

# Investing in educators:

The power of supporting and retaining educators during transitions between remote, hybrid, and in-person learning



Webinar  
February 10, 2022

If you can see the slide and hear the music, you are all set.

**Welcome! We will begin shortly.**

All attendees are muted upon entry.  
Please use the chat feature for comments and questions during the webinar.

 **learningforward**  
THE PROFESSIONAL LEARNING ASSOCIATION

# Thank you for joining us

**The webinar will be recorded and available.**

All webinar registrants will receive a follow-up email that will include the webinar slide deck, recording, and other resources mentioned during the presentation.

Please introduce yourselves in the chat box

- Your name
- Your location
- Your role in the educational sector



[@learningforward](https://twitter.com/learningforward)

# Supporting educators during transition



**Paul Fleming**

Senior Vice  
President

Standards, States,  
& Equity



# Participants will ...

- Understand the value and importance of supporting and retaining educators by examining the current national landscape related to educator shortages
- Learn about effective support and retention strategies at the school, district, and national levels in a variety of settings (virtual, hybrid, and in person)
- Share questions and advice within a community of learners

# Four key factors impacting teacher retention\*

<b>Compensation</b>	<ul style="list-style-type: none"><li>• Compensation packages competitive with those of neighboring districts</li><li>• Student loan forgiveness</li></ul>
<b>Teacher preparation</b>	<ul style="list-style-type: none"><li>• Alternative certification program completers were 25% more likely to leave their schools than those who complete traditional certification programs</li></ul>
<b>Administrative support</b>	<ul style="list-style-type: none"><li>• Teachers who strongly disagree that their administration is supportive are more than twice as likely to leave their school or the teaching profession as teachers who strongly agree their administration is supportive</li></ul>
<b>Working conditions</b> (These indicate a stronger relationship to teacher turnover.)	<ul style="list-style-type: none"><li>• Collegial relationships</li><li>• Quality of instructional leadership</li><li>• School culture</li></ul>

\* *Teacher Turnover: Why It Matters and What We Can Do About It*, Desiree Carver-Thomas and Linda Darling-Hammond, Learning Policy Institute, 2017

**In the chat box,** please share **one idea, tool, or resource** that you've found helpful in supporting the retention of educators in your context.

# Panel discussion



**Ellen Sherratt**

Board President

The Teacher Salary  
Project

Chicago, IL



**Kevin Armstrong**

Principal

DuPont Hadley  
Middle School

Nashville, TN



**Tricia McManus**

Superintendent

Winston-Salem/Forsyth  
County Schools

Winston-Salem, NC

# **Investing in Educators: The Role of Teacher Salaries**

Ellen Sherratt, Ph.D.

February 10th, 2022



# The Teacher Salary Project

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Our mission is to make teaching the prestigious, desirable, financially viable and professionally exciting job we all know it needs to be if we are to recruit and retain diverse and excellent teachers for **every** child.

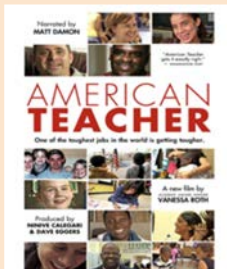
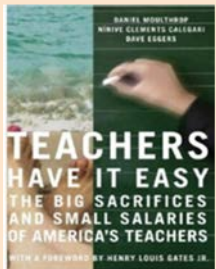
The Teacher Salary Project is raising awareness and building public and political will to invest in professional teacher salaries.

# What we do

Our work began with sharing teachers' experiences and has grown to impact salary reform

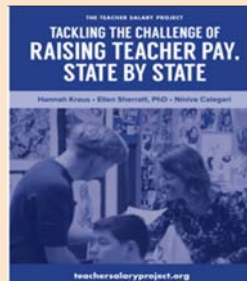
## Storytelling

Published a best-selling book, released a documentary and short film series



## Research and Policy

Conduct surveys, issue policy briefs, gather data and resources



## Advocacy

Publish opinions on teacher pay, present to and meet with influencers, and mobilize teacher salary champions



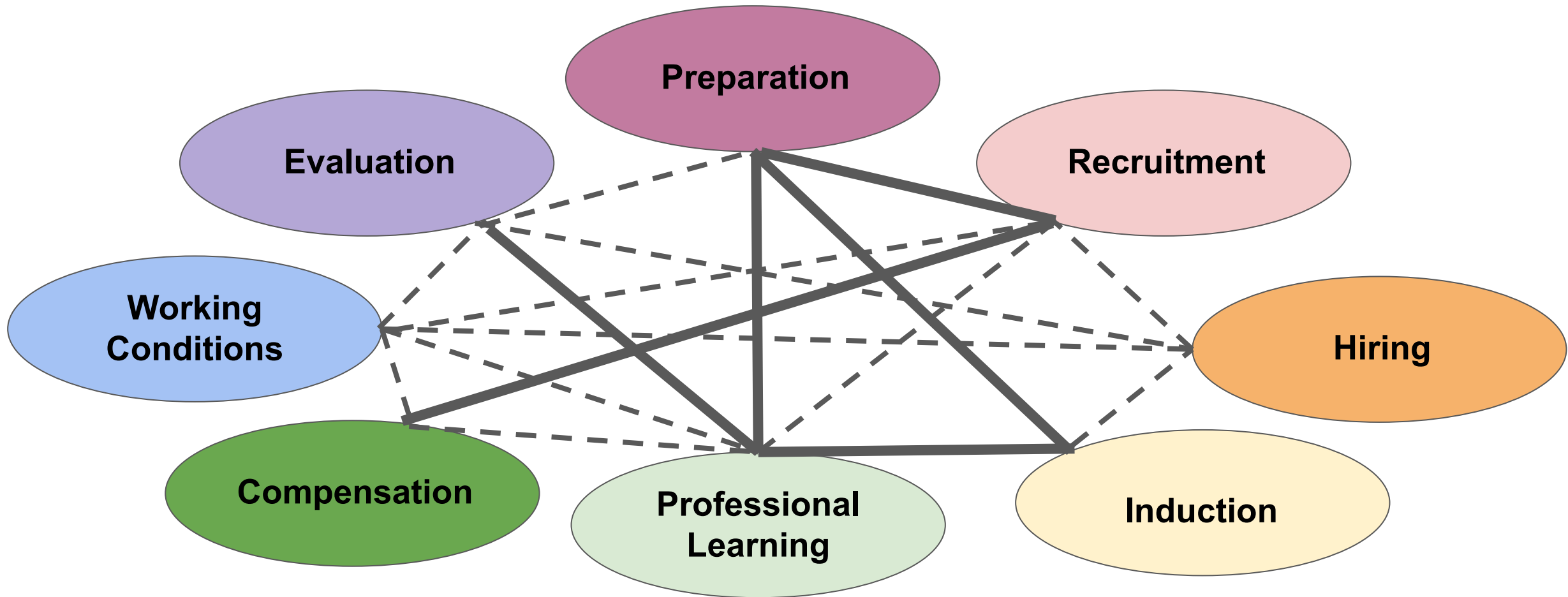
# Key Teacher Shortage Statistics

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- Teacher shortages made headlines in **every single state** in 2021.
- **Two-thirds** of school districts currently report experiencing teacher shortages (Frontline, 2021).
- In 2015-16, **79%** of schools reported vacancies and **36%** of these reported their vacancies were “very difficult to fill” (Economic Policy Institute).
- For the **1st time ever**, a majority (54%) of parents discourage their children from becoming teachers (PDK International, 2018).
- Teacher preparation enrollment was **down by one-third** (from 2010 to 2017) (Partelow, 2019).
- For the past decade, teacher attrition in the U.S. has hovered around **8%**, more than double the rate in top-performing school systems (Learning Policy Institute, 2016).
- In 2016, it was estimated that **cutting teacher attrition in half** would virtually eliminate teacher shortages (Learning Policy Institute, 2016).
- Today, **55%** of teachers are planning to leave the classroom earlier than anticipated (due to COVID-19) (National Education Association, 2022).

# An Educator Talent Management System

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Source:  
Laine, Behrstock-Sherratt & Lasagna, 2011

# Do Teacher Salaries Matter?

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- **Teacher Retention.** Meta-analyses and comprehensive reviews of studies of teacher retention conducted by See *et al.* (2020), Borman & Dowling (2008), and Guarino *et al.* (2006) all conclude that salaries do matter.
- **Recruitment of Certified Teachers.** Regional Education Laboratory Midwest (2021) surveyed 9,842 of Michigan's 61,000 certified non-teaching teachers and about one-third noted that higher salaries would motivate them to consider entering or returning to teaching (the highest-rated priority).
  - Learning Policy Institute (2013) found that, among public school teacher leavers nationally, 67% rated an increase in salary as extremely or very important to their decision to return.
- **Recruitment of the Next Generation of Teachers.** McKinsey & Company's (2010) market research on "top-third" college students' career aspirations found compensation to be the largest perceived gap between teaching and their preferred career choice.

# 1. Know Your Data

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- Teacher shortage data
  - Vacancies
  - Number of applicants per vacancy
  - Perceptions of difficulty filling vacancies
  - Emergency certified teachers
  - Pupil-teacher ratios
  - Teacher recruitment and attrition
  - Your state's "reserve pool" of certified teachers
- Teacher salary data (for your and your neighboring states/districts)
  - Starting salaries
  - Average salaries
  - Top salaries and length of time to reach them
  - Retirement benefits and teachers' contributions to it
  - Out of pocket spending on classroom supplies
  - Student debt
- Public opinion data
- Monetary Data (\$13.2B ESSER I, \$3.0B GEER, \$54.3B ESSER II, \$122B ESSER III, \$350B in State and Local Fiscal Relief funds for state and local governments)

## 2. Teacher Salary Champions (Partial List)

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- **Elisa Villanueva Beard**, CEO, Teach for America
- **Assistant Professor Travis Bristol**, University of California, Berkeley
- **Sydney Chaffee**, 2017 National Teacher of the Year
- **Jeff Charbonneau**, 2013 National Teacher of the Year
- **Professor Raj Chetty**, Harvard University
- **Deb Delisle**, CEO, Alliance for Excellent Education, former Ohio Secretary of Education, and former Assistant U.S. Secretary of Education
- **Dan Domenech**, Executive Director of AASA, the School Superintendents Association
- **Professor Angela Duckworth**, University of Pennsylvania
- **Arne Duncan**, 9th U.S. Secretary of Education
- **Sharif El-Mekki**, Founder & CEO, Center for Black Educator Development
- **Professor Howard Gardner**, Harvard University
- **Professor Pam Grossman**, University of Pennsylvania
- **Bryan Hassel**, Founder & Co-President, Public Impact
- **Angie Jerabek**, Founder & Executive Director, BARR Center
- **Jason Kamras**, Richmond District Superintendent & 2005 National Teacher of the Year
- **Dr. Janice Jackson**, Former CEO, Chicago Public Schools
- **Professor Susan Moore Johnson**, Harvard University
- **Dr. John B. King, Jr.**, 10th U.S. Secretary of Education
- **Lisa Lachlan**, Director, Center on Great Teachers & Leaders at American Institutes for Research
- **Professor Gloria Ladson-Billings**, National Academy of Education
- **Professor Hank Levin**, Columbia University
- **Anissa Listak**, Founder & CEO, National Center on Teacher Residencies
- **Professor Marvin Lynn**, Portland State University
- **D.T. Magee**, Superintendent, Norwalk Public Schools
- **Mandy Manning**, 2018 National Teacher of the Year
- **Talia Milgrom-Elcott**, Founder & CEO, 100Kin10
- **Craig Newmark**, Founder of craigslist
- **Professor Pedro Noguera**, University of Southern California
- **Ronn Nozoe**, CEO, National Association of Secondary School Principals
- **Shanna Peeples**, 2015 National Teacher of the Year
- **Rodney Robinson**, 2019 National Teacher of the Year
- **Phil Rogers**, Director, National Association of State Directors of Teacher Education and Certification
- **Andy Rotherham**, Eduwonk Blogger and Co-Founder, Bellwether Education
- **Dr. Melody Schopp**, former South Dakota Secretary of Education\*
- **Professor Kathy Schultz**, University of Colorado, Boulder
- **Elena Silva**, PK-12 Policy Director, New America
- **Professor Christine Sleeter**, California State University
- **Lindsay Sobel**, Interim CEO, Teach Plus
- **Kate Walsh**, CEO, National Council on Teacher Quality
- **Professor Kevin Welner**, Colorado University-Boulder, and Director, National Education Policy Center
- **Kerensa Wing**, 2020 NASSP National Principal of the Year

### 3. Define the Possibilities

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- 300+ school districts are spending American Rescue Plan funds on teacher compensation (FuturED, 2022). Examples include:
  - A 3% across-the-board raise in Indianapolis and 5% across-the-board raise in Los Angeles
  - A 33% increase in starting salaries in Detroit
  - \$1,000 across-the-board teacher bonuses in Georgia and Florida
  - \$6,000 signing bonuses for teachers in West Contra Costa County, California
  - Higher pay for tutoring, for leading teacher collaboration on addressing learning loss, etc.
- The Equity Project charter school in New York City pays \$120,000 minimum teacher salaries within the regular NYC school budget.
- Teacher pay declined from representing 50.8% of school spending in 1969-70 to 30.9% in 2015-16. If teacher pay had increased in proportion to spending since 1970, then **average annual teacher pay would be nearly \$140,000 today** (Hassel & Hassel, 2020).



# The Time is Now!


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- The public is asking it of you.
  - $\frac{3}{4}$  of the public believe teacher pay is too low and  $\frac{2}{3}$  would raise taxes to change this (NPR, 2018; New York Times, 2018)
- The President is asking it of you.
  - “Teachers deserve a raise, not just praise.” —  
— President Biden, 2021
- The First Lady is asking it of you.
  - “It starts at the top. State leaders must pay teachers more!”  
— Dr. Jill Biden, 2021
- The Secretary of Education is asking it of you.
  - “Dear Colleague...Increase teacher compensation.”  
— Secretary Cardona, 2021



# Thank You!

Ellen Sherratt, Ph.D.  
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@ellensherratt  
@teachersalary

A photograph of a classroom. In the foreground, a male teacher with a beard and glasses, wearing a blue denim shirt and red pants, stands looking towards the camera. In the background, several students are seated at desks. One student in the foreground is looking at a paper, while another student in the background has her hand on her head, appearing stressed or bored. The scene is dimly lit, with a blue tint.

Retaining teachers who  
change the trajectory  
of students.

-Kevin Armstrong Ed.D.

He loves me... he  
loves me not.



Retaining quality teachers requires that you listen to them, allow them to lead aspects of your campus, love on them, and keep them educationally fed.

Be transparent. Face it head on. Do not deflect.

School Climate 

89%




▼ 3

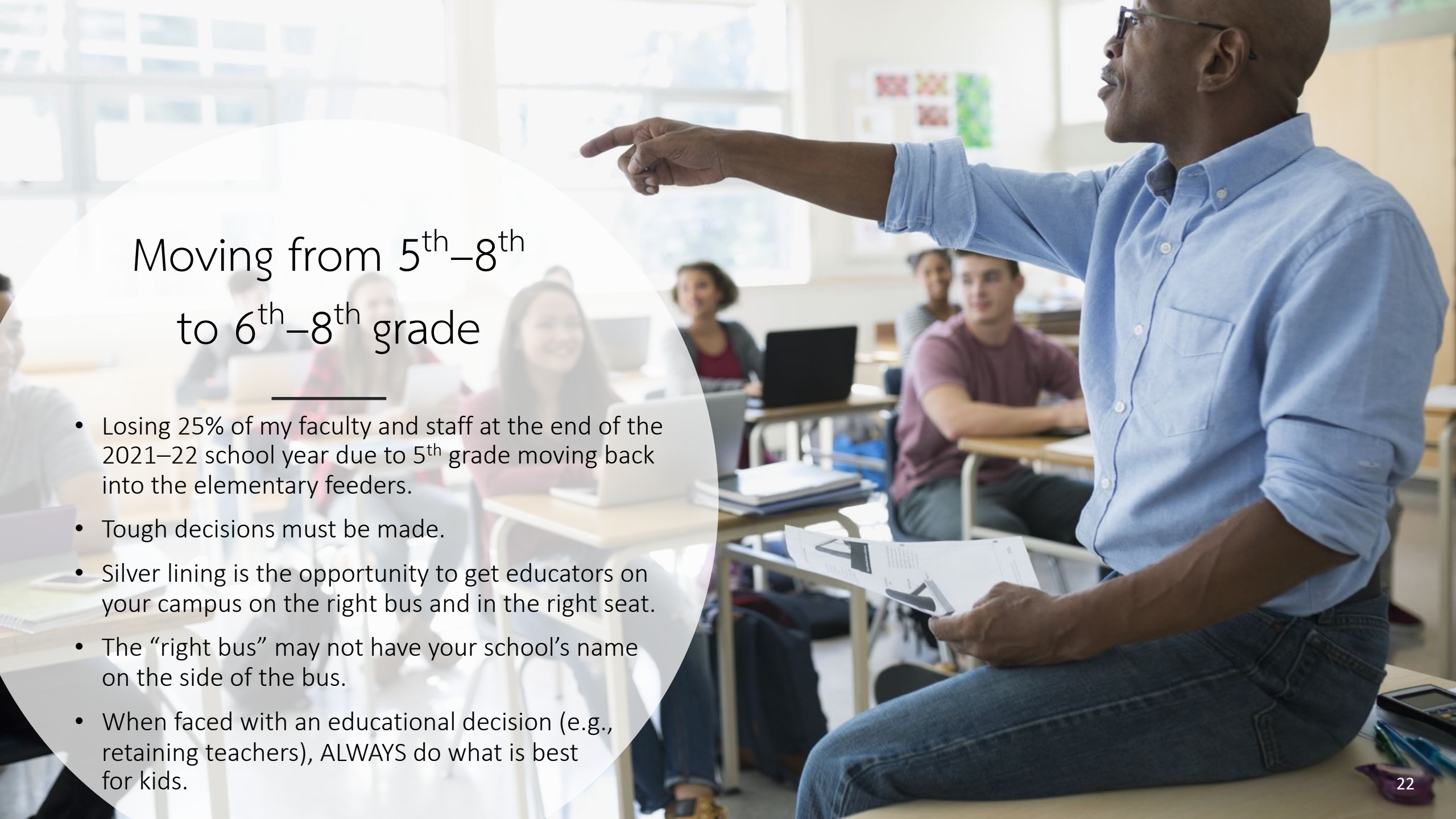
School Leadership 

46%



  
20th-39th percentile

▼ 18



## Moving from 5<sup>th</sup>–8<sup>th</sup> to 6<sup>th</sup>–8<sup>th</sup> grade

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- Losing 25% of my faculty and staff at the end of the 2021–22 school year due to 5<sup>th</sup> grade moving back into the elementary feeders.
- Tough decisions must be made.
- Silver lining is the opportunity to get educators on your campus on the right bus and in the right seat.
- The “right bus” may not have your school’s name on the side of the bus.
- When faced with an educational decision (e.g., retaining teachers), ALWAYS do what is best for kids.



# Teacher Support and Retention Strategies

Tricia McManus | February 10, 2022

# WS/FCS Demographics

**WS/FCS is the 4<sup>th</sup> largest district in the state of NC**

51,789 K-12 Students  
982 Pre-K Students  
3,550 Teachers  
8,500 Total Employees

## **Student Demographics**

17,633 White  
15,117 Black or African America  
14,934 Hispanic  
2,603 Multi  
1,348 Asian  
79 American Indian/Alaskan Native  
75 Native Hawaiian/Pacific Islander



**Tricia McManus, Superintendent**

*Winston-Salem/Forsyth County Schools*



# Employee Vacancy Data

## **February 8, 2022: 153.36 Total Classroom Vacancies**

- Elementary Classroom Vacancies: 46
- Middle School Classroom Vacancies: 47.7
- High School Classroom Vacancies: 50.33
- Non-Traditional Classroom Vacancies: 9.33

## **February 9, 2021: 68.3 Total Classroom Vacancies**

- Elementary Classroom Vacancies: 24.9
- Middle School Classroom Vacancies: 19
- High School Classroom Vacancies: 22
- Non-Traditional Classroom Vacancies: 2.4

**Sub Fill Rate – 60%**



**Tricia McManus, Superintendent**

*Winston-Salem/Forsyth County Schools*

# Strategies to Improve Support and Retention of Teachers

- Coaching positions; teacher leader positions
- Curriculum resources and framework with common expectations
- “We’re All in This Together” central office support
- Retention bonuses and pay for extra duties and coverage; funds for staff recognition
- Residency programs; mentoring of new teachers
- Campaign to take us back to our “Why”
- Menu of professional development
- Teacher Academy
- Principal Pipeline



**Tricia McManus, Superintendent**

*Winston-Salem/Forsyth County Schools*

# Discussion and Questions



Let us hear from you

**Please fill out our  
post-webinar  
survey**

<https://www.surveymonkey.de/r/NBZ6229>

# Mark your calendars

**Thursday**  
**February 24**  
**3 pm ET**

**Communication  
and Collaboration  
in a Divided World**

**Thursday**  
**March 10**  
**3 pm ET**

**Using Summer  
Wisely to Extend  
Learning**

**Thursday**  
**March 24**  
**3 pm ET**

**Inclusive and Safe  
Spaces: Power to  
Stand Up**

# Learning Forward is pleased to announce

## POWERED by TITLE II

### A website designed to provide:

- Background facts and data on Title II
- Tools to support your advocacy
- The latest news on Title II
- Research on the effectiveness of professional learning

[poweredbytitleii.com](http://poweredbytitleii.com)

Use the *Powered by Title II* website to raise awareness in your own community and to develop your personal advocacy plan.



# Online resources

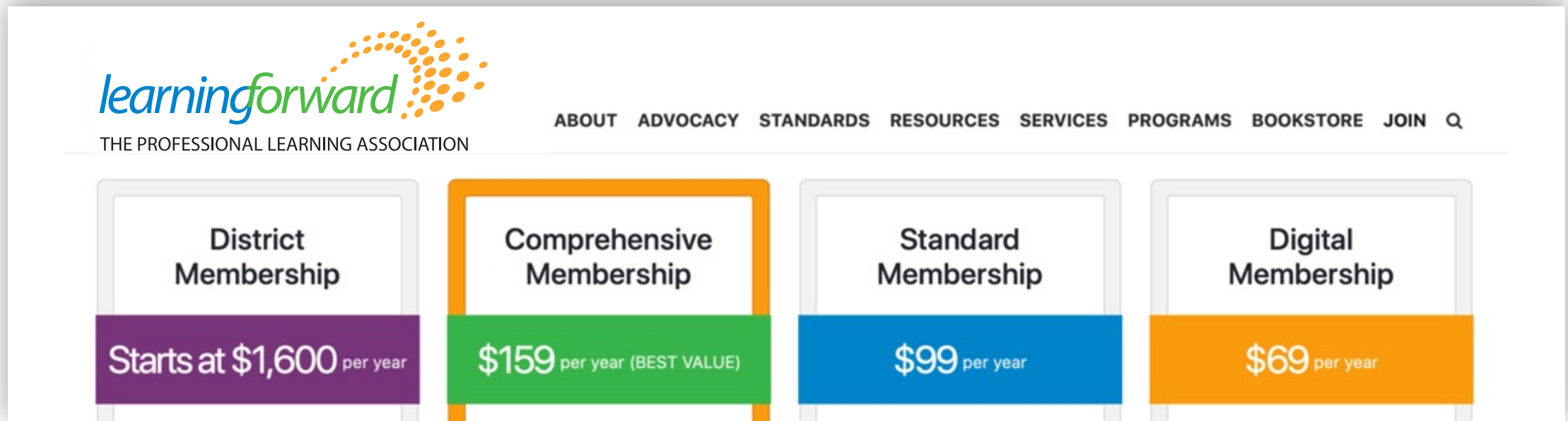
Look for follow-up resources, including a recording of this webinar and slides

- Read latest issue of [The Learning Professional](#)
- Check out the [Learning Forward blog](#)
- Use the planner at [Professional Learning State and District Planner](#)



# Learning Forward memberships

- Get \$10 off any new Learning Forward membership
  - Use coupon code **LFWebinars\***
  - **Visit** <http://learningforward.org/membership>
- \* Code valid for new members only



The screenshot shows the Learning Forward website's membership page. At the top left is the Learning Forward logo, which consists of the text "learningforward" in a blue and green font, followed by a graphic of orange dots forming a curved shape. Below the logo is the text "THE PROFESSIONAL LEARNING ASSOCIATION". To the right of the logo is a navigation menu with the following items: ABOUT, ADVOCACY, STANDARDS, RESOURCES, SERVICES, PROGRAMS, BOOKSTORE, JOIN, and a search icon (Q).

Below the navigation menu are four membership options, each in a separate box with a colored price bar at the bottom:

Membership Type	Price per year
District Membership	Starts at \$1,600 per year
Comprehensive Membership	\$159 per year (BEST VALUE)
Standard Membership	\$99 per year
Digital Membership	\$69 per year



Thank you!

