

Personnel, Labor & Affordability Committee

Teacher Retention Plan

March 23, 2017



SFUSD

SAN FRANCISCO
PUBLIC SCHOOLS

Theory of Action

If we focus on improvements across the following five areas:

 **Compensation**

 **Supports for new teachers**

 **Organizational culture**

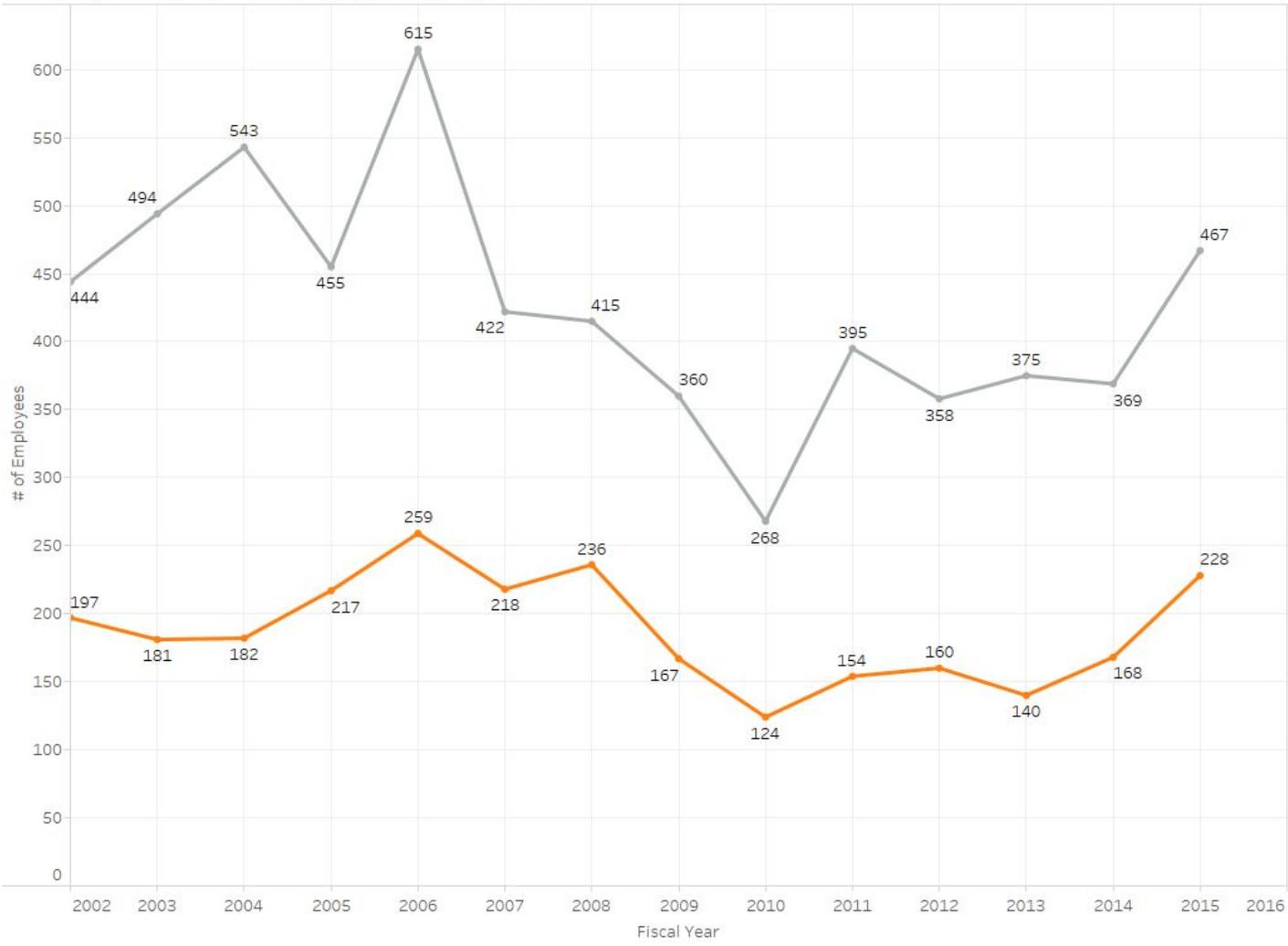
 **Retention efforts in Bayview schools**

 **Retention efforts for African American teachers**

We will *decrease the number of teacher resignations* and improve the District's retention numbers.

Our goal is to decrease teacher resignations

Total Separations vs. Total Resignations by Year



Gray line: Separations
Orange line: Resignations

Retention is a collectively owned priority across the District

The strategies and ideas in today's presentation represent an emerging body of work from internal and external partners including:

- Superintendent Fellows
- Division of Technology
- Human Resources Division
- Communications Division
- Office of Professional Learning and Leadership
- Cohort 3 Team
- African American Achievement and Leadership Initiative
- Berkeley's Center for Cities and Schools' PLUS Program
- Affordable Housing Work Group (UESF, Mayor's Office)

A note concerning investments

For today's presentation we will highlight new strategies, many of which are still being explored and refined. Given our current financial context, we are undergoing a process of review to determine where:

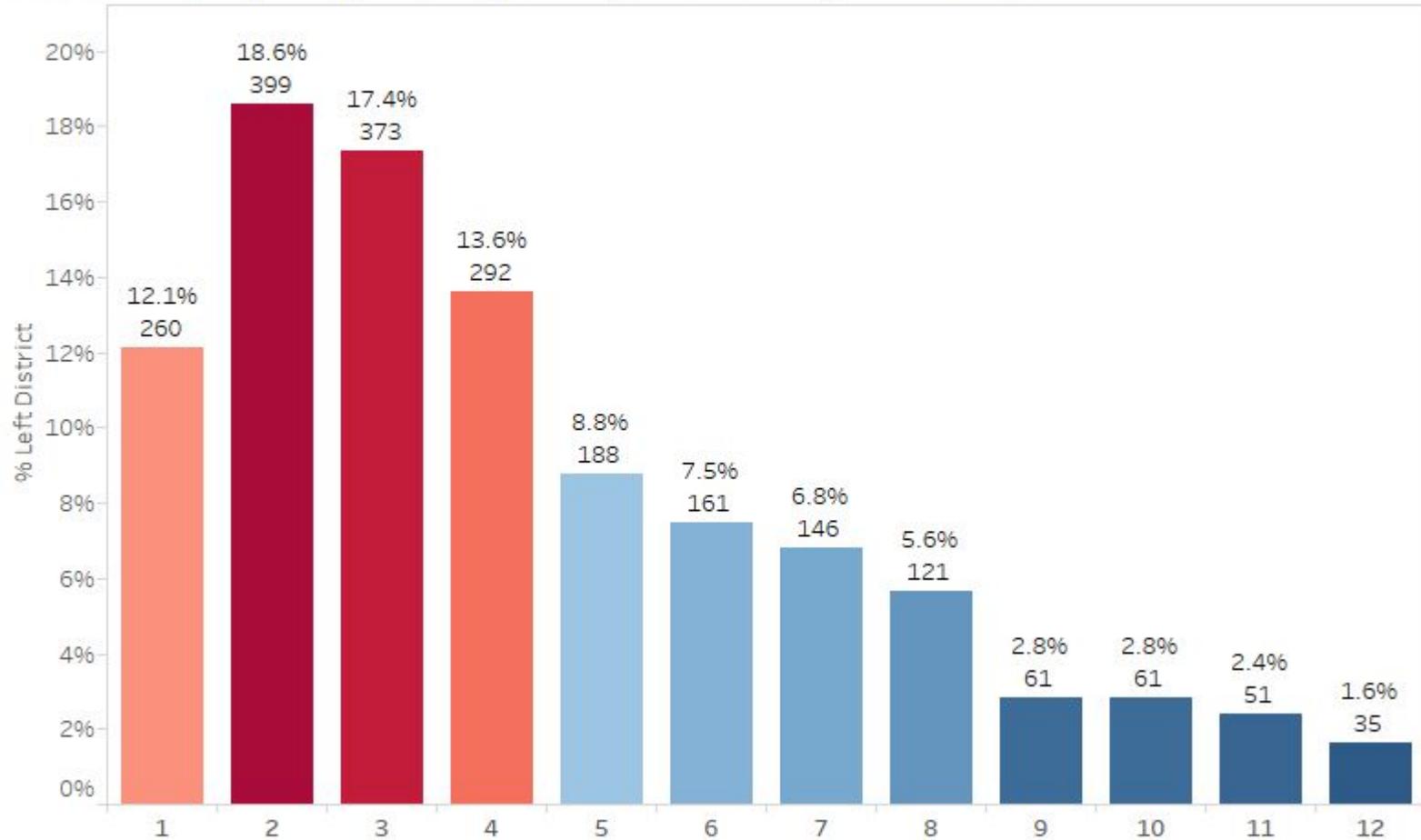
- New investments can be made
- Existing resources can be reorganized
- External partnerships or funding sources may be utilized (tagged as **EXT** in this presentation)
- Strategies are cost-neutral or have a negligible cost (tagged as **\$0** in this presentation)

Increasing Compensation

- We are currently in negotiations with UESF; increases to compensation are a critical lever towards our ability to retain our teachers given the affordability crisis in San Francisco.
- We have also partnered with UESF and the City and County of San Francisco towards the development of affordable housing for teachers and paraprofessionals.

➔ Supports to New Teachers

Attrition rate by resignation by each year after original hire date



➔ Supports to New Teachers

New strategies include:

- More robust or comprehensive way of assigning Induction, Intern and Emergency Teacher mentors to support new teachers (could be assigned by tier, cohort, school, special education, to mentor African American teachers, etc.)
- Bridge to Board Support - Create a cohort of new teachers who receive support and professional development not only in their first two years teaching, but in a 3rd year (bridge year) so that they can then begin to apply for National Board Certification in year 4
- A partnership with Salesforce led by DoT that aims to use design thinking to reimagine onboarding for new teachers (**EXT**)
- Expanded pipeline opportunities

➔ Improving our Organizational Culture

Staff Survey - Sense of Belonging (School Connectedness)

QUESTION ➤ How many adults at this school have close professional relationships with one another?	62% responded favorably
QUESTION ➤ How many adults at this school support and treat each other with respect?	81% responded favorably
QUESTION ➤ How many adults at this school feel a responsibility to improve this school?	73% responded favorably
QUESTION ➤ This school is a supportive and inviting place for staff to work.	81% responded favorably
QUESTION ➤ This school promotes trust and collegiality among staff.	77% responded favorably
QUESTION ➤ This school promotes personnel participation in decision-making that affects school practices and policies.	73% responded favorably

➔ Improving our Organizational Culture

New strategies include:

- Human Resources and OPLL will be facilitating workshops with site leaders around developing individualized retention plans starting in April (\$0)
- A cross-departmental team led by the Communications Office launched core values across the District; we are now exploring partnership with external organizations to create a signature employee experience rooted in core values (EXT)
- A cross-departmental team led by the Communications Office is pursuing a partnership with an external organization (name withheld because we do not yet have an MOU in place) that may focus on how to measure and benchmark the employee experience at SFUSD, and culture building via a focus on customer service for non-instructional staff at school sites and central office. (EXT)

➔ SFUSD Core Values



Student-centered

We put students' needs first.

Fearless

We persist through challenges.

United

We celebrate and build on each other's strengths.

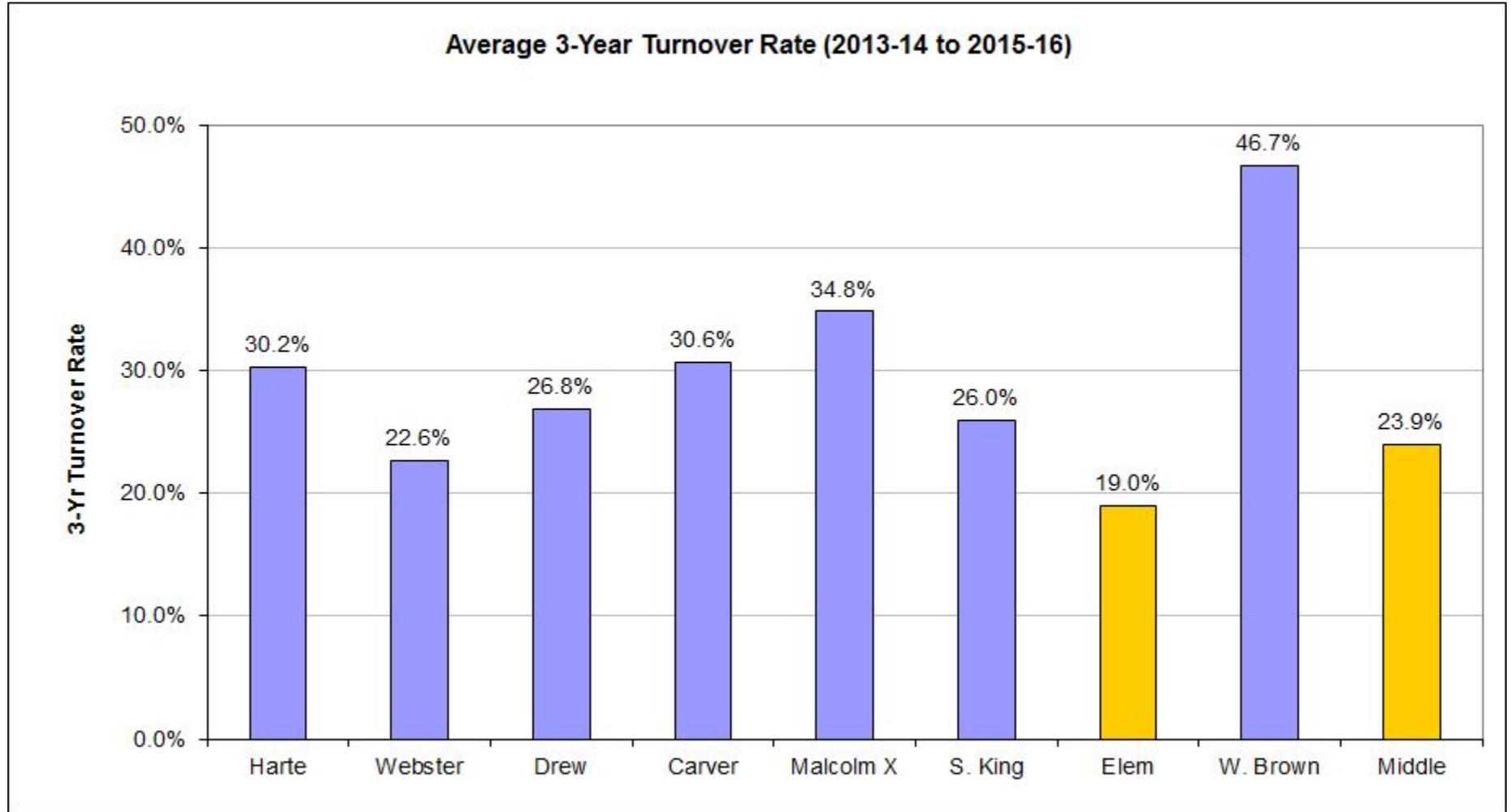
Social justice

We stand with those most vulnerable in our community.

Diversity-driven

We respect and seek to understand each person.

➔ Improving Retention in our Bayview* schools

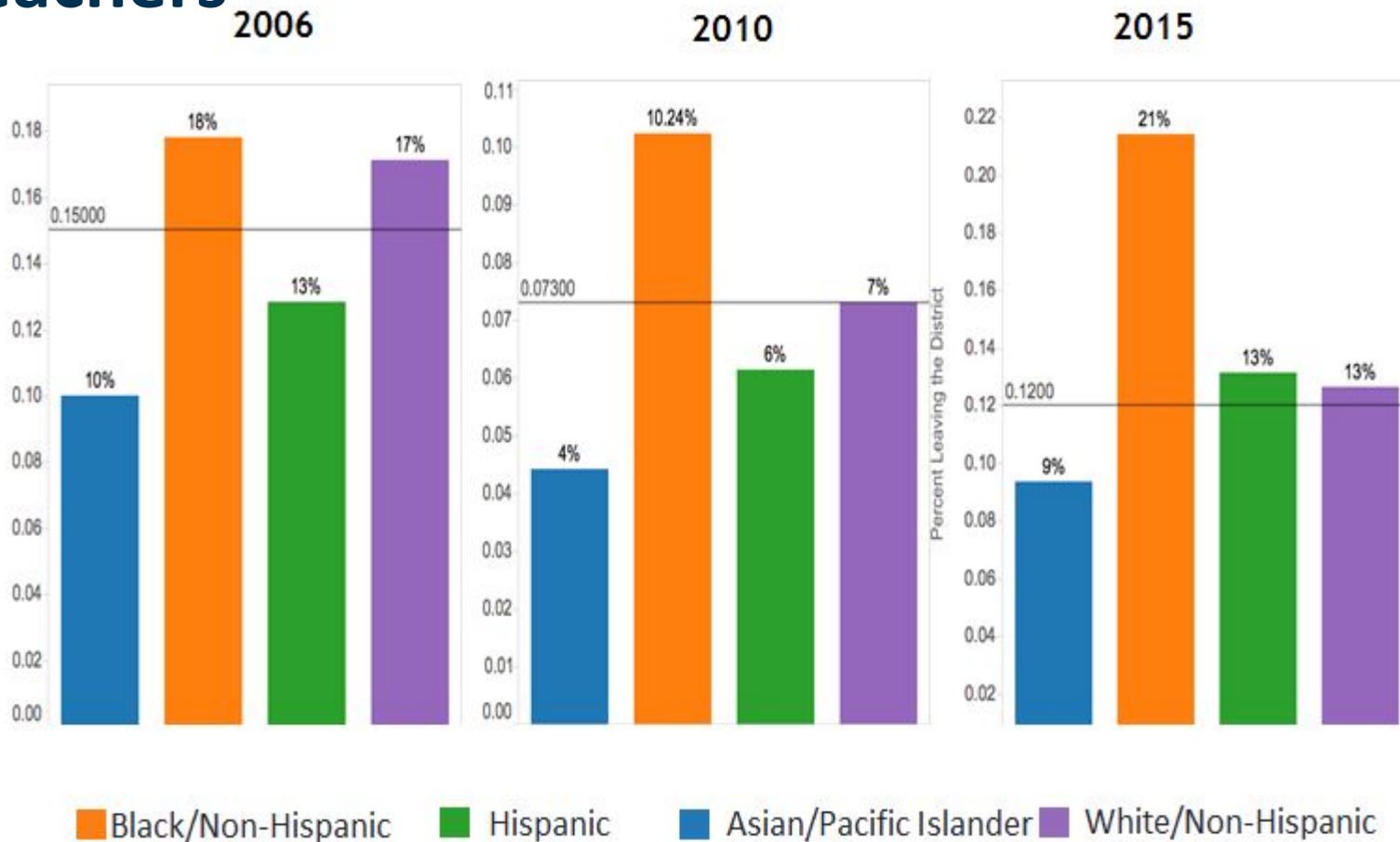


➔ Improving Retention in our Bayview schools

New strategies include:

- Bayview Institute - one week induction for all Bayview staff prior to the beginning of the school year, planned and facilitated by Cohort 3 leadership (**\$0**)
- Additional site support through increased personnel that have the flexibility and agility to support teaching, and other identified gaps
- Exploring external partnerships and grants that would help us coordinate wellness efforts for teachers in the Bayview (**EXT**)

➔ Improving Retention of our African American teachers



NOTE: The colored bars represent attrition rates and the gray line represents the overall attrition rate that year.

➔ Improving Retention of our African American teachers

New strategies include:

- Diversity Initiatives Recruiter role in HR will focus on retention during the school year, including creation of affinity groups and one-on-one support for African American educators (**\$0**)
- Participate in the annual Black Educator Appreciation Dinner (**\$0**)
- Exploring outside funding to create the Black Teacher Incentive Fund to Design and Lead PD for Peer Black Educators (**EXT**)
- Supports for new teachers via Induction, Intern, Emergency credential mentors we mentioned earlier will also be focused to support new African American teachers

The work ahead

- We will continue to pursue and refine the strategies outlined in tonight's presentation in conjunction with our budget development process
- Across divisions, we will work collaboratively to continue to develop innovative strategies and track data carefully in order to hold ourselves accountable to the outcomes we hope to see
- We look forward to sharing progress with the BOE!