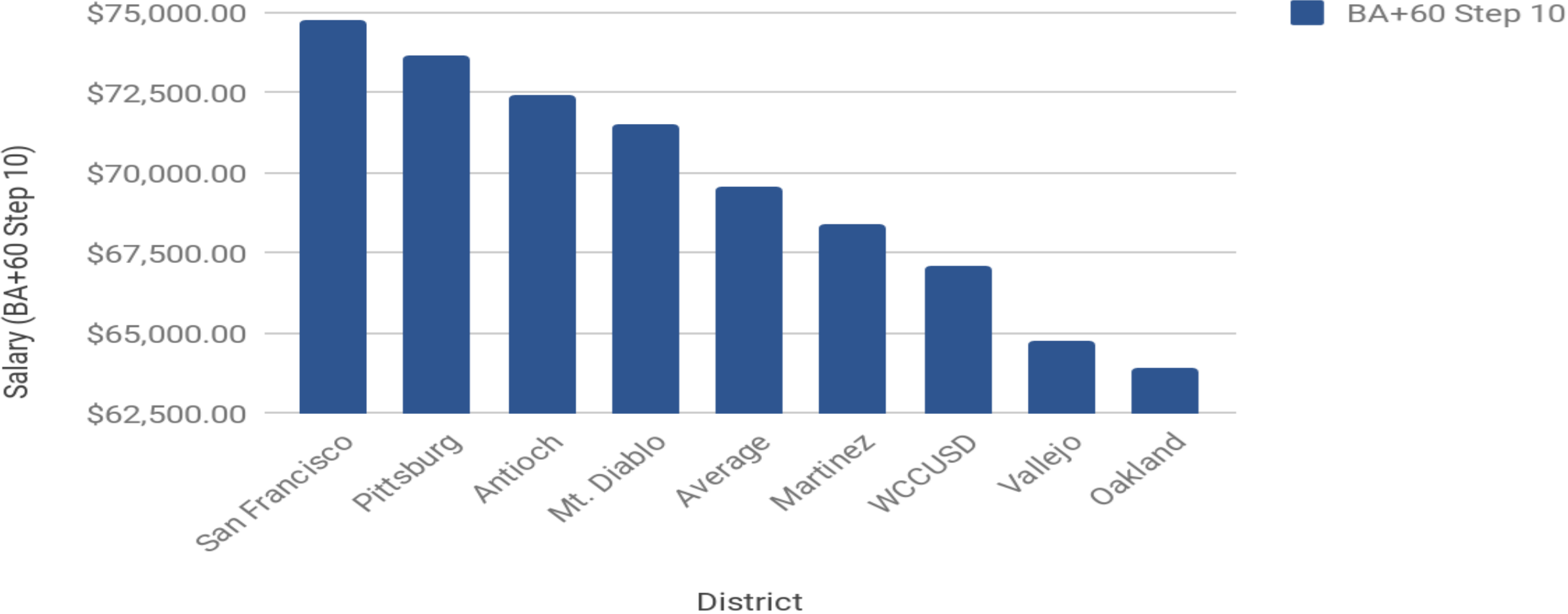
TEACHER Retention Strategies

Compensation: Retention Year 4



TEACHER Retention Strategies

Compensation: Retention Year 10





TEACHER RECRUITMENT & RETENTION

Exit Survey



Teacher Recruitment & Retention

Exit Survey



Compensation

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.



Leadership Support

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.



Collaborative Environment

Over half of the teachers surveyed said they left the district because their site lacked a supportive work environment.



TEACHER RECRUITMENT & RETENTION

RECRUITMENT STRATEGIES: **THE DISTRICT**





TEACHER Recruitment Strategies

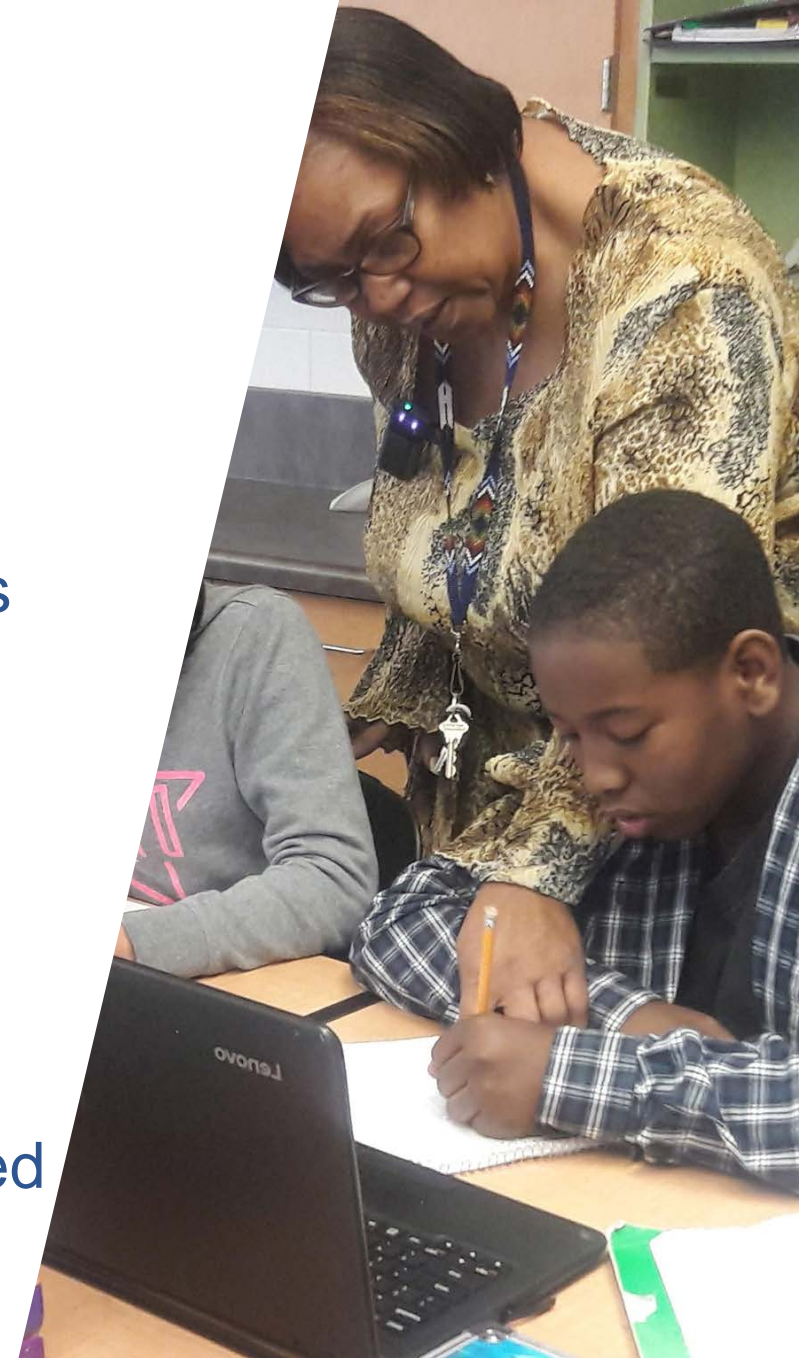
The District

- 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





TEACHER Recruitment Strategies

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

6th

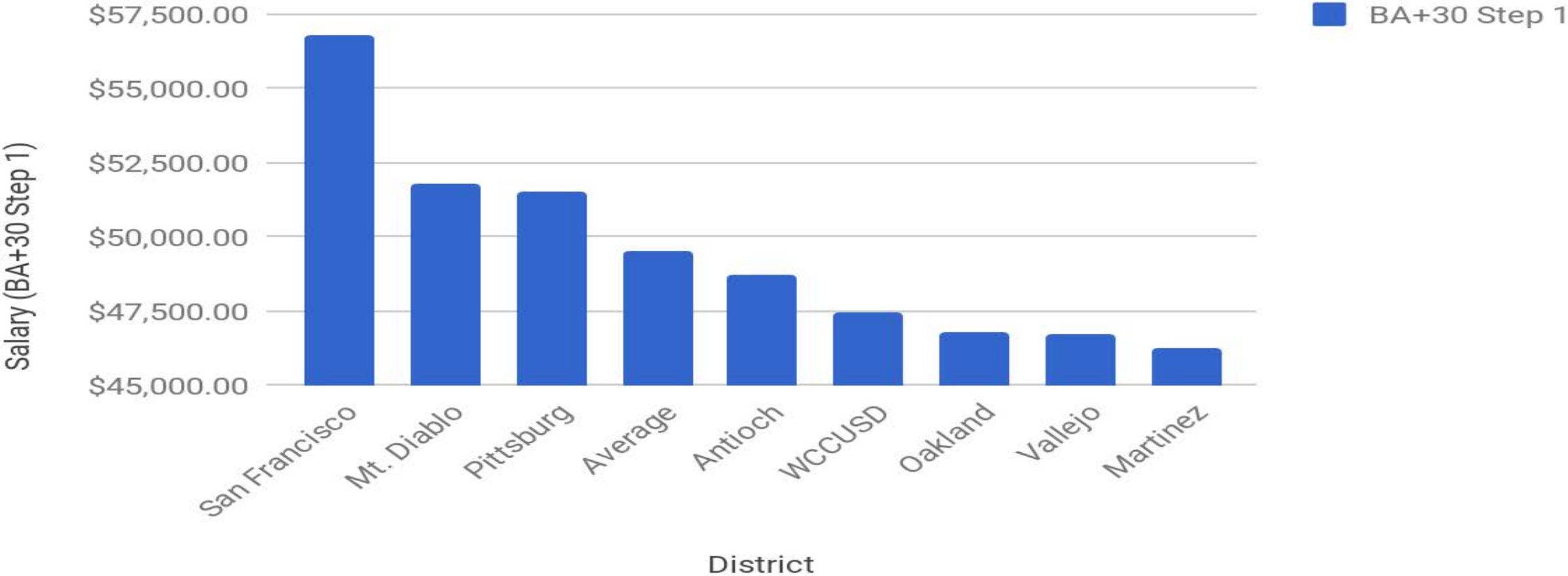
The District ranks sixth in first-year salary

6th

District ranks 6th in salary for a 10-year teacher

TEACHER Recruitment Strategies

Compensation: Recruitment Year 1

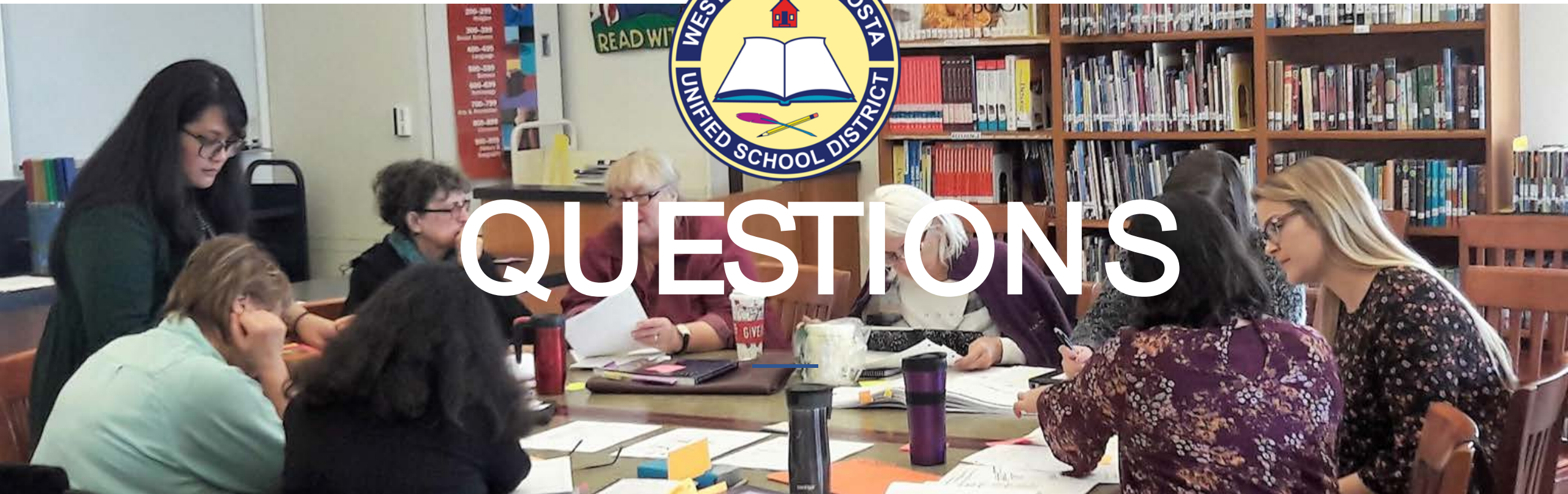


TEACHER Recruitment Strategies

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



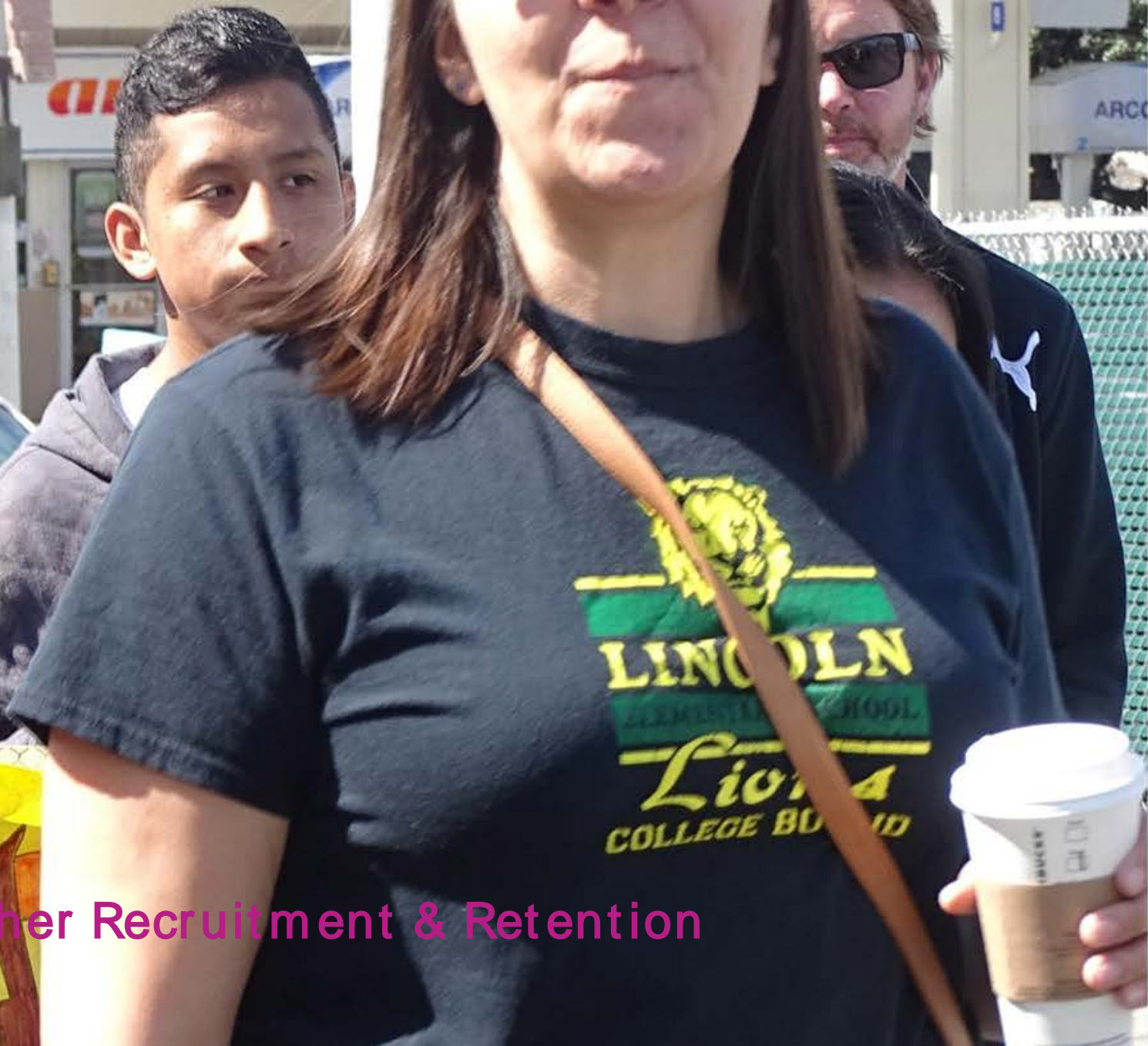
Next Steps





DATA

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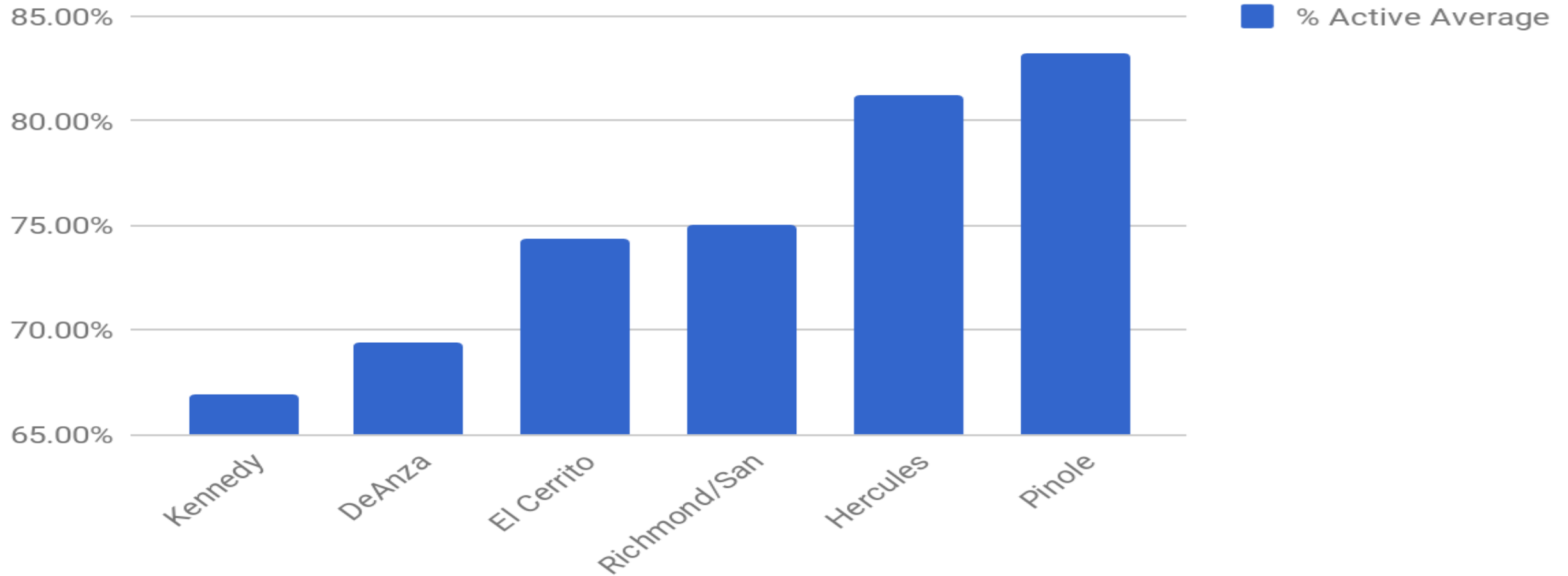
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Overall Retention Data

All Teachers All Sites as of 02/14/2018				
Year	Hired	Active	Inactive	% Active
14-15	185	67	118	36.22%
15-16	207	121	86	58.45%
16-17	215	170	45	79.07%
17-18	232	227	5	97.84%
Totals	839	585	254	69.72%

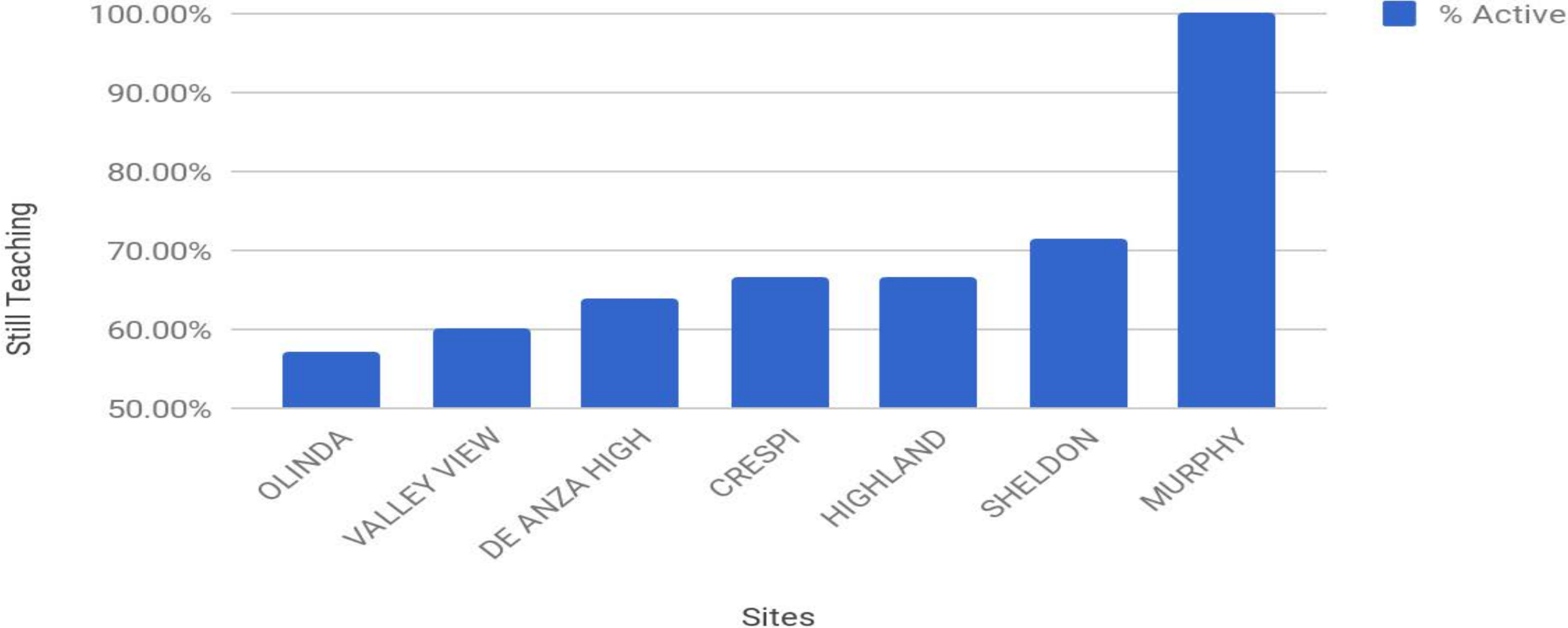
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Overall Teacher Retention by Family of Schools



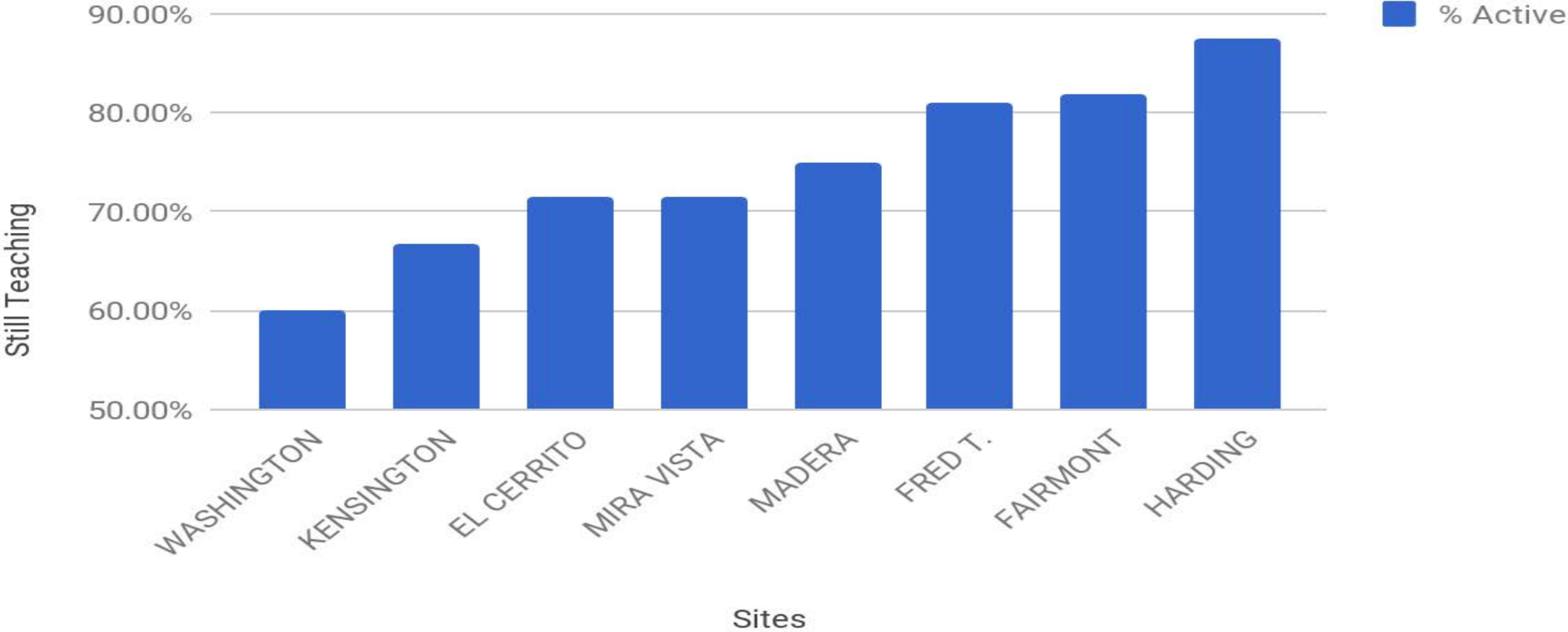
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De Anza Family Teacher Retention



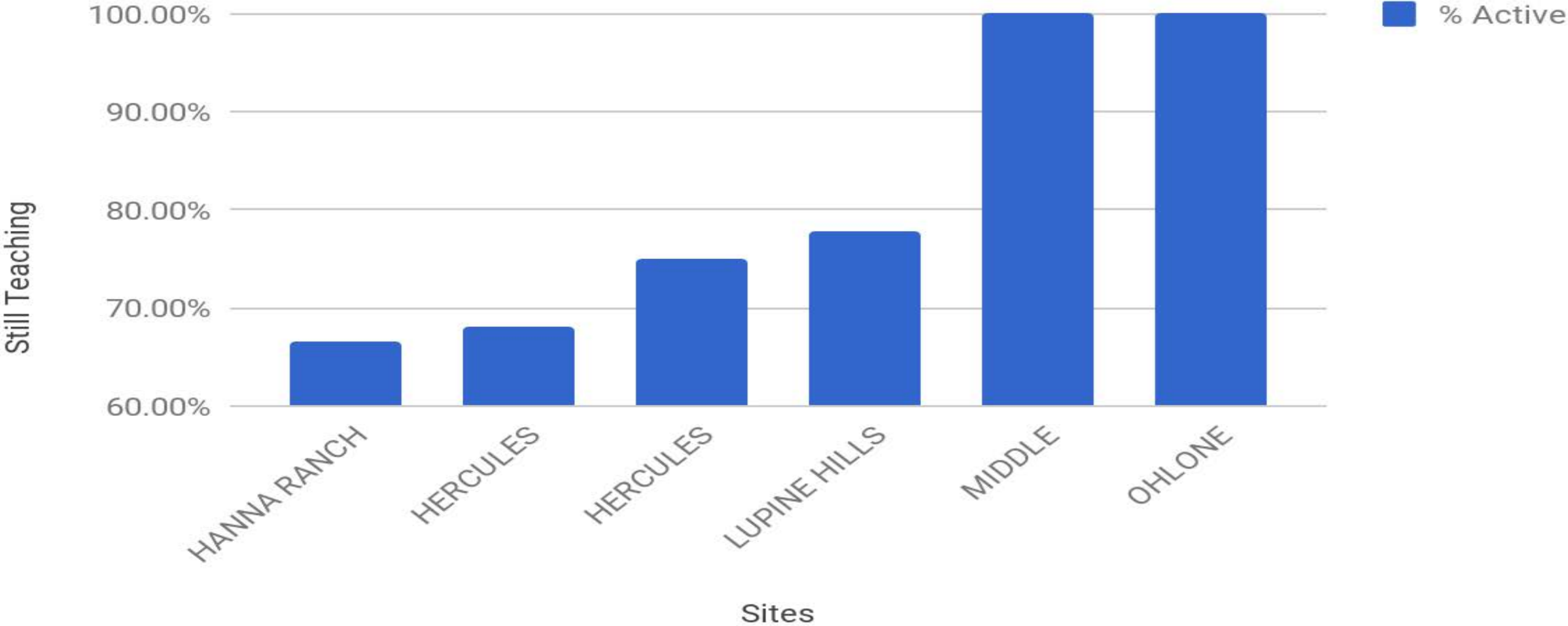
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El Cerrito Family Teacher Retention



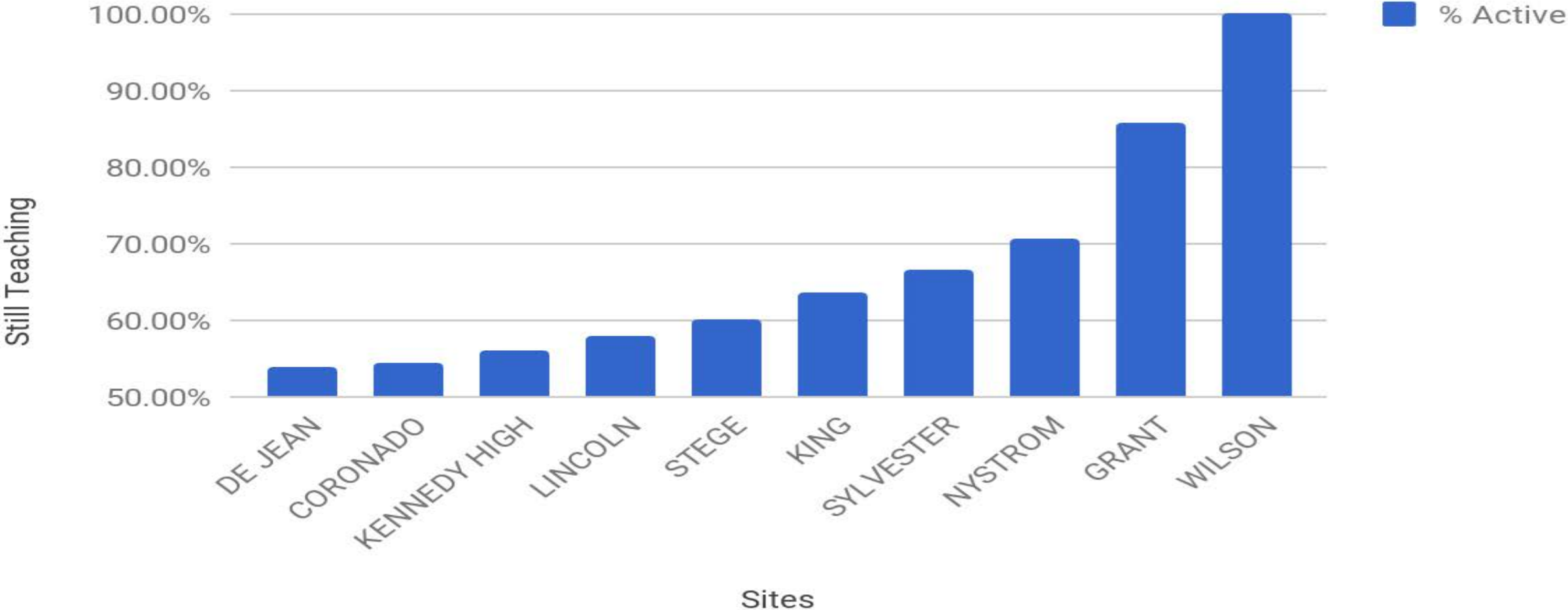
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Hercules Family Teacher Retention



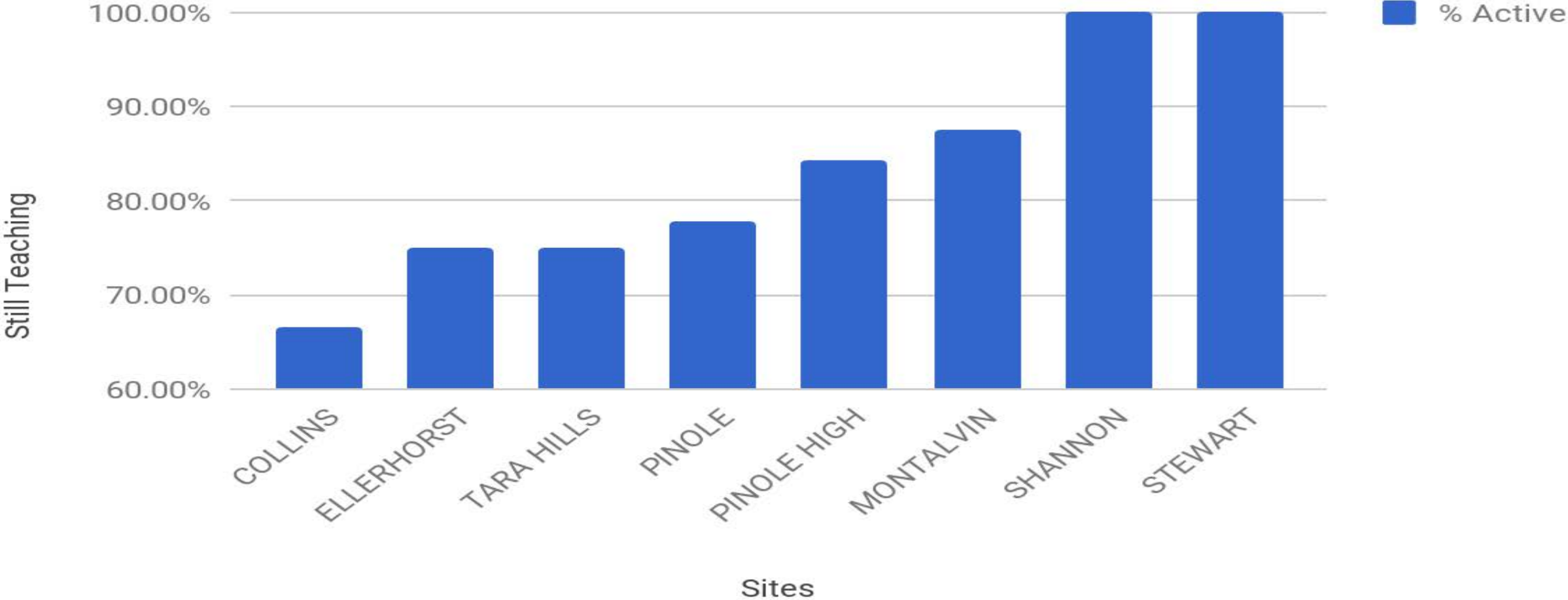
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Kennedy Family Teacher Retention



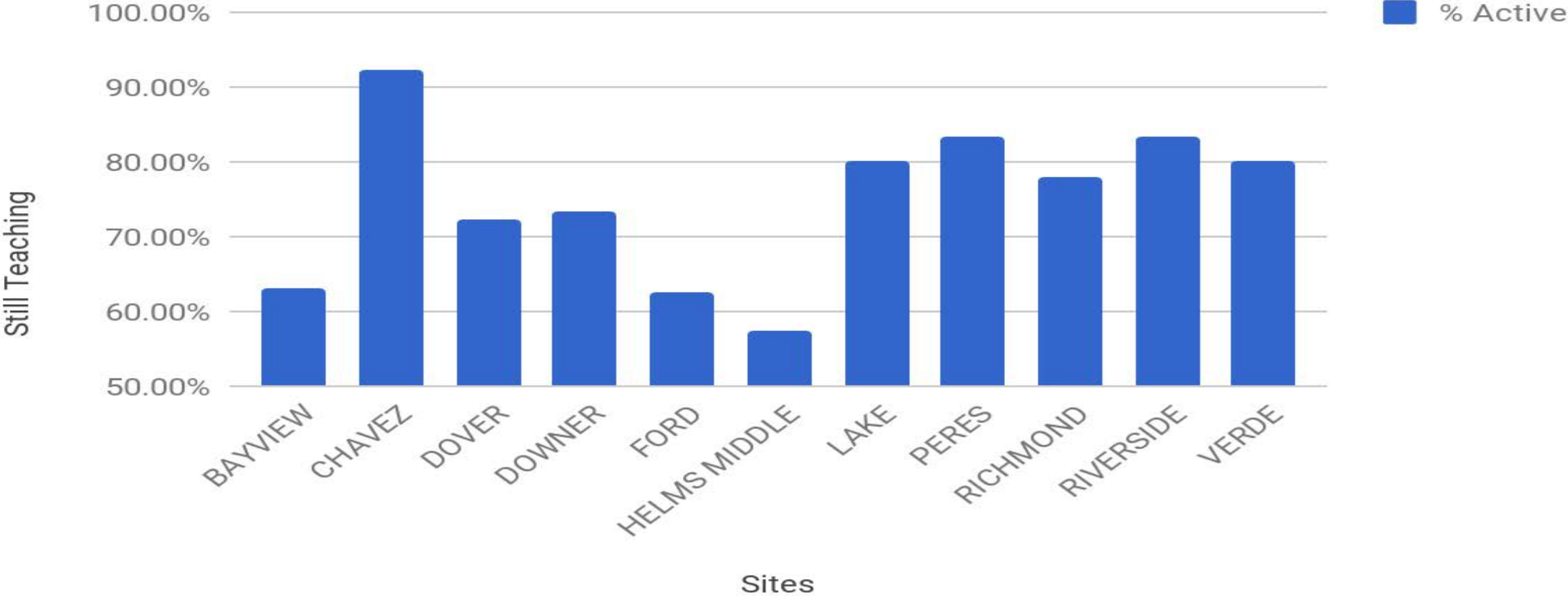
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Pinole Family Teacher Retention



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Richmond/San Pablo Family Teacher Retention



TEACHER Recruitment & Retention Strategies

ADDITIONAL RESOURCES

- [Teacher Retention Initiative link](#)

- [Teacher Retention Initiative Slideshow link](#)

