Addressing the Teacher Shortage: Strategies for School Leaders

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The Path to School Success

1. GREAT Principals/Leaders
2. TALENTED Teachers/Staff
3. ENGAGED Teachers/Staff
4. ENGAGED Students
5. GREATER Student Achievement
6. COLLEGE + CAREER Ready Students

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Wanted: Great Teachers, and Lots of Them!

- We are in the midst of a growing national teacher shortage.

- Projections show that the United States will need at least 1 million and as many as 1.6 million new teachers over the next 10 years.

- While the demand for teachers continues to rise, the supply continues to decline.

- These trends and issues have come together to create a unique set of challenges for recruiting, selecting, and retaining great teachers.
Leadership Perspectives on Public Education: 2017 Superintendent Poll

• Just 29% of school superintendents say that their district is “very effective” at recruiting talented teachers (21% among rural schools)

• 67% of school superintendents say that the quantity of new teacher candidates is decreasing

• 39% of school superintendents say that the quality of new teacher candidates is decreasing

Source: Gallup 2017 Survey of K-12 School District Superintendents; 2,326 web interviews conducted June 15-July 9, 2017
Millennials in the Workplace: Is your District Ready?

only 6% of public school superintendents strongly agree that their district understands the needs of millennials in the workplace.
Emerging Workplace Expectations Are Shifting
What Future Workplaces Want and Need

THE PAST          LEADER AS COACH           OUR FUTURE

My Paycheck
My Satisfaction
My Boss
My Annual Review
My Weaknesses
My Job

My Purpose
My Development
My Coach
My Ongoing Conversations
My Strengths
My Life

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Maximize Human Capital

Addressing the teacher shortage requires a system-wide approach to human capital management.
The importance of every hiring decision: Budget implications

- The average salary of a teacher in the United States is approaching $60,000.

- Annual investment in benefits (insurance, retirement contributions, paid leave, and other benefits) is often another $20,000 or more.

- Hiring decisions are often made in difficult circumstances.
  - Hard-to-fill openings in math, science, and special education.
  - Last-minute hires made at the end of the summer due to changing enrollment projections.

- Regardless of the circumstances at the time of hire, many teachers will stay for the long term — equating to what may be a an investment of more than $2 million throughout a teacher’s career.
Value of a Great Teacher: Implications for Student Engagement

“My teachers make me feel my schoolwork is important”
“In the last seven days, I have learned something interesting at school”
“I have at least one teacher who makes me excited about the future”
“The adults at my school care about me”
“I feel safe in this school”

Engaged students are …

2.5x more likely to say they get excellent grades
2.5x more likely to strongly agree they do well in school
4.5x more likely to be hopeful

… than their actively disengaged peers.
Value of a Great Teacher: Implications for Student Success

Student Engagement

Student Achievement

Future Earnings
What Does a Great Job Look Like?

**Engaged** these employees are loyal and psychologically committed to the organization. They are more productive and more likely to stay with their organization.

**Not Engaged** these employees may be productive but they are not psychologically connected to their company. They are more likely to miss workdays and more likely to leave.

**Actively Disengaged** these are physically present but psychologically absent. They are unhappy with their work situation and insist on sharing this unhappiness with their colleagues.
Hiring great teachers is a great first step towards building teacher engagement – for both the new hire and for their colleagues.

“At work, I have the opportunity to do what I do best every day”

“My associates or fellow employees are committed to doing quality work”
Teacher Engagement Reduces Absenteeism & Turnover

3.3x
Compared with engaged teachers, actively disengaged teachers are 3.3 times more likely to leave the district for any reason

1.8x
Actively disengaged teachers are 1.8 times more likely than engaged teachers to miss more than four days of work due to illness
“Our greatest contribution is to be sure there is a teacher in every classroom who cares that every student, every day, learns and grows and feels like a real human being.”
Think about the best teacher you have ever known …

• a childhood teacher
• a current teacher in your district
• one of your children’s teachers

What makes this teacher so special?

What one word would you describe this teacher?
Talent + Knowledge + Skills = Teaching Excellence
Keys to Hiring Great Teachers

Ensure that the factors you are considering in the hiring process really make a difference for student and school success

- **Teaching experience?**
  - Teachers grow during the first five years of experience, but there is little to no evidence that increased experience results in additional growth in student achievement.

- **Advanced degrees?**
  - Advanced degrees in mathematics seem to have value, particularly in secondary schools. Other advanced degrees have not been found to be strongly related to student growth.

- **Certification?**
  - Certification status appears to have little or no relationship to student achievement and growth.
Talent Dimensions of the Very Best Teachers

• **Achievement Drive:** Describes the motivation to enable students to succeed in the classroom.

• **Classroom Structure and Planning:** Describes the balance of both innovation and discipline; these teachers are thoughtful and creative, while establishing a sense of order in their classroom.

• **Student and Parent Relationships:** Describes the talent for fostering relationships to create a successful learning environment.
Teachers with top-quartile talent were 2.8 times more likely to be “engaged” than teachers who scored in the bottom half.

Teachers who scored in the top half were 1.65 times more likely to receive a “highly effective” value-added model rating than teachers who scored in the bottom half.

Teachers who scored in the top quartile were 2.5 times more likely to be recognized as top performers by their principals (earning a “4” out of 4 on an evaluation score) than teachers who scored in the bottom quartile.

Source: Gallup Client Case Studies
“What will happen when we think about what is right with people rather than fixating on what is wrong with them?”

Donald O. Clifton, psychologist and business executive (1924-2003)
Six Strategies for Addressing the Teacher Shortage

1. **Study** your district’s processes and successes. Where are your best sources of great candidates? What is the ROI from each of your recruiting strategies?

2. **Start** early – grow your own (60/20).

3. **Prioritize** natural teaching talent – not just advanced degrees, experience, and certification.

4. **Hire** for the district as well as for the school.

5. **Create** a great place to work – measure and foster employee engagement to retain your great teachers.

6. **Develop** the strengths of each educator throughout their entire career.
Questions?

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