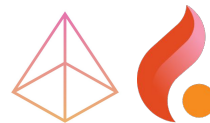


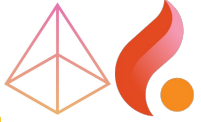


Supporting Early-Career Teachers

A Strategic Investment

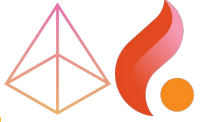
*Meera Shah | Trey Education
SAIS Summer Conference 2023*





Session Objectives

- ▲ Review **trends** in teacher retention and turnover, and understand **perspectives and needs** of those entering the field.
- ▲ Explore the connections between early-career teacher support and **strategic advantages** for a school.
- ▲ Gain **strategies and ideas** to build programs, practices, and cultures to support early-career teachers.



Today

- ▲ Trends & Data
- ▲ Perspectives & Frameworks
- ▲ Strategic Advantages



Supporting Early-Career Teachers: A Strategic Investment

SAIS Summer Conference | Sarasota FL | June 2023

Meera Shah | Trey Education



TREY EDUCATION

Customized support for independent schools.

Current Strengths (+)

Current Opportunities (Δ)



Onboarding
&
Induction

Mentoring
&
Support

Culture
&
Systems

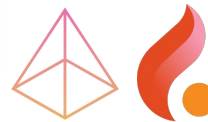
WHAT ►

SO WHAT ►

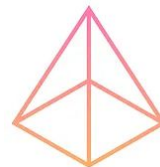
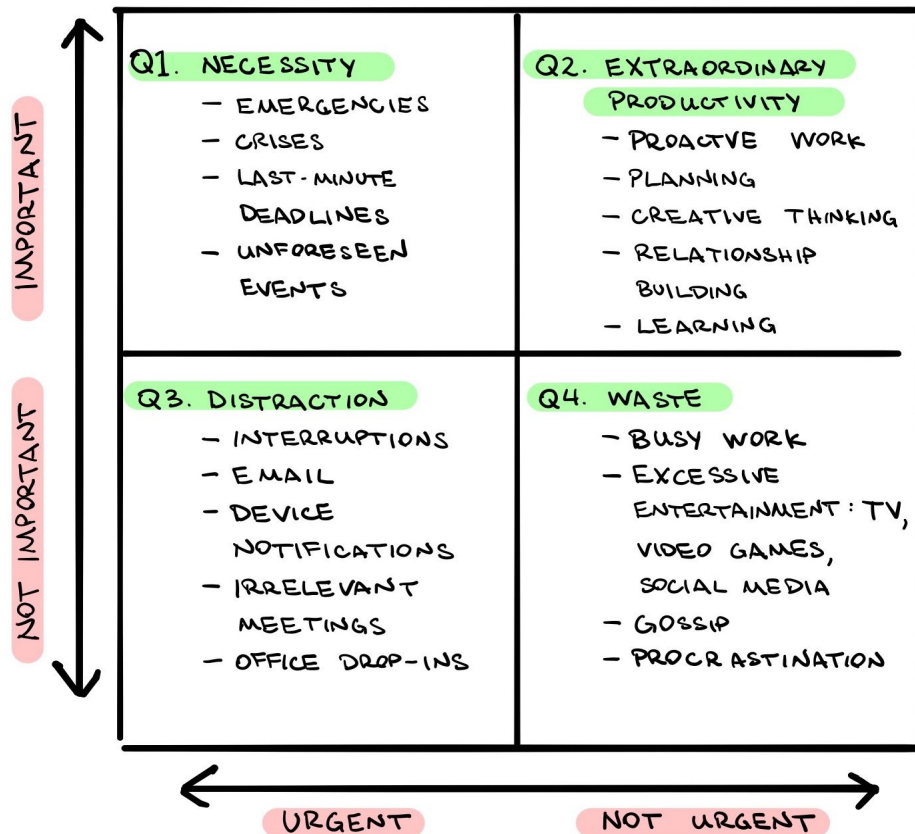
NOW WHAT ►

Contact | meera@treyleducation.com | www.treyleducation.com

Resources | www.treyleducation.com/sais-summer-23



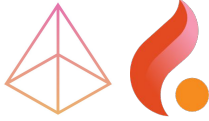
Me

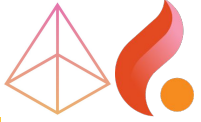


TREY
EDUCATION

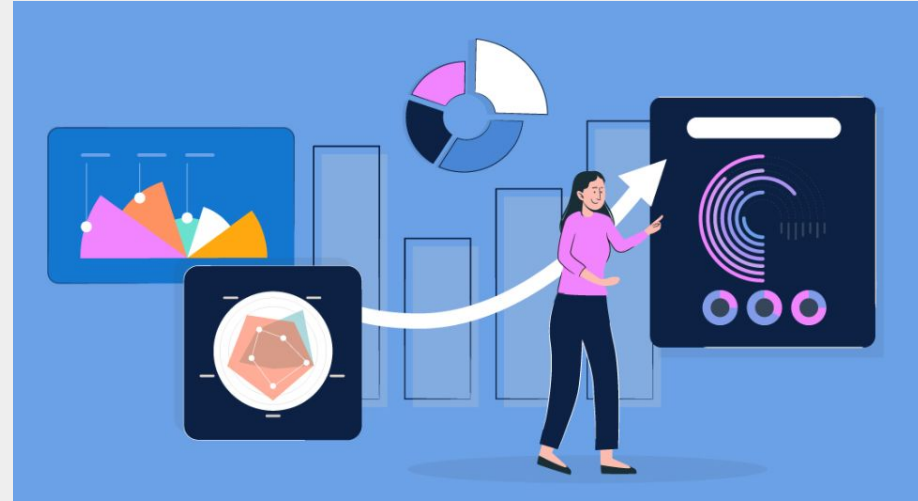
EduDx
Educational Directions

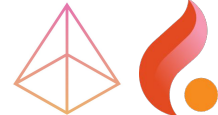
You





Trends & Data





16% **CHURN** 8% attrition 2/3 not retiring
8% transfer

\$20,000+ per replacement

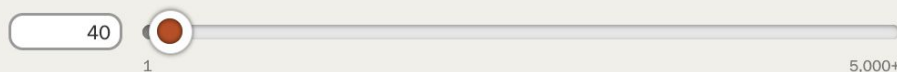
1. How many teachers left your school or district?

Enter a Number

Let Us Help You

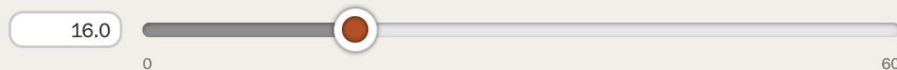
Total number of teachers

Don't know? [Search for your school or district here](#). Click the school or district option, then type the name in the search box. In the results box, click on "More Details" and look for "Classroom Teachers (FTE)."



Percent who left last year

Don't know? Use the national average of 11% for districts or 16% for schools.



6 Estimated number of teachers who left

2. What's the cost of replacing a teacher?

Use the slider to estimate the cost of replacing a teacher in **YOUR** school or district. As you think about the costs, remember to factor in all expenses and person hours related to processing a teacher's exit, as well as costs to recruit, hire, and train new teachers. [Read more](#).

Enter the cost of replacing a teacher for your school or district



Don't know? Use one of our [district estimates](#):



Rural District



Suburban District



Urban District

Estimated Cost of Turnover *

\$134,400

Cutting turnover in half would save

\$67,200



Teacher turnover is costly, and not just in dollars. Studies show that student achievement suffers in schools with high turnover.

School Directory Information (2021-2022 school year)

School Name:	NCES School ID:	State School ID:
SARASOTA SCHOOL OF ARTS/SCIENCES	120168003265	FL-58-0083
District Name:	NCES District ID:	State District ID:
Sarasota	1201680	FL-58
Mailing Address:	Physical Address:	Phone:
717 CENTRAL AVE SARASOTA, FL 34236-4088	717 CENTRAL AVE SARASOTA, FL 34236-4088	(941)330-1855
Type:	Status:	Charter:
Regular school	Open	Yes
Supervisory Union #:	Grade Span: (grades 6 - 8)	
N/A	6 7 8	
Website:		
http://www.ssaas.org		

School Details (2021-2022 school year)

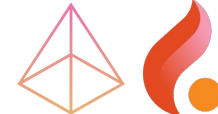
County:	Sarasota County	schools in county
Locale:	City: Small (13)	Total Students:
Magnet:	No	752
Title I Eligible:	Yes	Classroom Teachers (FTE):
Schoolwide Title I Eligible:	No	40.00
		Student/Teacher Ratio:
		18.80

Enrollment Characteristics (2021-2022 school year)

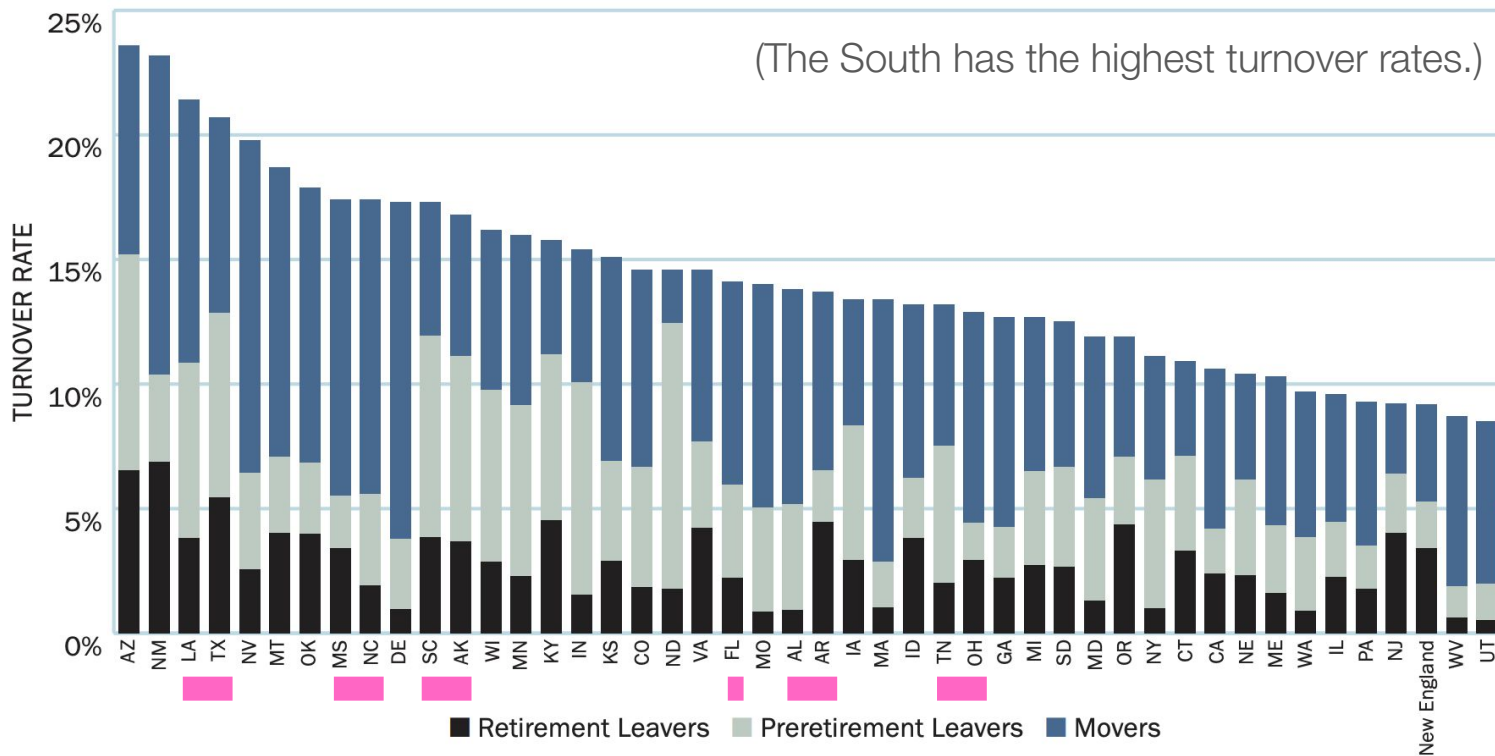
Enrollment by Grade:
6 7 8
Students: 249 251 252

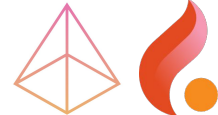
What's the Cost of Teacher Turnover? (2022, September 7). Learning Policy Institute.

<https://learningpolicyinstitute.org/product/the-cost-of-teacher-turnover?leavenm=55&number=40&leavepc=16&cost=21000&tab=1>



Teacher Turnover Varies Widely by State

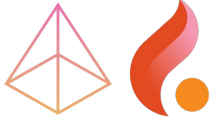




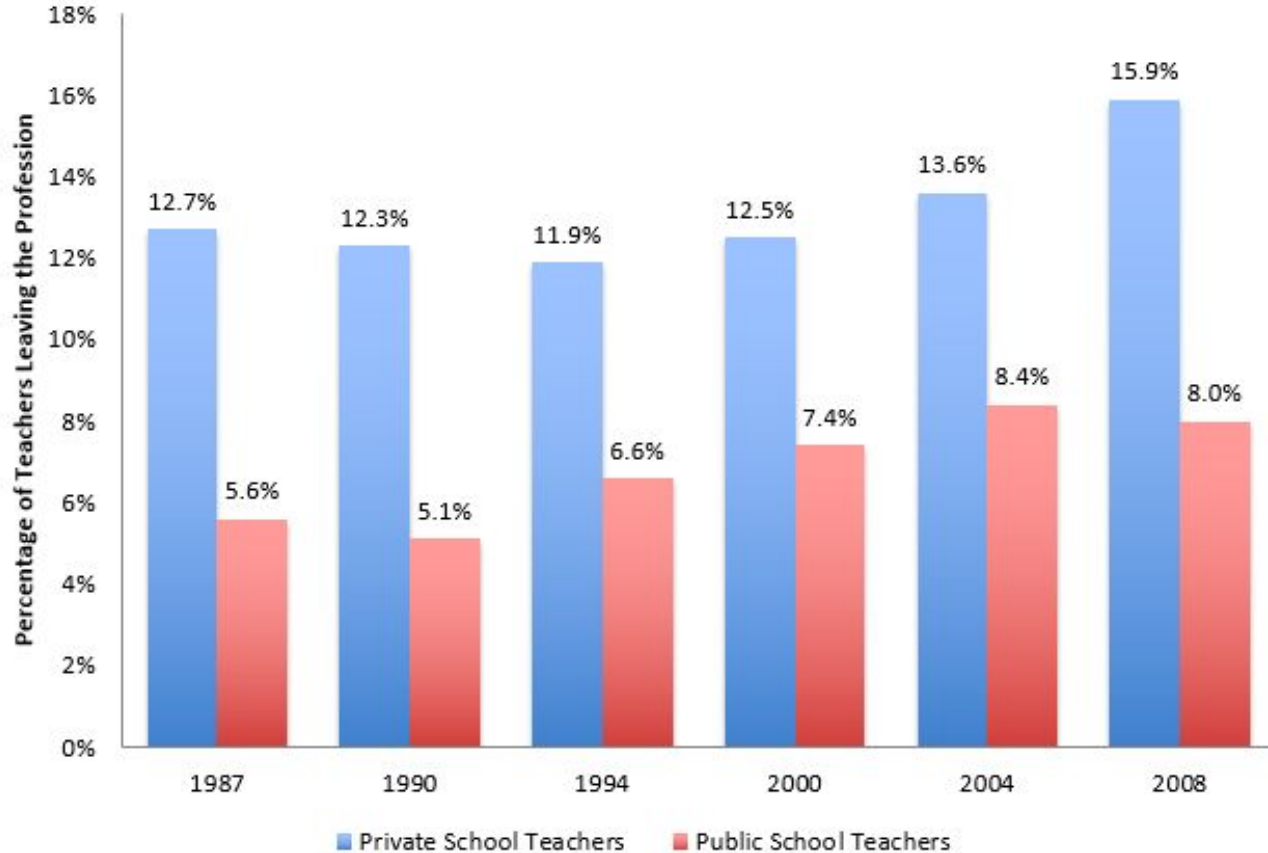
Policy Recommendations

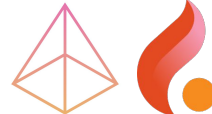
- ▲ Compensation
- ▲ Teacher Preparation & Support
- ▲ School Leadership



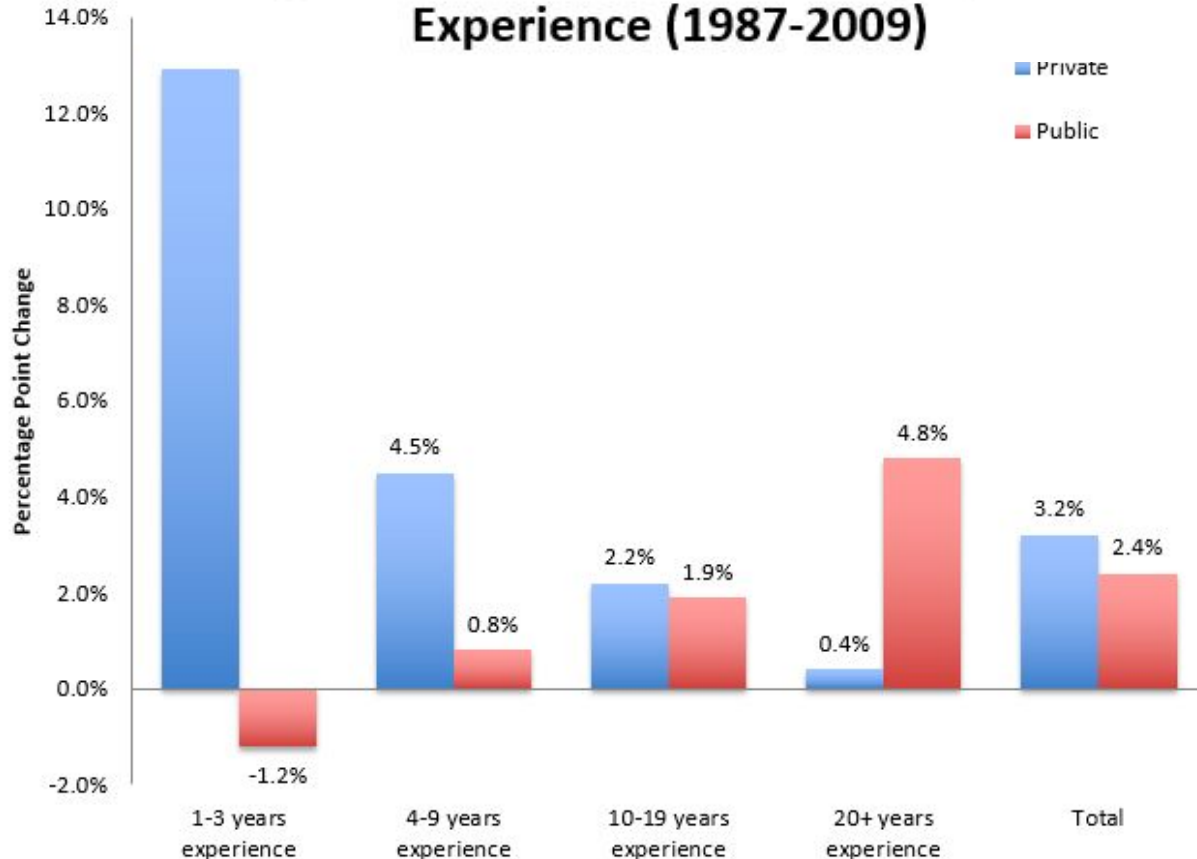


Teacher "Leaver" Rates Over Time

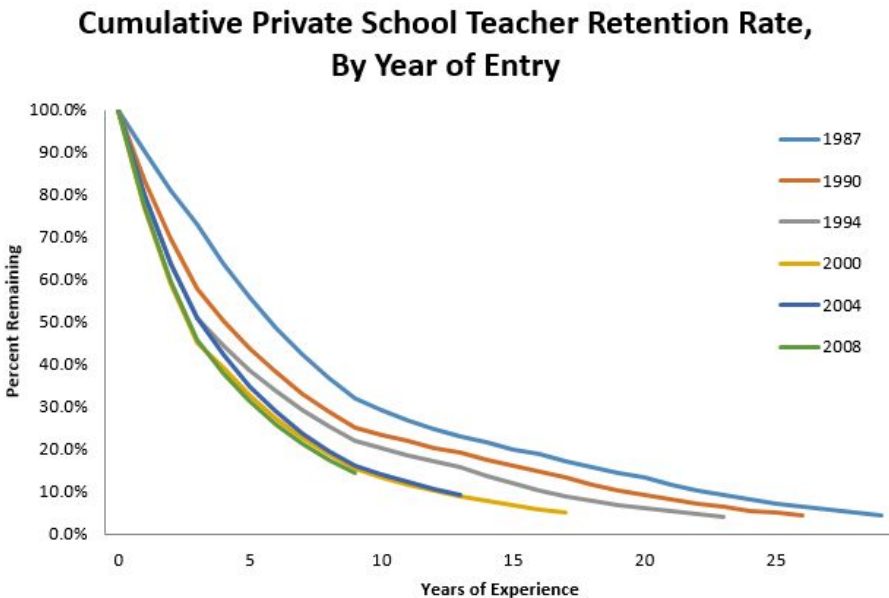
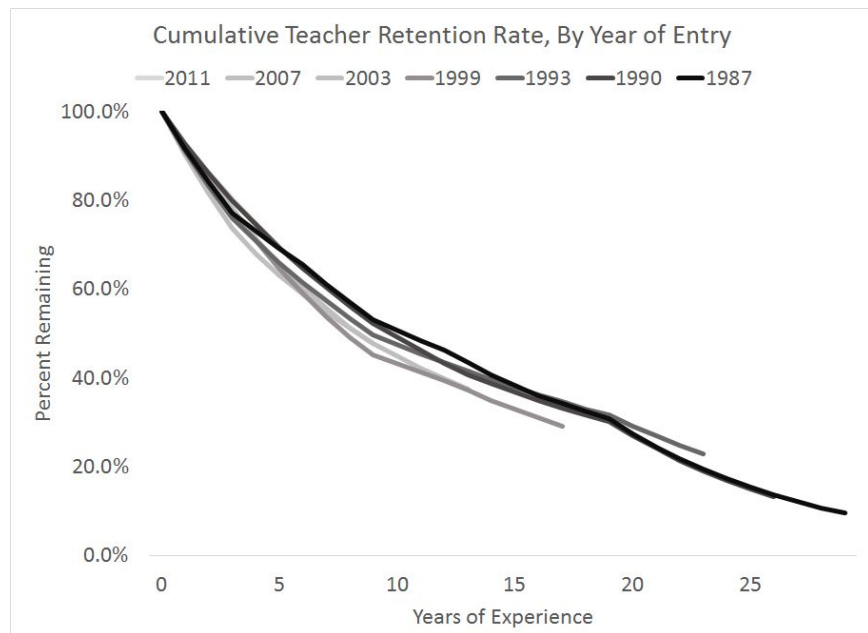




Change in Teacher Attrition Rates, By Years of Experience (1987-2009)



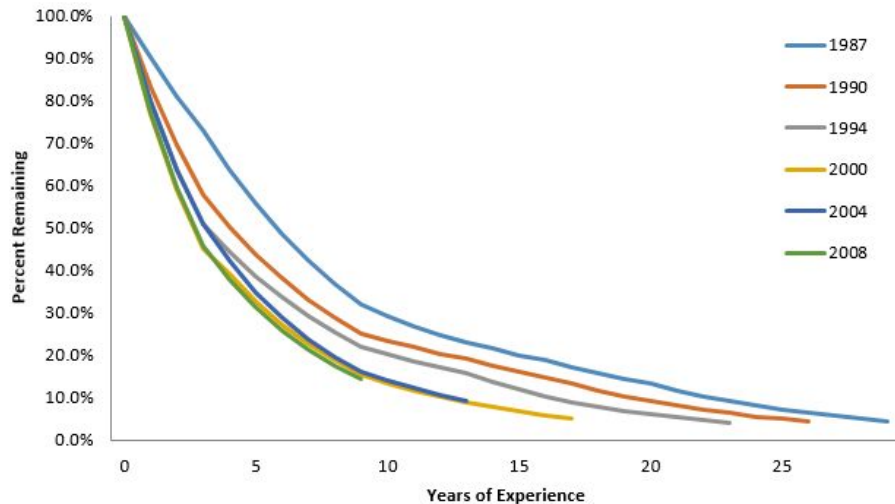
“In the private sector, unlike in public schools, teachers who entered in 1987 had higher retention rates than teachers who were hired in 1990, and so on. Those gaps are smaller in more recent years, but the NCES data suggest that far fewer private school teachers today are making it to key career milestones than did in the past.”

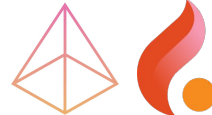


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Cumulative Retention Rate By Years of Experience		Year of Entry					
		1987	1990	1994	2000	2004	2008
	0	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	1	90.0%	83.3%	79.9%	76.7%	79.8%	77.1%
	2	81.1%	69.4%	63.8%	58.8%	63.7%	59.4%
	3	73.0%	57.8%	51.0%	45.1%	50.8%	45.8%
	4	63.7%	50.3%	44.4%	39.3%	42.2%	37.9%
	5	55.6%	43.7%	38.6%	32.6%	34.9%	31.3%
	6	48.6%	38.1%	33.6%	27.1%	28.8%	25.8%
	7	42.2%	33.1%	29.2%	22.5%	23.8%	21.3%
	8	36.8%	28.8%	25.4%	18.7%	19.7%	17.6%
	9	32.0%	25.1%	22.1%	15.5%	16.2%	14.6%
	10	29.3%	23.4%	20.3%	13.5%	14.1%	

Cumulative Private School Teacher Retention Rate, By Year of Entry



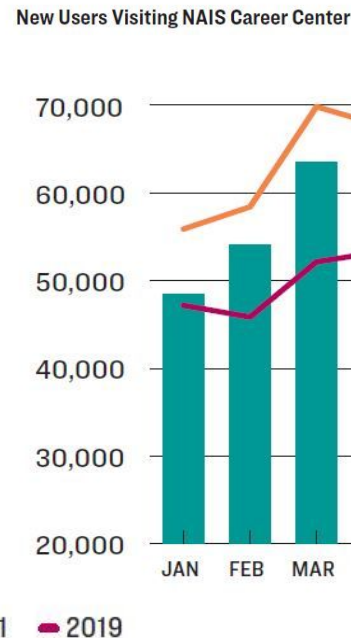
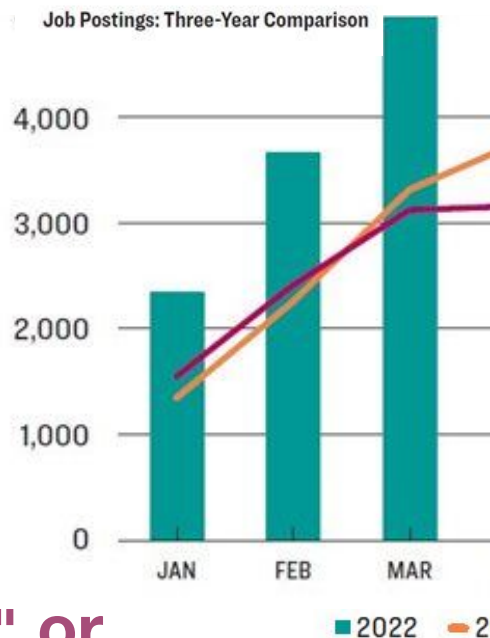


41% leave within first five years

independent school teachers more likely to leave

2x

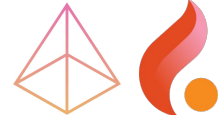
54% "somewhat" or "very likely" to leave in the (double from 2019) next two years



Teacher Turnover Rates Are Increasing—Will Your School Survive? | Independent School Management (2023). <https://isminc.com/advisory/publications/the-source/teacher-turnover-rates-are-increasing-will-your-school-survive>

NAIS - Trend Lines: What's on the Horizon for Teacher Hiring. (2023). Nais.org. <https://www.nais.org/magazine/independent-school/summer-2022/trend-lines-whats-on-the-horizon-for-teacher-hiring/>

NAIS - Research Insights: Are Independent Teachers Happy? (2023). Nais.org. <https://www.nais.org/magazine/independent-school/fall-2019/research-insights-are-independent-school-teachers-happy/>



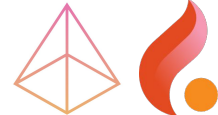
**lack of preparation
increases likelihood of
leaving after one year** **2.5x**

To improve teacher effectiveness and retention:

- ▲ Mentoring
- ▲ Reduced teaching load
- ▲ Time for collaborative planning
- ▲ Professional growth plan



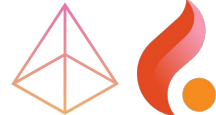
Research Insights: Are Independent School Teachers Happy?



A study...which focused on a subset of independent schools... found that teachers reported higher job satisfaction when their values aligned with the school's mission. This study emphasized the **importance of hiring practices that ensure alignment with the school's mission and values.**



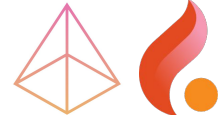
Teacher Turnover Rates Are Increasing—Will Your School Survive?



Ensuring your **faculty culture is predictable and supportive**—especially in uncertain times—is one of the best ways you can help prevent teacher burnout and turnover.



Teacher Turnover Rates Are Increasing—Will Your School Survive?

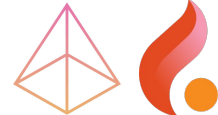


Evaluate your new teacher onboarding process:

For new teachers, support should be yearlong, not just in August. Communicate what success looks like at your school and establish systems for evaluation and support to achieve that. Anticipate questions they may ask you and are asking themselves. Find ways to ease pressure on new teachers as exhaustion sets in through the year. Create built-in points of contact for new teachers and ask experienced teachers to serve as mentors. Additionally, senior leaders should routinely check in with new teachers to establish a relationship with them.



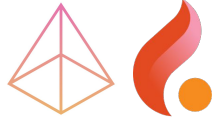
Teacher Turnover Rates Are Increasing—Will Your School Survive?



Meet the needs of BIPOC educators:
Teachers of color bear a disproportionate burden in their roles and responsibilities. Support from their leaders is essential, which means a commitment to diversity, equity, and inclusion in both practice and policy.



Research Insights: Understanding Teacher Attraction and Retention



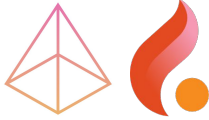
2020

JTBD

Job 1 - Seeking Fulfillment and Impact

Job 2 - Seeking Support and Respect

Job 3 - Seeking Work-Life Balance



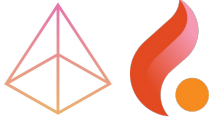
Job 1: Seeking Fulfillment and Impact

ATTRACTION

- Understand the passions of potential teachers.
- Help them translate knowledge and experience into a classroom setting.
- Help them develop and present a curriculum.
- Find ways to help them reconcile monetary trade-offs (day care or housing at no cost).

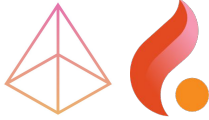
RETENTION

- Ensure that they receive positive feedback that shows their impact.
- Provide mentors and/or offer resources that can reduce anxieties about teaching.
- Help them understand the basics of administrative tasks.
- Create a purposeful dialogue to understand their career path.



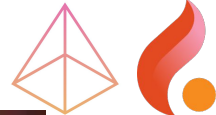
Job 2: Seeking Support & Respect

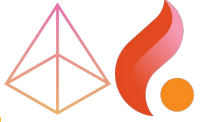
ATTRACTION	RETENTION
<ul style="list-style-type: none">• Explain the freedom teachers have in independent schools.• Be up-front about the after-hours commitments and provide opportunities for them to choose a few.• Provide evidence that you keep your promises.	<ul style="list-style-type: none">• Minimize administrative obstacles or nonteaching activities that may hinder teachers' ability to teach.• Define boundaries between work and personal life. If nonteaching work is required, explain why it is necessary and provide ample time for teachers to accomplish it.• Clearly define goals and give teachers freedom to design how to achieve them.• Provide teachers with a method for reporting complaints across the hierarchy and a way to resolve conflict.



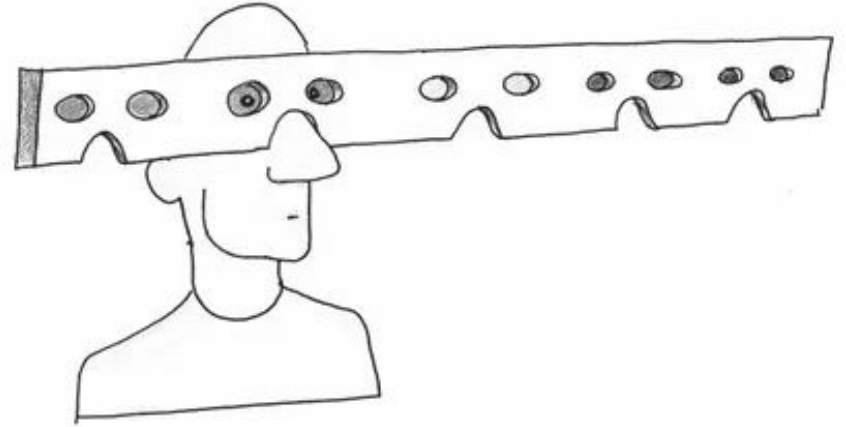
Job 3: Seeking Work-Life Balance

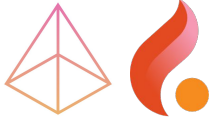
ATTRACTION	RETENTION
<ul style="list-style-type: none">• Acknowledge any systemic issues at your school and explain workarounds to deal with them.• Highlight the support systems available to teachers.• Listen to applicants and understand why they are leaving their current jobs and what they need.	<ul style="list-style-type: none">• Create clear work-life boundaries to reduce stress.• Make sure your benefits offer mental health services.• Evaluate workload sharing options.• Set expectations for parent engagement and contact.• Restructure teachers' workdays to provide more time for administrative tasks.



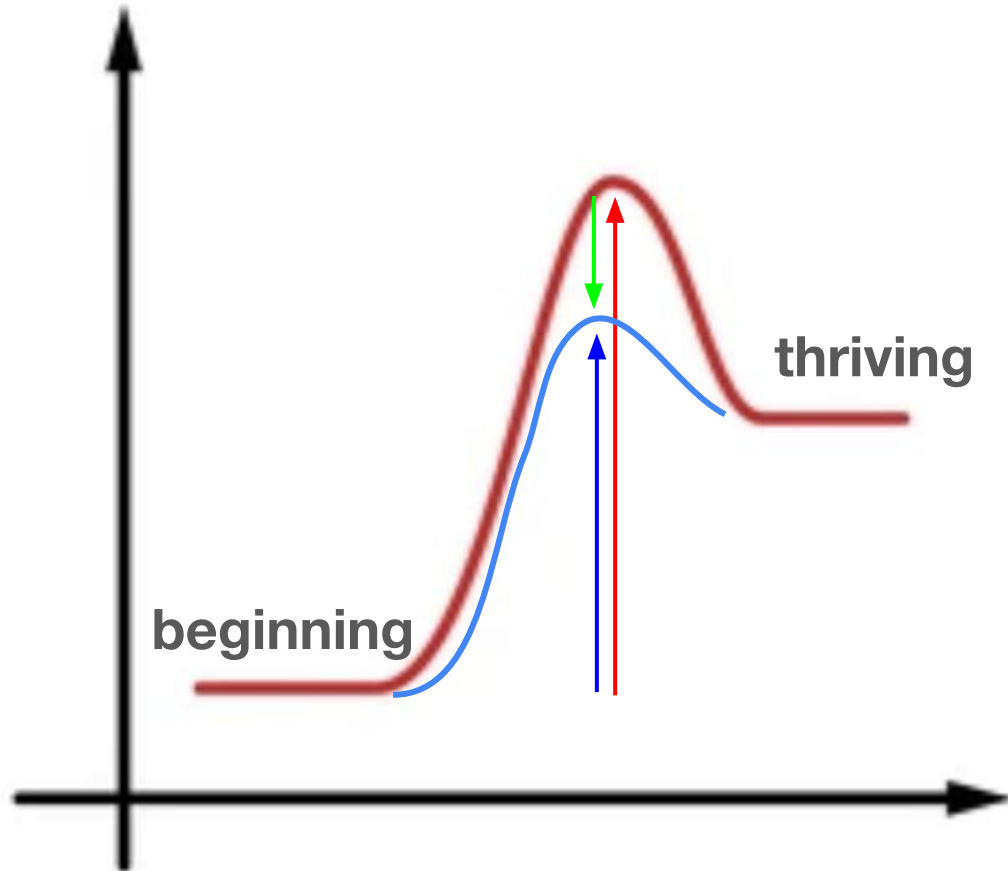


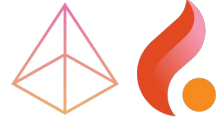
Perspectives & Frameworks



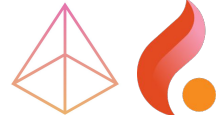


Barriers to retention and thriving?





What early-career teachers say...

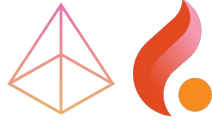


CHALLENGES

- ▲ communicating with parents
- ▲ classroom management
- ▲ figuring out LMS—both the technical and cultural usage...

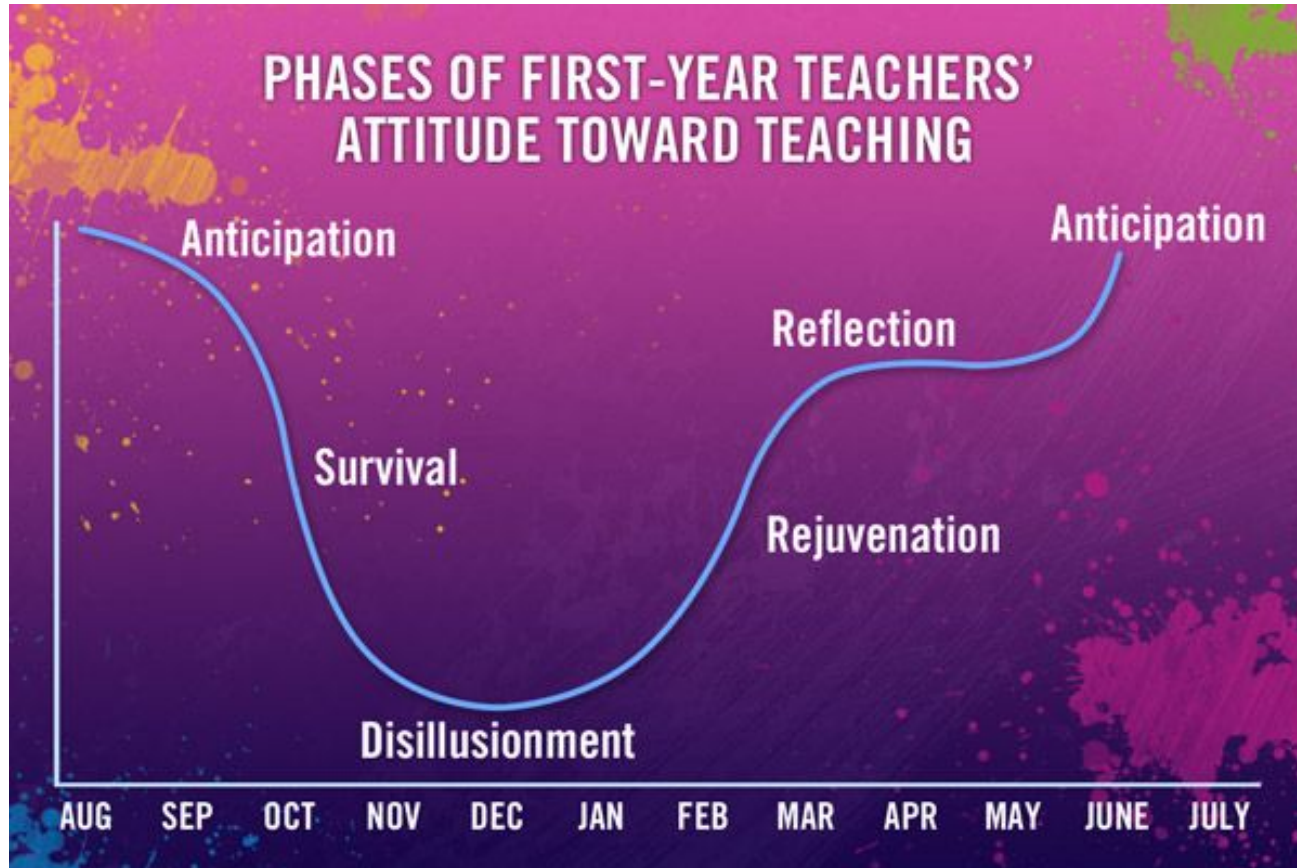
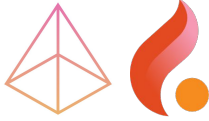
THRIVE FACTORS

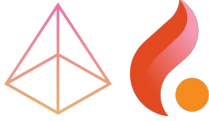
- ▲ experienced people available day-to-day
- ▲ reasonable workload and reduced duties
- ▲ learning how to organize my lessons... more student interest, less behavior issues)
- ▲ regular exposure to models of high-quality instruction
- ▲ my school's strong systems that keep me on track and informed



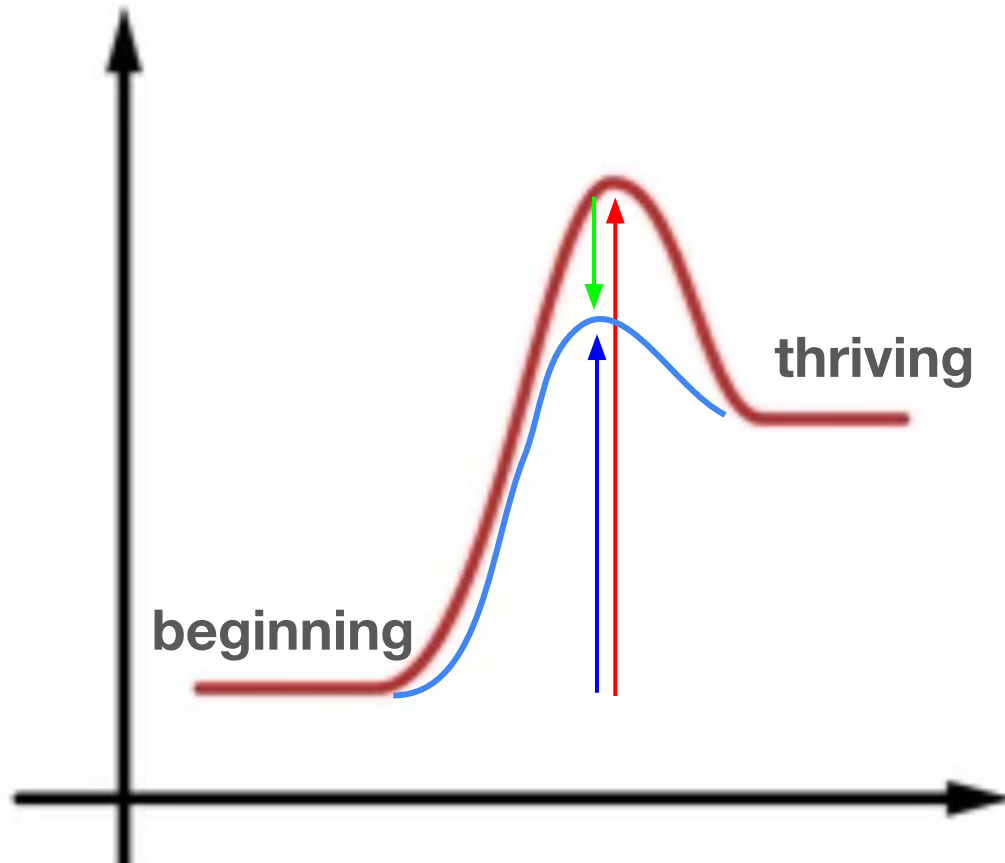
ADVICE FOR SCHOOLS

- ▲ A supportive community is the most important “system.”
- ▲ Make it easy to find, consult, and collaborate with peers.
- ▲ Give materials and guidelines to make good decisions; trust them to make decisions well.
- ▲ Be clear and consistent in communication.
- ▲ Show new teachers *how* to teach well.
- ▲ Give feedback (both positive and constructive) often...don't wait for the annual evaluation.

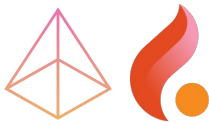


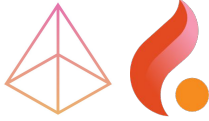


Barriers to retention and thriving?



- ▲ Barriers to thriving?
- ▲ Ways to lower barriers?





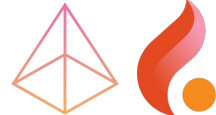
**Onboarding
&
Induction**



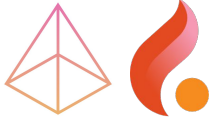
**Mentoring
&
Support**



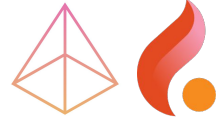
**Culture
&
Systems**



- ▲ Onboarding starts *before* you hire.
- ▲ Early access makes a difference.
- ▲ Design with “new” in mind.

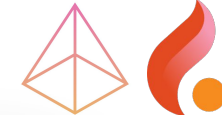



- ▲ Program with intention.
- ▲ Consider early-career teachers.
- ▲ Think outside the box.



- ▲ **Clarify and model expectations.**
- ▲ **Make teaching a team sport.**
- ▲ **Personalize growth pathways.**


Reflect: Plus/Delta









Supporting Early-Career Teachers: A Strategic Investment

SAIS Summer Conference | Sarasota FL | June 2023
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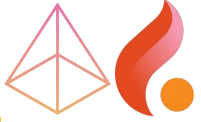


TREY EDUCATION

Customized support for independent schools.

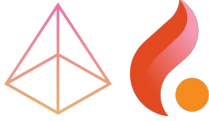
Current Strengths (+)	Current Opportunities (Δ)
	<div><div></div></div> <div><p>WHAT ►</p><p>SO WHAT ►</p><p>NOW WHAT ►</p></div>

Contact | meera@treyeducation.com | www.treyeducation.com**Resources** | www.treyeducation.com/sais-summer-23



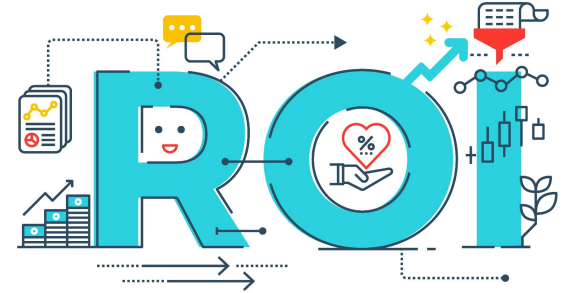
Strategic Advantages

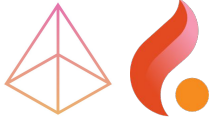





Make these strategic investments to....


1. Improve teacher **retention**.
2. Enhance student **outcomes**.
3. Strengthen school **culture**.
4. Increase **attractiveness** for job seekers.
5. Promote **innovation** and adaptability.
6. Progress on **strategic** priorities.
7. Enhance **professionalization** of teaching.






Reflect: Synthesize and Plan

 **Supporting Early-Career Teachers:
A Strategic Investment**
SAIS Summer Conference | Sarasota FL | June 2023
Meera Shah | Trey Education

 **TREY
EDUCATION**
Customized support for independent schools.

Current Strengths (+)	Current Opportunities (Δ)



Onboarding & Induction
Mentoring & Support
Culture & Systems

WHAT ►
SO WHAT ►
NOW WHAT ►

Contact | meera@treyleducation.com | www.treyleducation.com Resources | www.treyleducation.com/sais-summer-23

WHAT?

One takeaway, insight, or question.

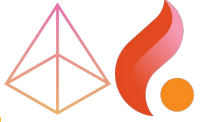
SO WHAT?

One connection to your own work.

NOW WHAT?

One action might you take next.





Today

- ▲ Trends & Data
- ▲ Perspectives & Frameworks
- ▲ Strategic Advantages



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