

GALLUP®

Addressing the Teacher Shortage: Strategies for School Leaders

Tim Hodges, PhD
Director of Research
tim_hodges@gallup.com
Twitter: [@timhodes402](https://twitter.com/timhodes402)

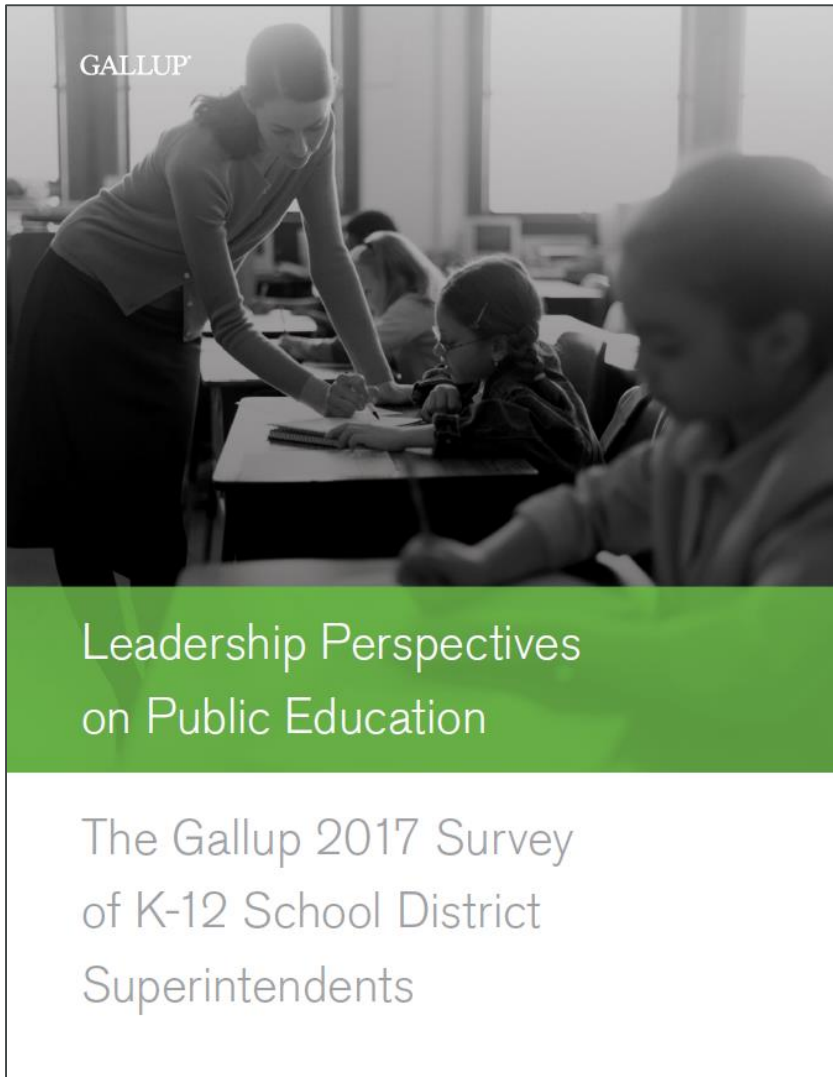
The Path to School Success



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?

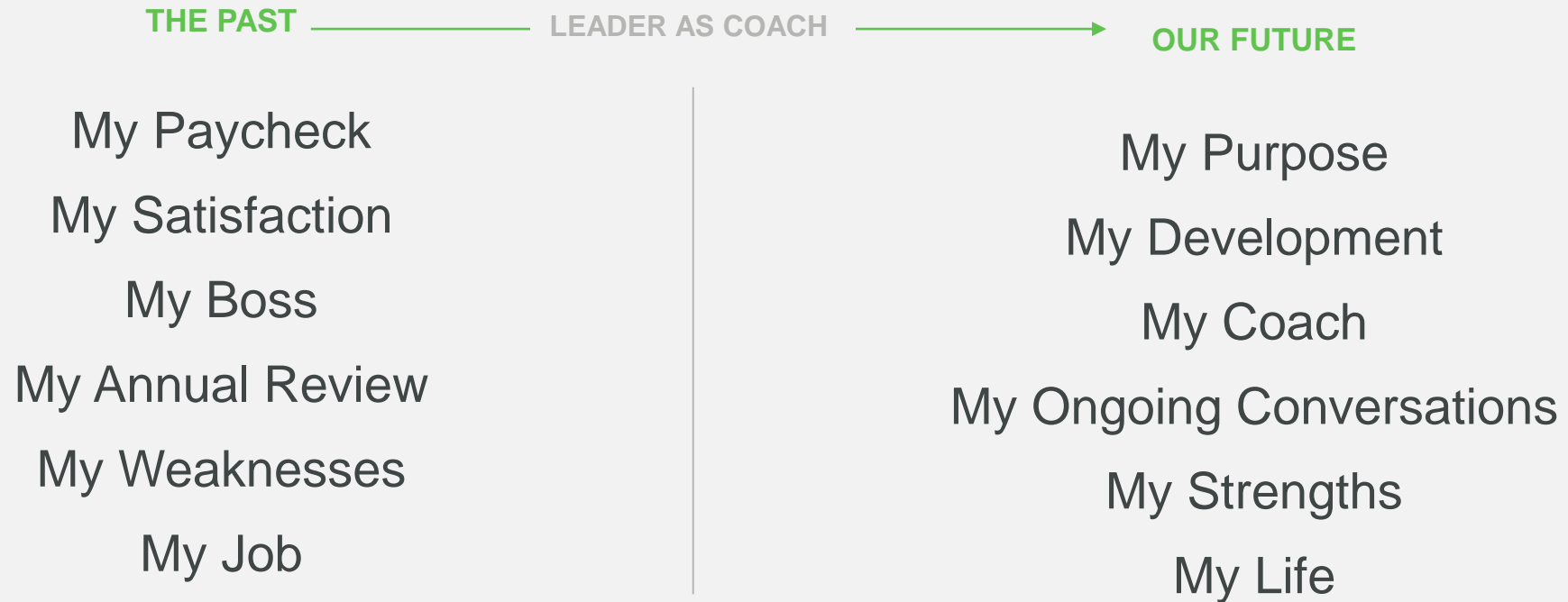
only **6%**

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



Maximize Human Capital

Addressing the teacher shortage requires a system-wide approach to human capital management



ALIGN



ATTRACT



RECRUIT



ASSESS



HIRE



ONBOARD



ENGAGE



DEVELOP

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.

Value of a Great Teacher: Implications for School Culture

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



Don Clifton
(1924-2003)

*“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

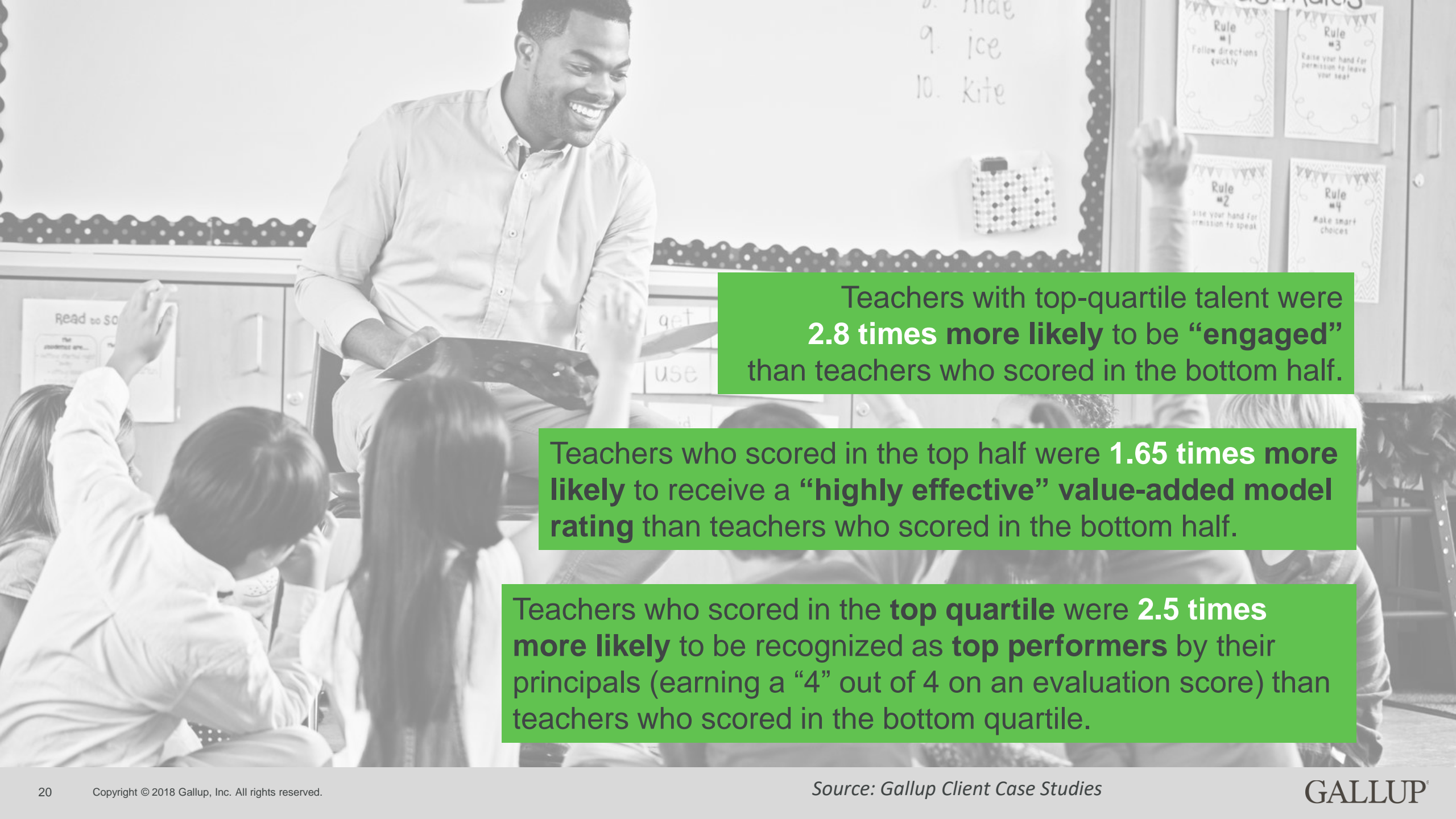
Keys to Hiring Great Teachers

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.

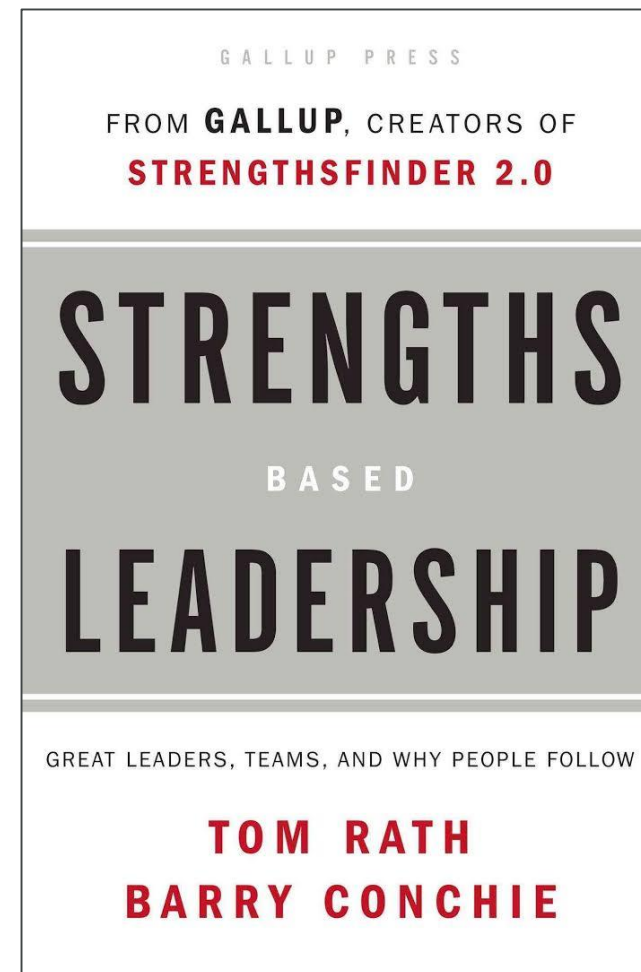
Teachers who scored in the top half were **1.65 times more likely** to receive a “**highly effective**” **value-added model rating** than teachers who scored in the bottom half.

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.



Donald O. Clifton,
psychologist and
business executive
(1924-2003)

“What will happen
when we think about
what is right with
people rather than
fixating on what is
wrong with them?”



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?

For more information or to
schedule a briefing for your team:
inquiries@gallup.com

tim_hodges@gallup.com

Twitter: [@timhodges402](https://twitter.com/timhodges402)

Thank you!

Copyright Standards

This document contains proprietary research, copyrighted materials, and literary property of Gallup, Inc. It is for the guidance of your organization only and is not to be copied, quoted, published, or divulged to others outside your organization. All of Gallup, Inc.'s content is protected by copyright. Neither the client nor the participants shall copy, modify, resell, reuse, or distribute the program materials beyond the scope of what is agreed upon in writing by Gallup, Inc. Any violation of this Agreement shall be considered a breach of contract and misuse of Gallup, Inc.'s intellectual property.

This document is of great value to Gallup, Inc. Accordingly, international and domestic laws and penalties guaranteeing patent, copyright, trademark, and trade secret protection safeguard the ideas, concepts, and recommendations related within this document.

No changes may be made to this document without the express written permission of Gallup, Inc.

Gallup® and Q12® are trademarks of Gallup, Inc. All rights reserved. All other trademarks and copyrights are property of their respective owners.