



Arlington

INDEPENDENT SCHOOL DISTRICT

More Than a Remarkable Education

Key Strategies For Teacher Retention



engage2learn



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What do we know?

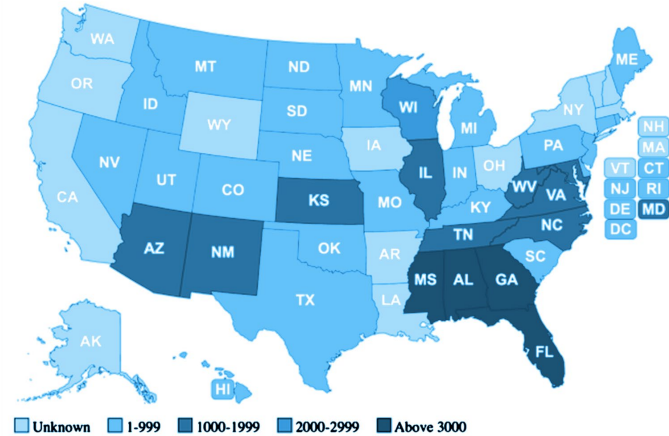
More than half of teachers plan to leave the profession early.

90% say feeling burned out is a serious problem.

National Education Association
[Survey](#), February 2022



Raw Counts of Reported Teacher Vacancy By State



The74

August
2022



Resignations accounted for 51% of the vacancies

What are the drivers of low teacher retention?



95% Increased demand for **time** spent at work



82% Increase in student **behavioral** concerns



63% Lack of **pay**







50% COVID-19 related health/**safety** concerns

Hanover Institute, 2022

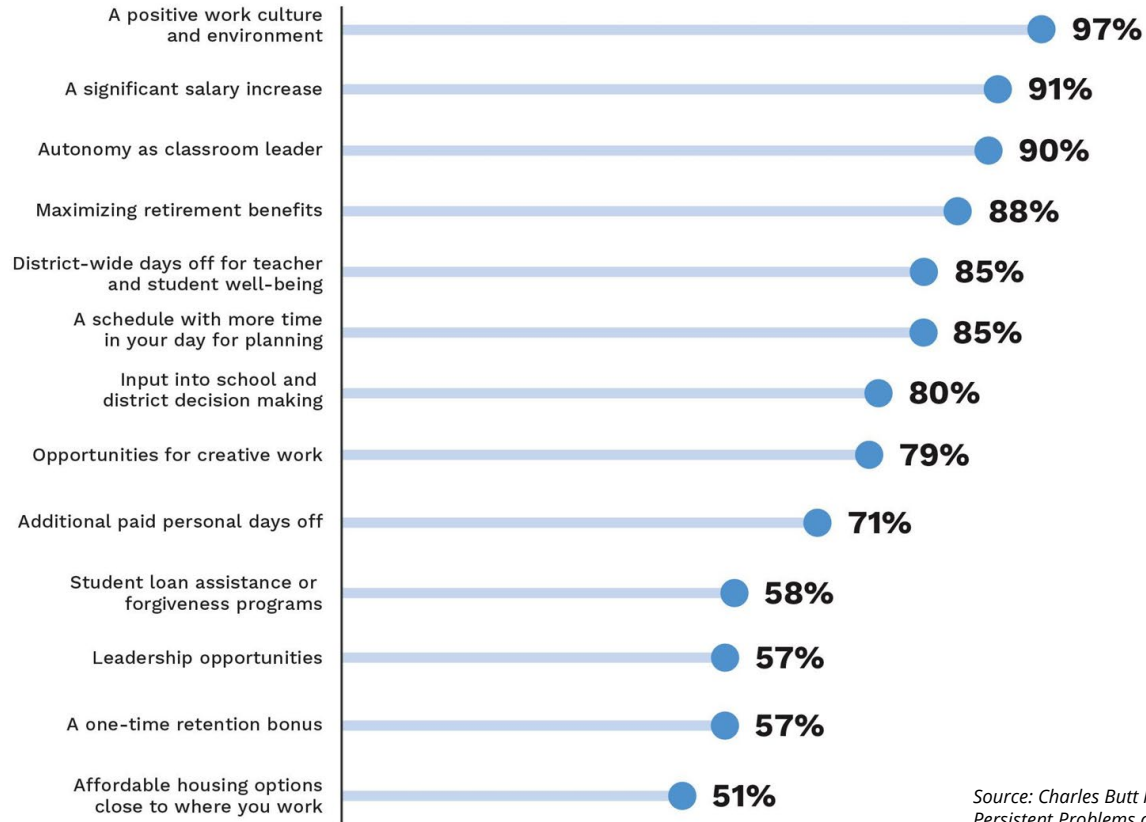


This is not a new problem...

-  More than **one-third** of new teachers leave the profession in the **first 3 years**. (Shaw & Newton, 2014)
-  **68%** of new teachers expressed their preparation programs had placed too much emphasis on theory and **not enough on classroom-ready skills**. (William Penn Foundation, 2018)
-  On average, it costs **more than \$20,000** to hire a new teacher in an urban district. (Learning Policy Institute, 2017)
-  Nearly **two-thirds** of American teachers feel **undervalued**. (trustEd, 2018)



A Wide Variety of Retention Strategies Would Encourage Teachers to Remain In Their Jobs



Source: Charles Butt Foundation 2022 Texas Teacher Poll: Persistent Problems and a Path Forward



Benefits of High Retention

Retaining teachers improves the classroom environment and student outcomes

82%

Student
Behavior

91%

Student
Satisfaction

95%

Class
Culture

95%

Parent
Satisfaction

96%

Teacher Satisfaction

e2L findings are from an online survey by a third party market research firm of administrators employed full-time at public, U.S.-based K-12 institutions in districts with more than 10,000 students.



Arlington

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More Than a Remarkable Education

A Deep Dive

Arlington ISD Demographics

Student Population	56,477
Economically Disadvantaged	72.8%
At-Risk	64.25%
Limited English Proficient	28.05%
Hispanic	46.0%
African American	25.0%
White	19.0%
Asian	6.0%
Two or More Races	4.0%



Teacher Retention Rates & Experience

- Lower teacher retention rates
 - 25% increase in teacher exits from prior school year
 - 33% increase in the number of requests to hire or transfer a teacher across campuses from the prior school year
- Volume of inexperienced classroom teachers
 - 207 new teachers hired with zero-years of experience across 63 campuses

Arlington Zero Years Teacher Strategies

1

Mentor

2

Coach

3

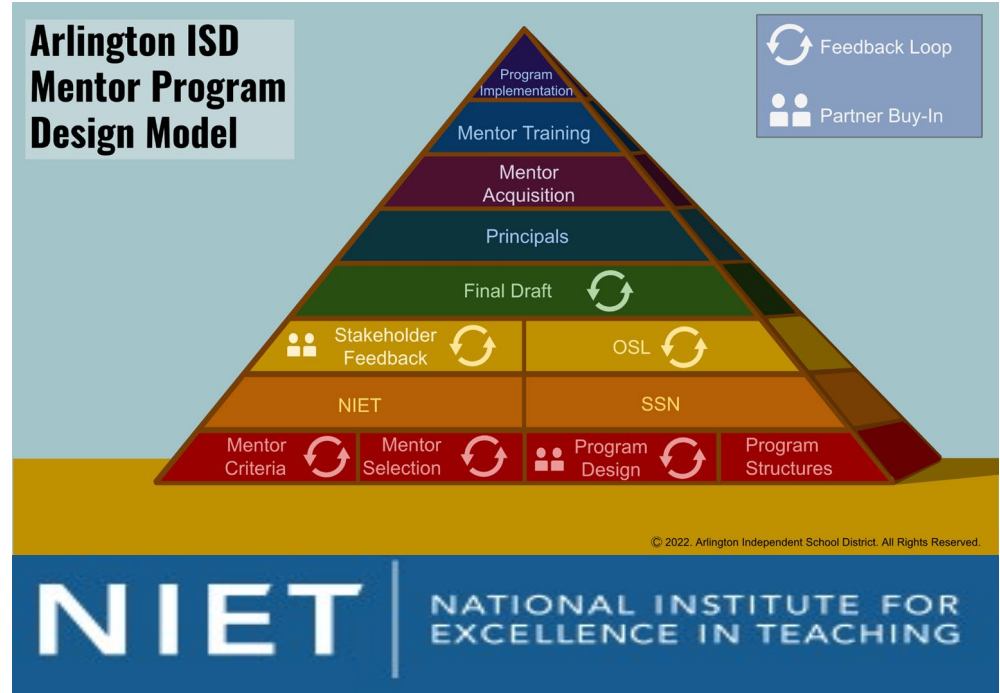
Lead

“Everyone deserves a coach, but nobody needs a critic.”

Shannon Buehler, *Connect the Dots*

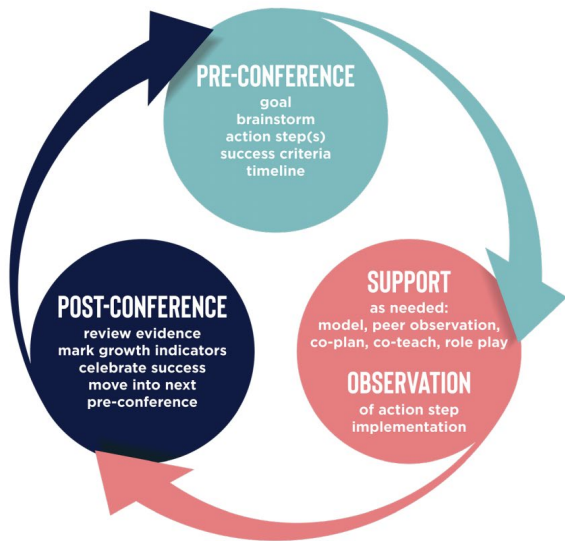
Zero -Year Teachers Strategy #1: Mentoring

- Research-based
 - Partnership with National Institute for Excellence in Teaching
- Goals and structures in place to monitor to Return-on-Investment
- Focus support for teachers in their first three years of experience
- Rigorous mentor selection process and expectations
- Role distinction between mentors and Instructional Coaches

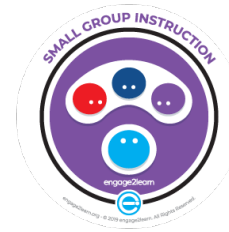


Zero Year Teachers Strategy #2: Coaching

ARLINGTON ISD COACHING & FEEDBACK CYCLE



Best Practices in Literacy & Mathematics





Partnership



engage2learn.org



Competency -Based Professional Learning

Competency -Based Professional Learning *noun*

Clearly defined research -based standards that define skills or proficiencies in a progression for growth with various levels of entry.

Source: Connect the Dots, July 2022



A **progression** of talent development over time



A **clear, individualized target** for relevant feedback and accelerated growth



A basis for **measuring formative employee growth**

“Competency-based professional learning is the key for accelerated educator growth.”

- Shannon K. Buerk

Competency -Based Educator Growth

Assessment / Formative Feedback

Designs and facilitates standards-aligned formative assessments to monitor progress of all learners in academic standards and life-ready skills.

Levels of Mastery:

1 Conventional Culture

- ✓ Designs standards-aligned formative assessments

Indicator Completed
Coach reviews and confirms educator's evidence of practice

- ✓ Facilitates assessments to monitor progress of all learners

2 Collaborative Culture

- ✓ Designs a standards-aligned pre-assessment and additional formative assessments that identify strengths and student needs

- ✓ Facilitates pre-assessment and formative assessments to monitor progress of all learners and shares personalized feedback early and

3 Synergistic Culture

- ✓ Designs a standards-aligned pre-assessment and a variety of formative assessments with level questions that identify strengths and needs

- ✓ Facilitates a variety of individual formative assessments early, often and consistently shares personalized

Standard "Mastered"
Level 3 / Badge Earned

4 Innovative Culture

- Collaborates with learners to create a variety of standards-aligned formative assessments

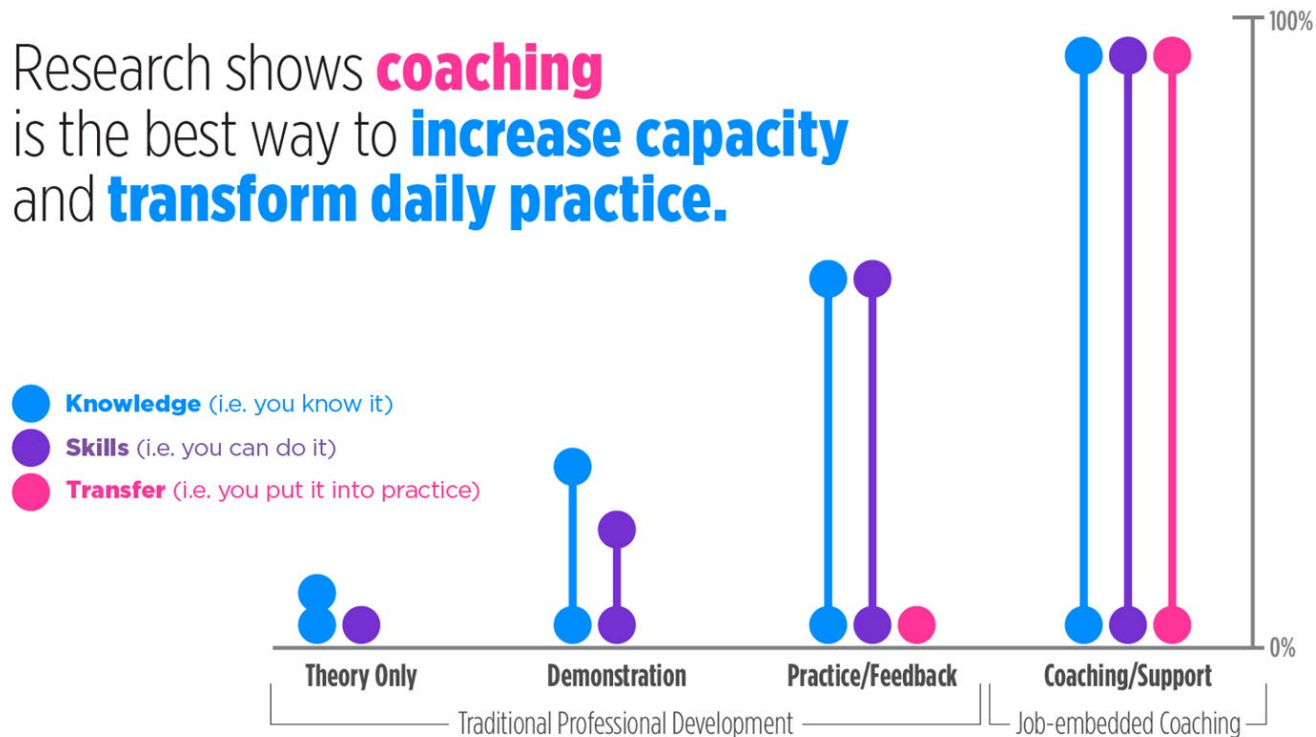
Professional learning competency & descriptor

Growth Indicator Defines practice at indicated level of mastery



Prioritize Coaching over Training and Workshops

Research shows **coaching** is the best way to **increase capacity** and **transform daily practice**.



Source: Joyce, B. and Showers, B. *Professional Development that Impacts Student Achievement*.

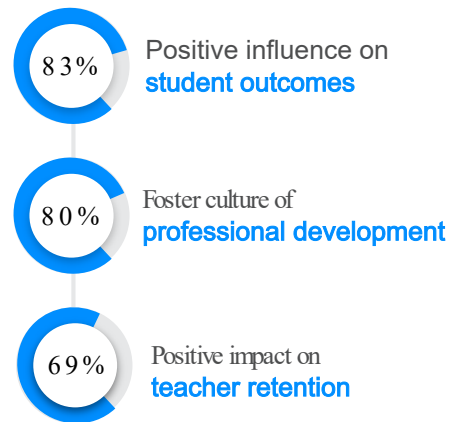


Impact of Coaching

Most schools and districts (76%) offer **individualized coaching** as an option for teachers, and they recognize the value.

87% Report that it **directly increases teacher retention**

84% Report that it is **important to their district**



Perceptions of Coaching

Coaching, whether from staff or a third-party provider, has a positive impact on schools, educators, and students.

Hanover Institute, 2022

Evidence -based Recognition



Assessment/Formative Feedback

Designs and facilitates standards-aligned formative and summative assessments to monitor progress and adjust instruction for all learners in academic standards and future-ready skills.

Best Practice Standard
The best practice standard and description of standard

1 Conventional Culture

✔ Designs a standards-aligned pre-assessment and additional formative assessments with questions that identify mastery

✔ Facilitates pre-assessment and post-assessment to monitor progress of all learners

2 Collaborative Culture

○ Designs a standards-aligned pre-assessment and additional formative assessments with leveled questions that identify strengths and student needs

✔ Facilitates pre-assessment and individual formative assessments to monitor progress of all learners and shares feedback early and often

3 Synergistic Culture

○ Designs a standards-aligned pre-assessment and a variety of formative assessments with leveled questions that identify strengths and student needs

○ Facilitates a variety of individual formative assessments early and often and consistently shares personalized feedback to track growth toward mastery keeping an open dialogue between student and teacher



4 Innovative Culture

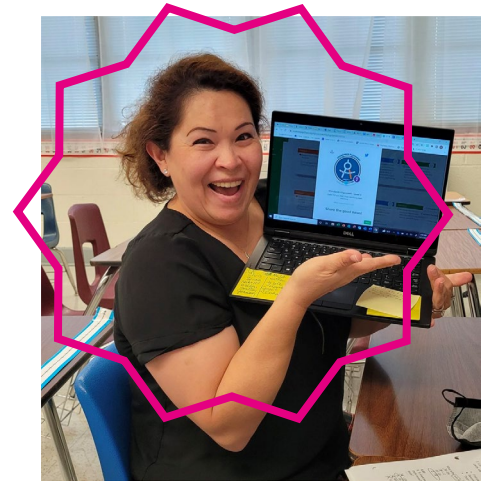
○ Collaborates with learners to create a variety of standards-aligned formative assessments

○ Empowers learners to demonstrate progress towards mastery of standards in individualized ways

Growth Indicator
Defines what the practice looks like for the indicated level of mastery.

Indicator Completed
Checked when coachee provides evidence of completion to coach

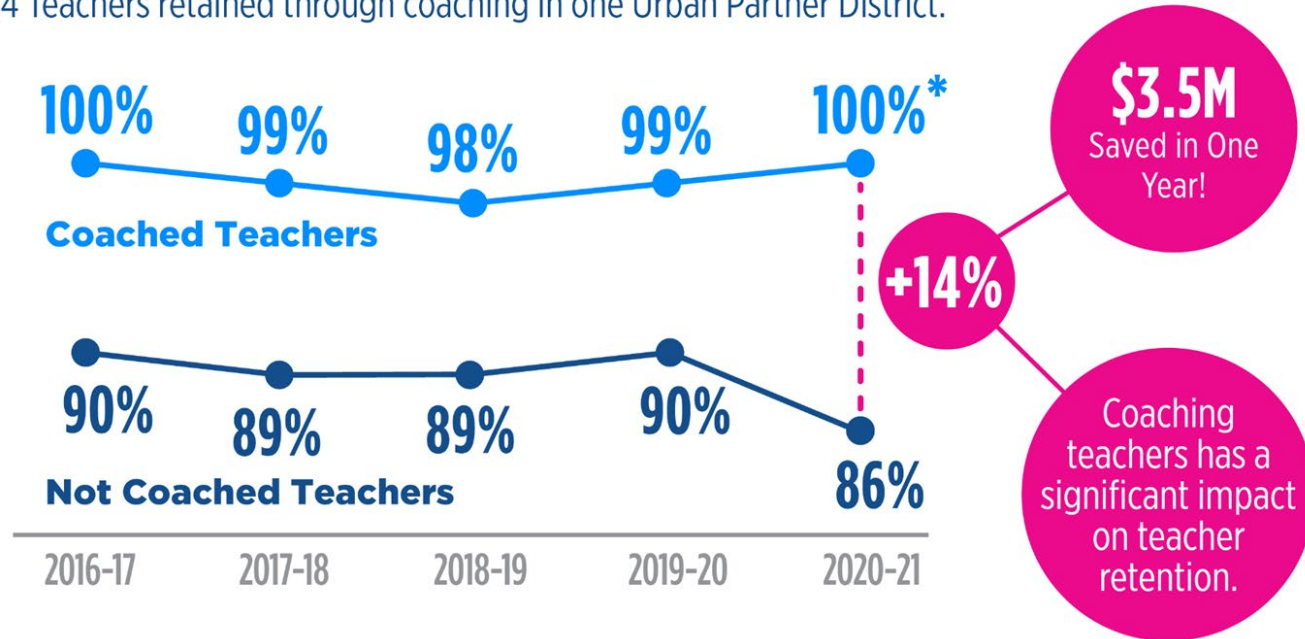
Mastery & Badge Earned
Once all level 1 thru 3 indicators are complete, this standard is "mastered"



Connect the Dots

Teacher Retention Rates Improved by Coaching

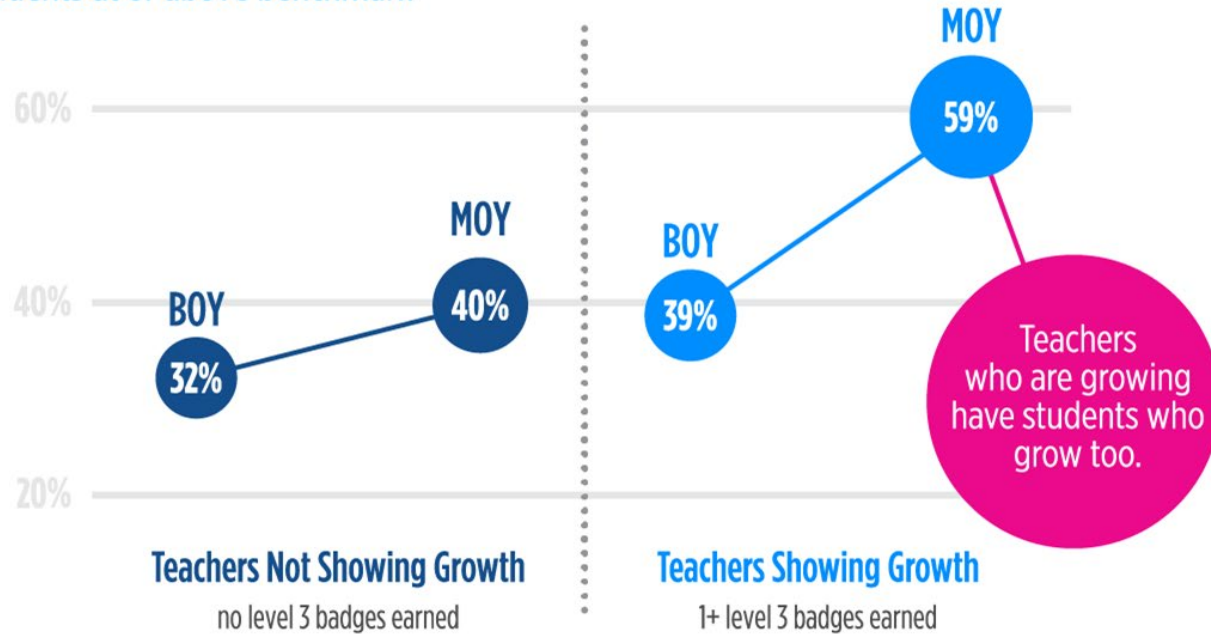
*1,104 Teachers retained through coaching in one Urban Partner District.



Connect the Dots

Student Growth BOY vs MOY

% of Students at or above benchmark



Leader Effectiveness

94% of employees say they would stay if... they felt leaders invested in their professional development.

Source: Built In, 2019



Zero Year Teachers Strategy #3: Lead

- Coordination of goal alignment between teacher appraiser and coaching
- Teacher support in Professional Learning Communities (PLCs)
- Level and department lead teacher development





Teacher Retention Strategies in Summary

1

Invest in people, not programs.

2

Differentiate support based on individual need.

3

Use evidence-based coaching to increase capacity.

4

Create evidence-based recognition systems.



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