

Plenary Session 1—Educator Retention in High-Need Schools and Districts: A Deeper Dive

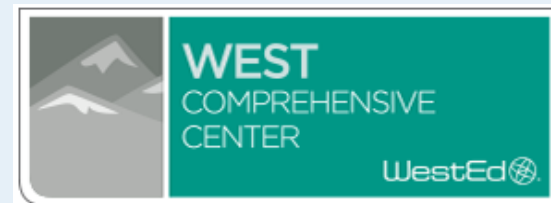
Dr. Richard Ingersoll

November 15, 2018

Center on
GREAT TEACHERS & LEADERS
at American Institutes for Research ■



NORTHEAST COMPREHENSIVE CENTER



Why Schools Have Difficulty Staffing Their Classrooms With Qualified Teachers and What to Do About It

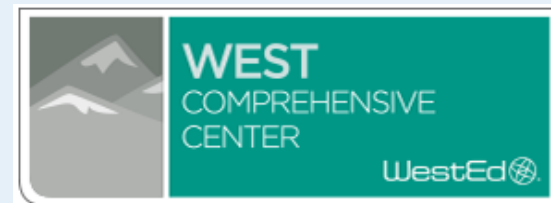
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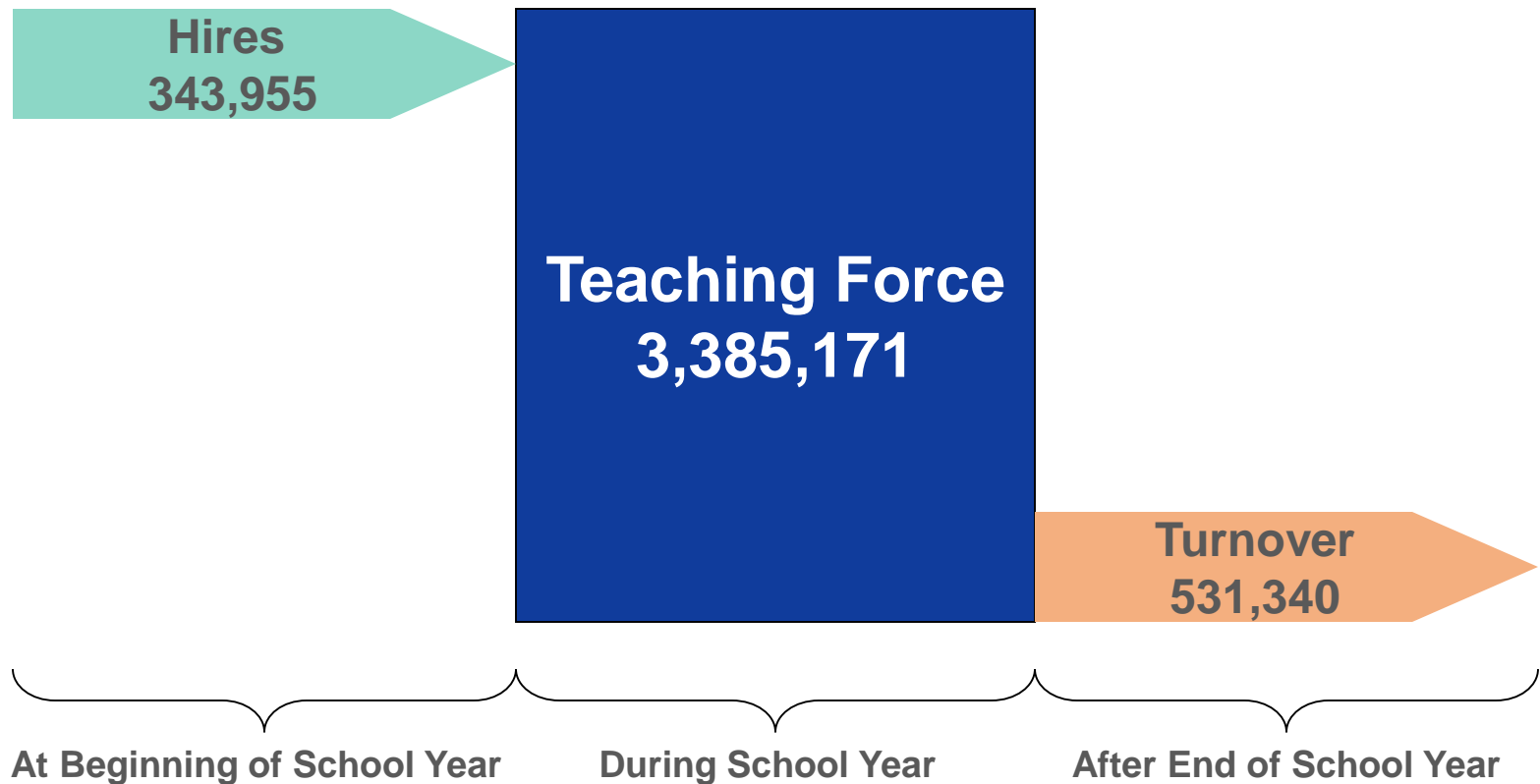
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The Problem of Teacher Turnover

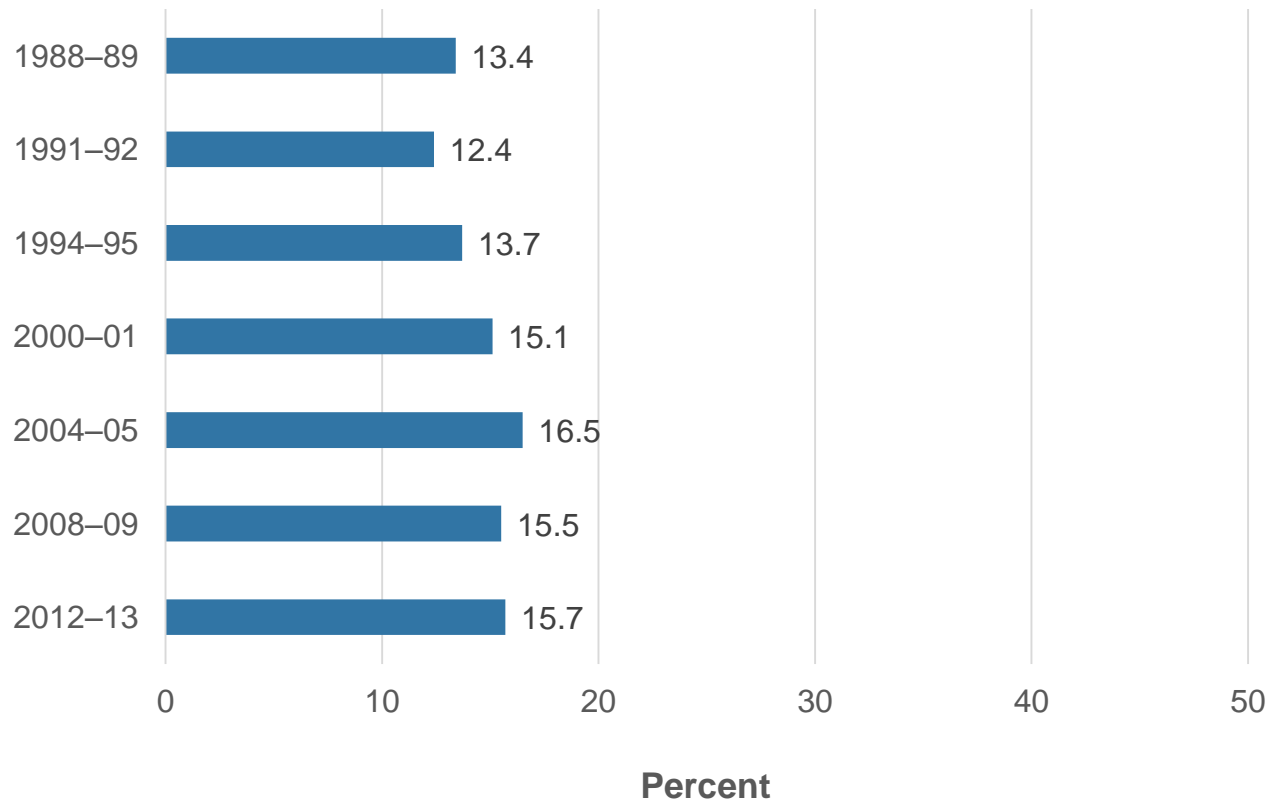
Schools Suffer From a Revolving Door

(Numbers of Public School Teachers in Transition Into and Out of Schools Before and After 2011–12 School Year)



Trends in Teacher Turnover

(Percent Annual Public School Teacher Turnover, by Year)

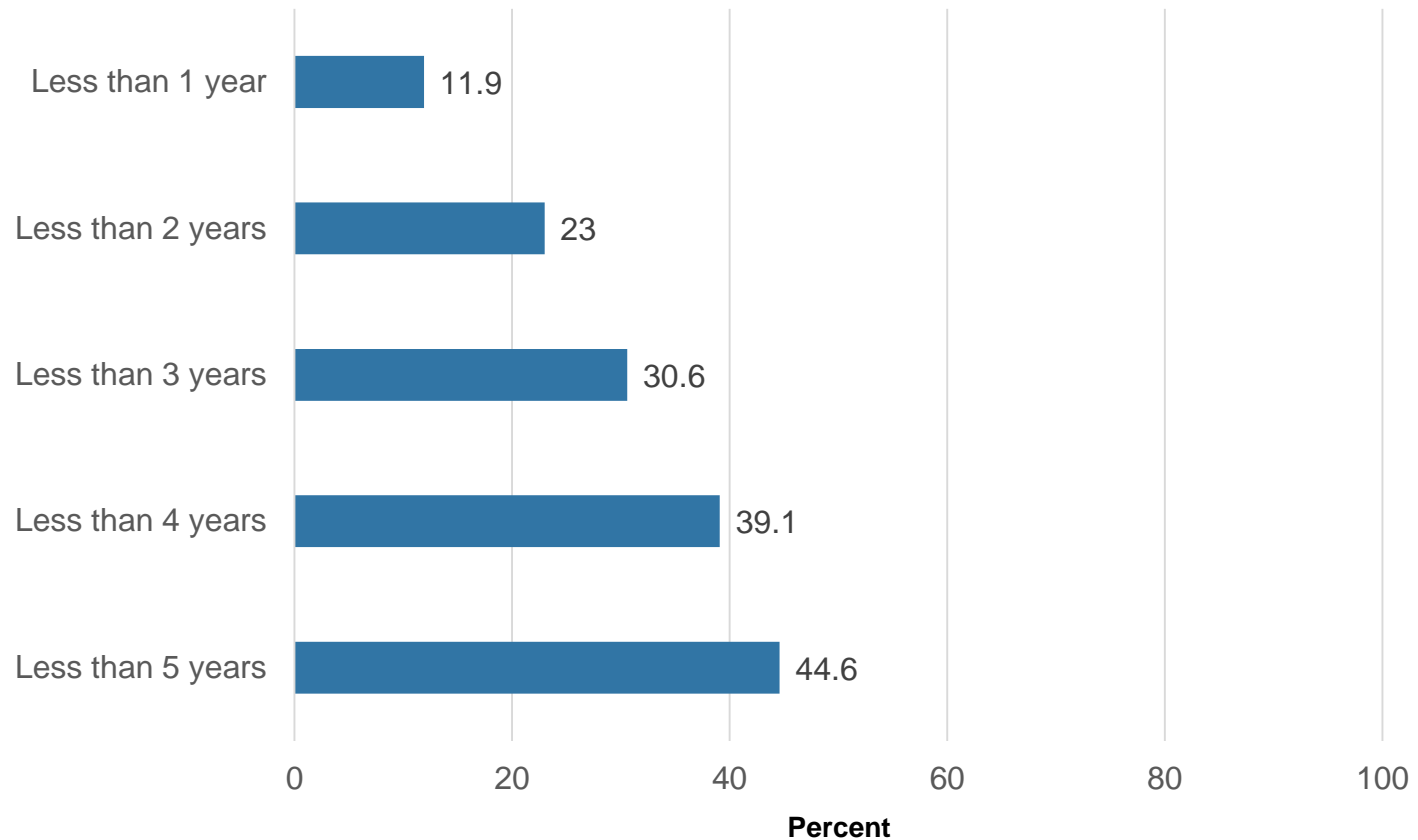


Some Costs and Consequences of High Teacher Turnover

1. Leads to Teacher Shortages (Ingersoll, 2001; Ingersoll & Perda, 2010)
2. Undermines School Cohesion (Keesler & Schneider, 2010)
3. Costly in Time and Money (Odden & Milanowski, 2007; Levy et al., 2012; Barnes et al., 2007)
4. Hurts Long-Term Reform Efforts (Smylie & Wenzel, 2003)
5. Burdens Remaining Faculty (Guin, 2004)
6. Harms Student Achievement (Ronfeldt, Loeb, & Wyckoff 2013; Merrill, 2014)
7. Loss of the “Best and Brightest” (many studies, e.g., Lankford, Loeb, & Wyckoff, 2002)

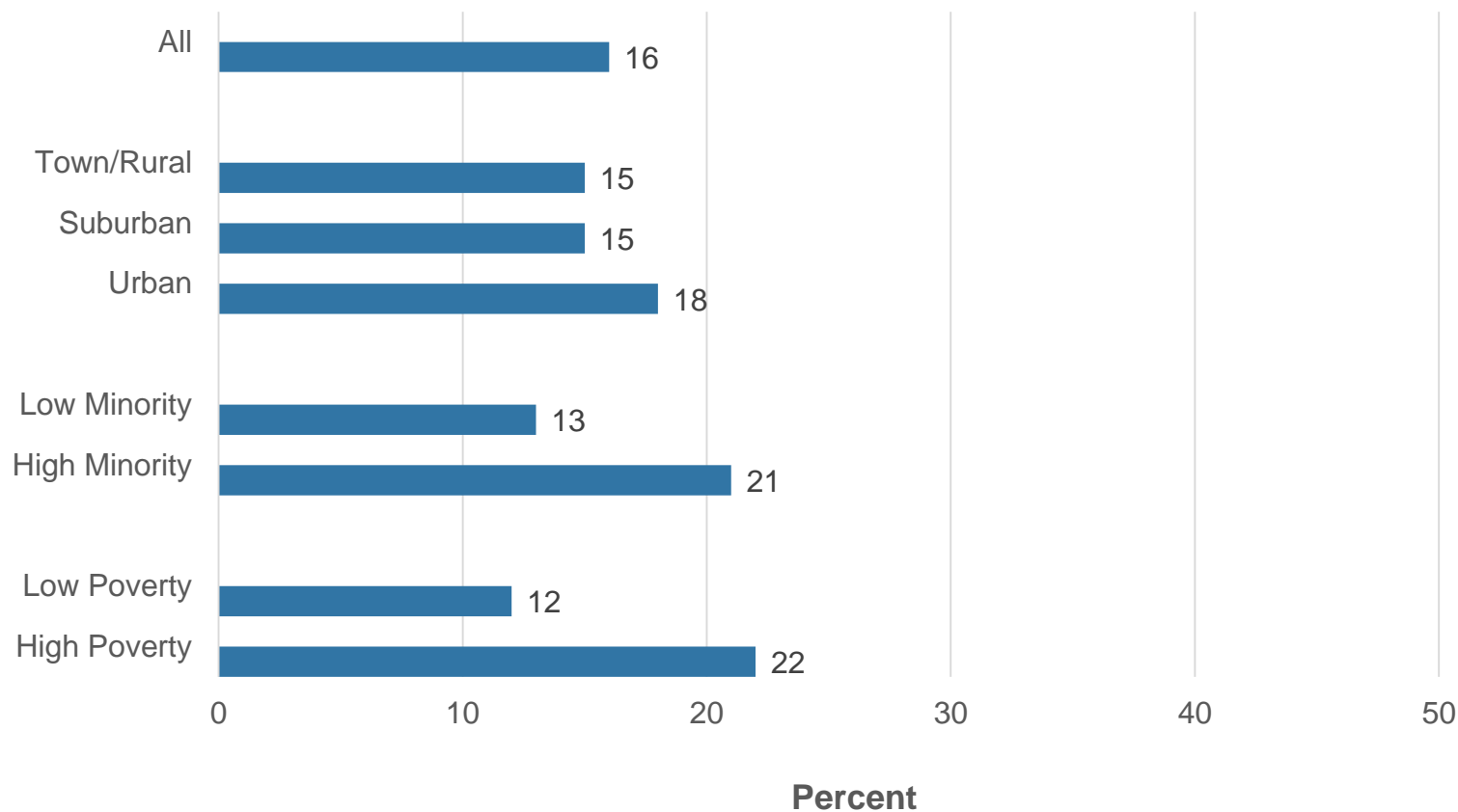
Beginning Teachers Leave Teaching at Highest Rates

(Cumulative Percent Teacher Attrition, by Years of Experience: 1993–2003)



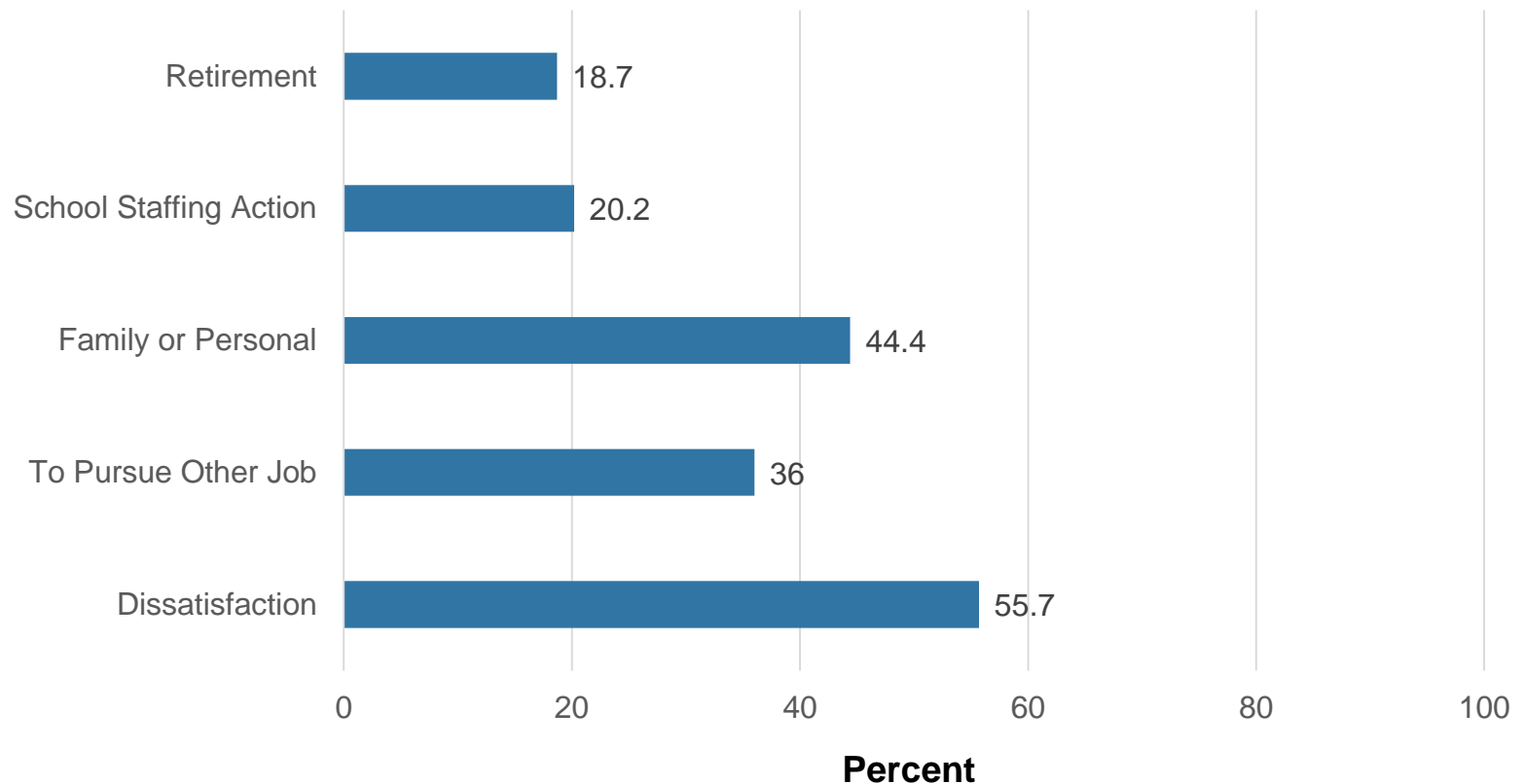
Schools Vary in Teacher Turnover

(Percent Annual Public School Teacher Turnover,
by Type of School, 2012–13)



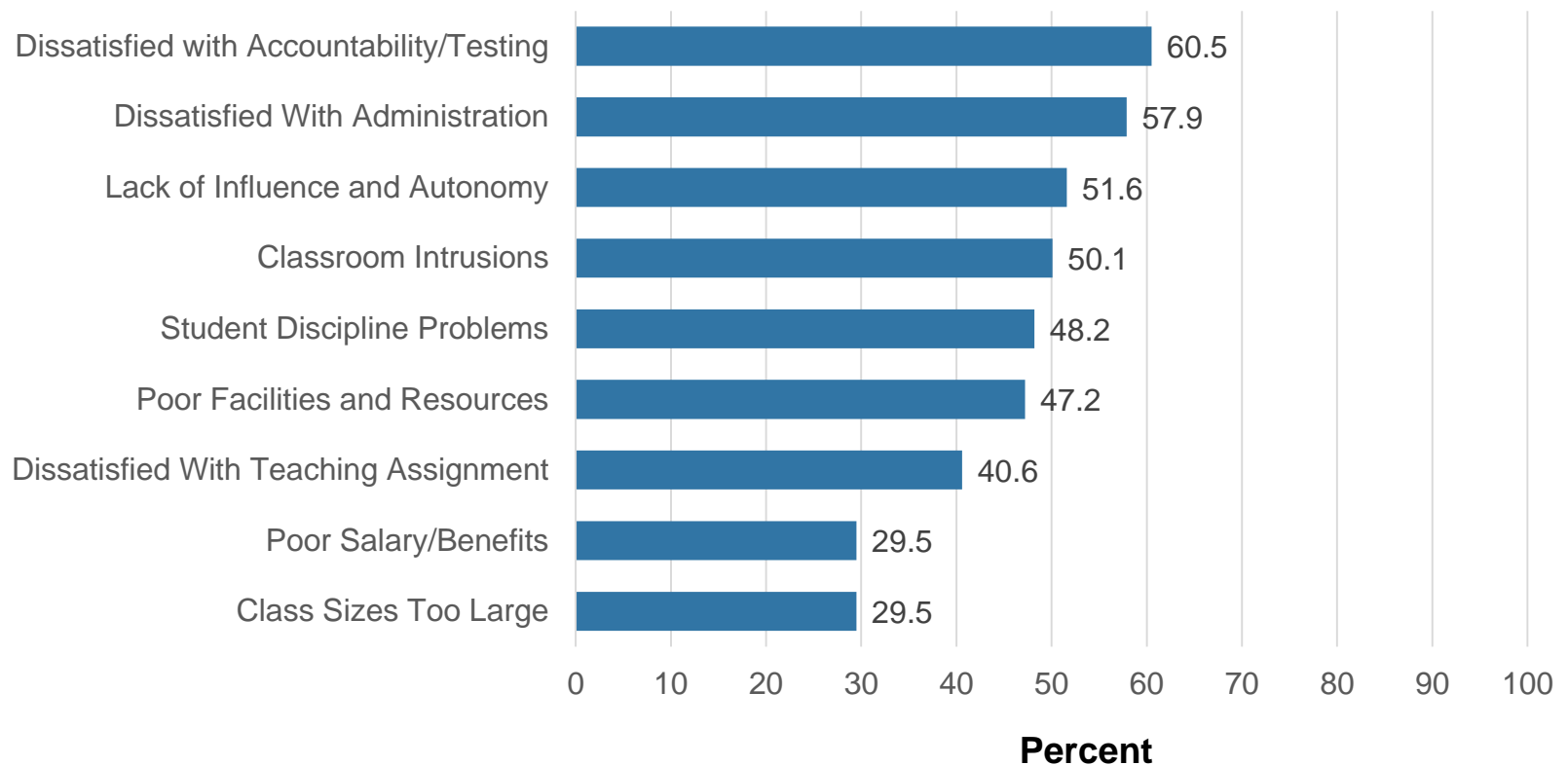
Job Dissatisfaction a Leading Factor Behind Teacher Turnover

(Percent Public School Teachers Reporting That Various Reasons Were Important for Their Turnover, 2012–13)



Teachers' Working Conditions Are Important for Turnover

(Of Those Public School Teachers Who Moved From or Left Their School Because of Dissatisfaction, Percent Reporting Particular Sources of Dissatisfaction, 2012–13)

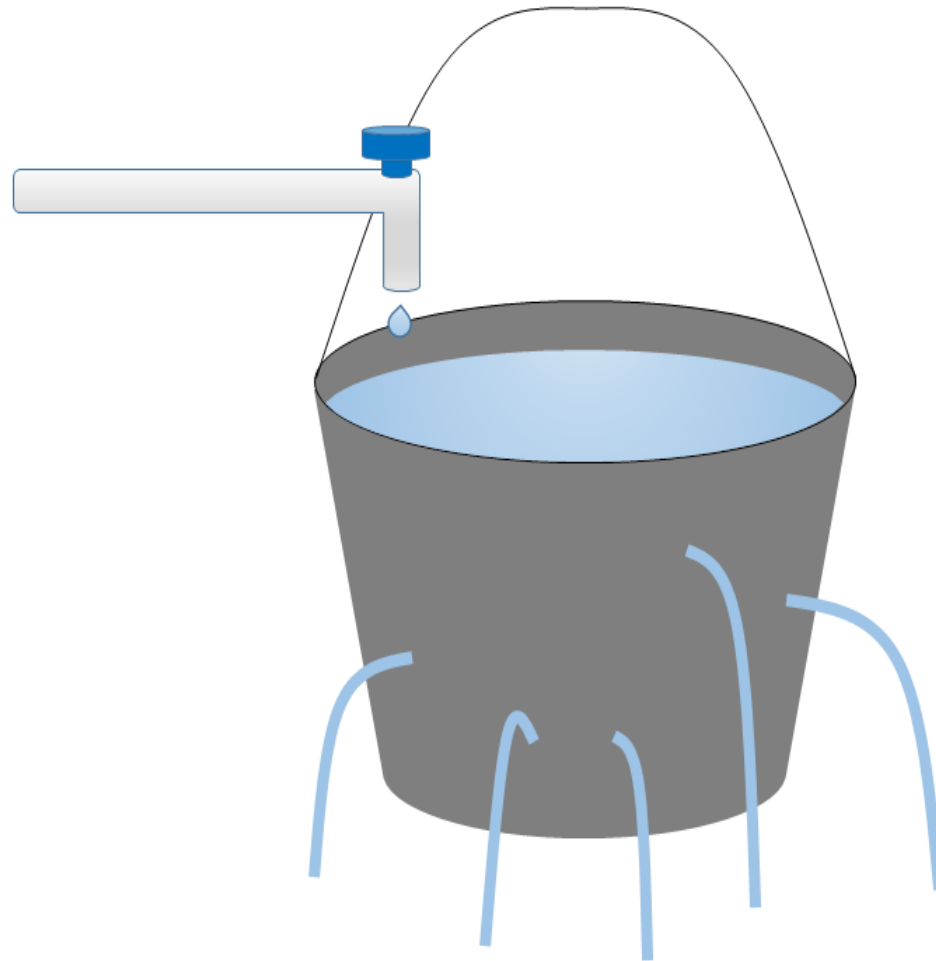


Teacher Recruitment Alone Does Not Work

In 2010, the federal 100K in 10 initiative was launched:
Recruitment of 10,000 new math/science teachers per year for 10 years

- But, between 2012 and 2013 alone...
 - 40,600 math/science teachers left teaching altogether.
- Of them:
 - 8,900 retired.
 - 15,200 reported dissatisfaction as a major reason for leaving.
 - 37,000 moved to other schools.
- Of them: Four times as many moved to affluent as to poor schools.

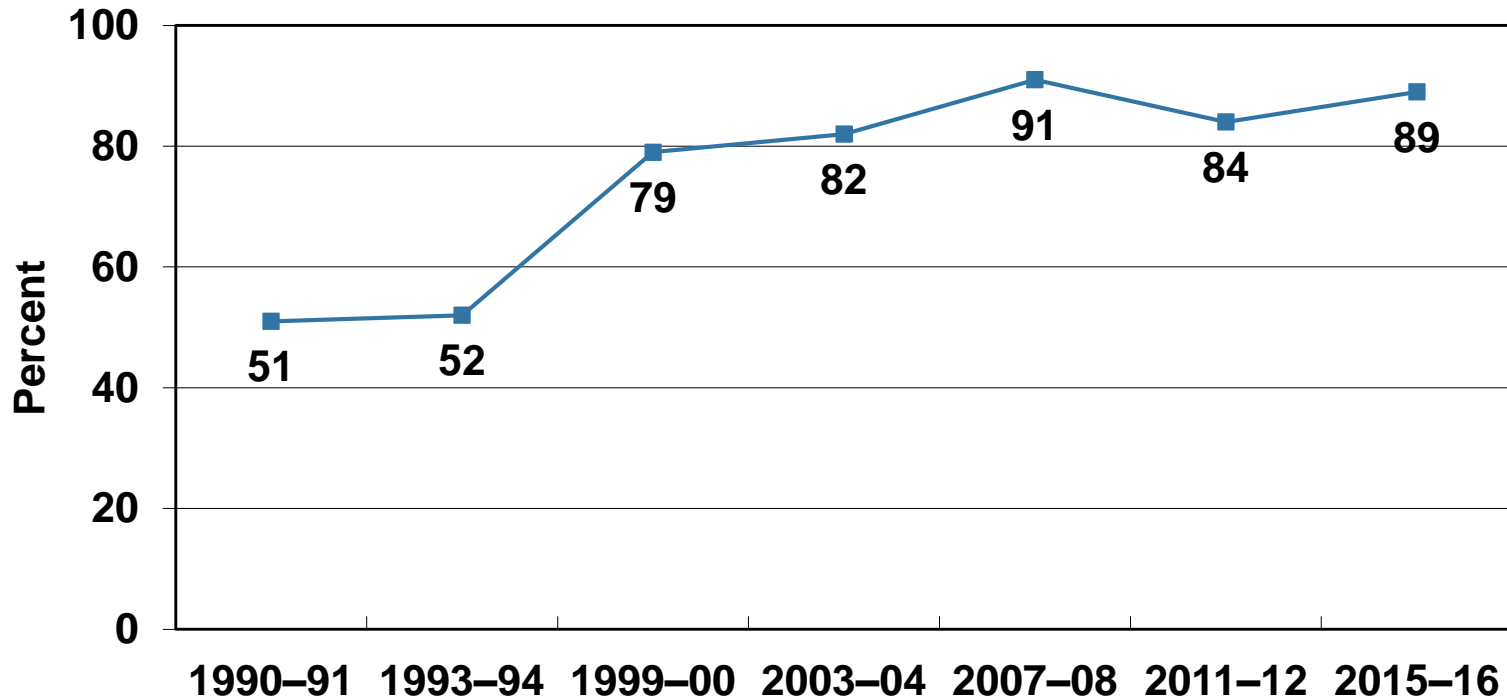
The Leaky Bucket



The Importance of Induction for Beginning Teachers

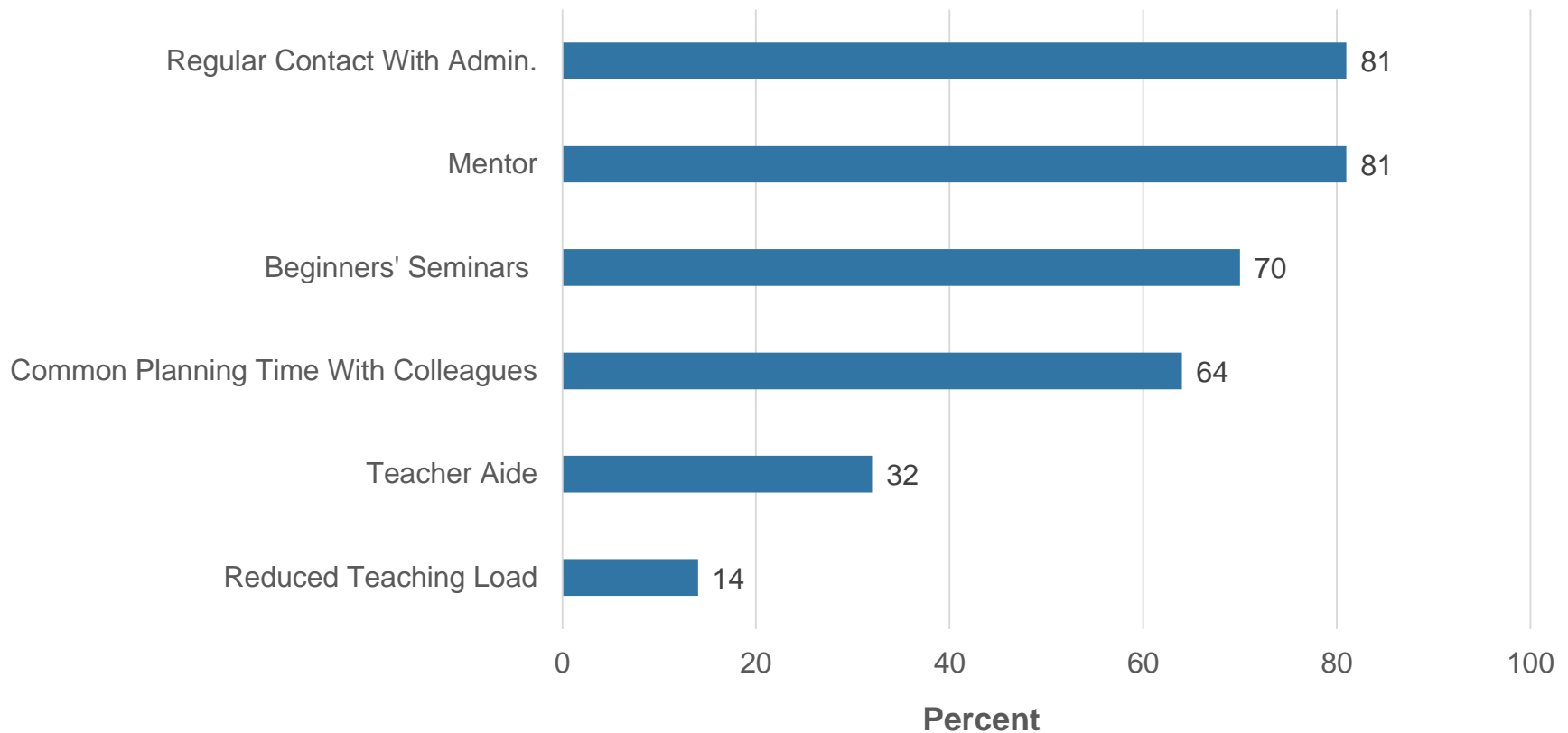
Trends in Induction/Mentoring

(Percent of First-Year Teachers Participating in Induction or Mentoring Programs)



What Kinds of Induction Supports Do Beginning Teachers Receive?

(Percent First-Year Teachers Who Received Various Supports, 2015–16)



Three Induction Support Packages

Basic

- 61% of beginners
- Two components: mentor and face time with administrator

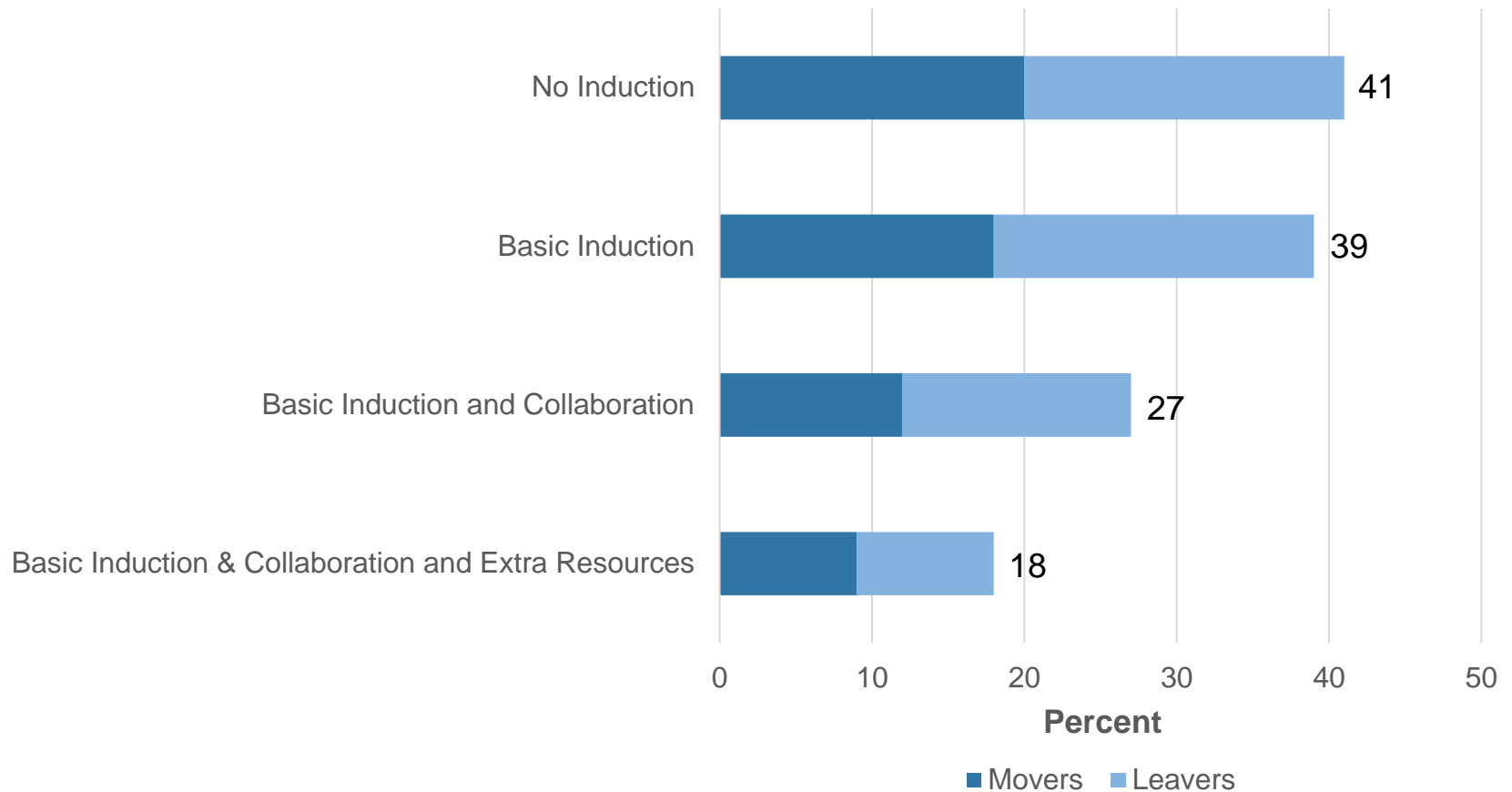
Basic and Collaboration

- 29% of beginners
- Four components: mentor from own field, face time with administrator, collaboration time, beginners' seminar

Basic & Collaboration and Extra Resources

- 2% of beginners
- Six components: above four plus, reduced preparations, teacher aide

Percent Turnover After First Year of Beginning Teachers, According to Amount of Induction Support They Received



Induction Supports Most Effective in Reducing Teacher Turnover

- Mentor from the same field
- Common planning time with teachers in the same subject or regularly scheduled collaboration with other teachers on instruction

Research Shows Positive Effects of Induction and Support Programs for Beginning Teachers

- Mentor from the same field.
- We examined 15 best empirical studies, since the 1980s.
- Three sets of outcomes:
 - Teacher commitment and retention
 - Teacher classroom instructional practices
 - Student achievement
- Most of the studies reviewed showed positive impacts.

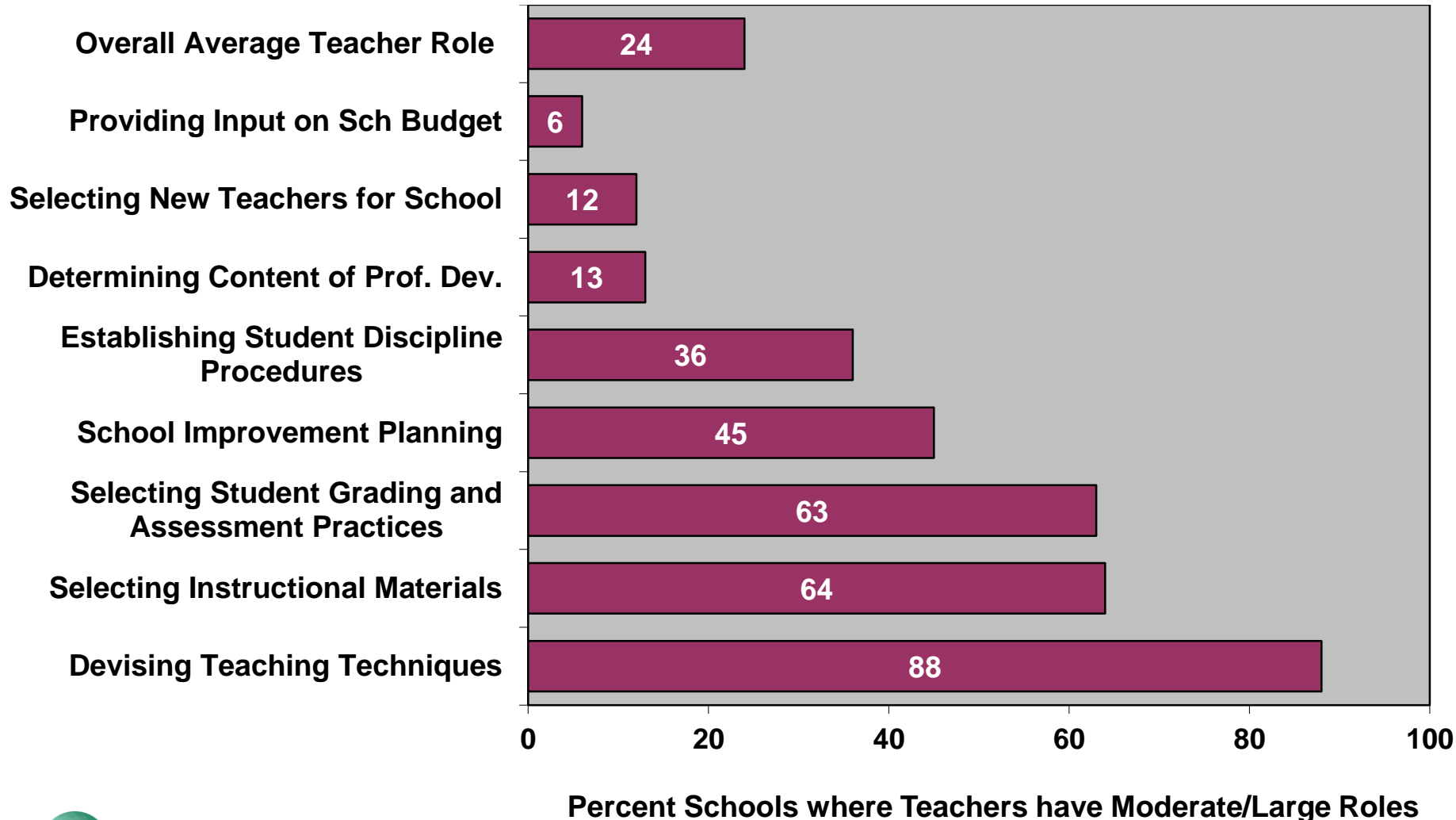
Effective Induction and Support Programs for Beginning Teachers

- Mentor from the same field
- The New Teacher Center (Santa Cruz, CA) is the major provider in the United States.
- NTC has Implemented many programs, including:
 - Chicago Public Schools
 - Broward County Public Schools (FL)
- New research, funded by U.S. Department of Education, shows positive impact of NTC induction and mentoring on student learning.
- <https://newteachercenter.org>

The Importance of Teacher Leadership and Decision-Making Influence

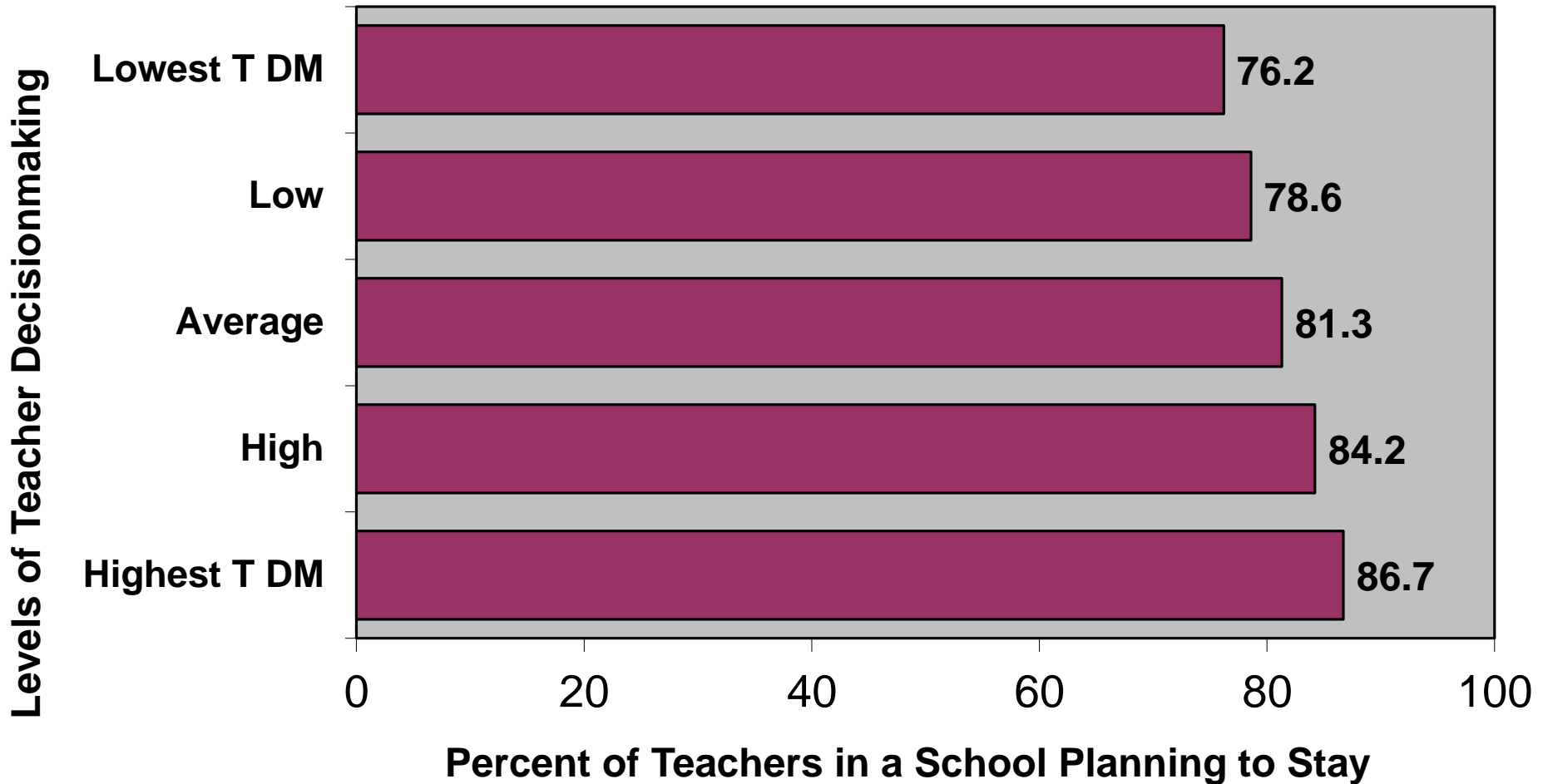
The Role of Teachers in School Decisionmaking

(Percent Schools in Which Faculty Report Teachers on Average Have “Moderate” or “Large” Roles in Selected Areas of Decisionmaking in Their Schools)



Teachers' Roles in Decisionmaking and Teacher Retention

(Percent of Teachers in a School Planning to Stay, by the Overall Level of Teacher Decisionmaking, after Controlling for School Characteristics)



Areas of Teacher Decisionmaking Most Tied to Teacher Retention

- **Establishing Student Discipline Procedures**
- **Devising Teaching Techniques**
- **Selecting instructional Materials**
- **School Improvement Planning**

But, Schools Often Lag in These...

- In 64% of schools, faculty report that teachers have only a SMALL or NO role in establishing student discipline procedures.
- In 55% of schools, faculty report that teachers have only a SMALL or NO role in school improvement planning.
- In 45% of schools, faculty report that teachers have only a SMALL or NO role in selecting instructional materials.

Recent Examples of Reforms Designed to Enhance Teacher Decision-Making Influence

School Improvement Teams

- Establishing student discipline procedures
- State-mandated, school-level leadership teams of administrators and teachers that wield collective authority (in at least six states: CO, NC, KY, TN, MA, OR)

Teacher Professional “Partnership” Schools

- Establishing student discipline procedures
- Schools that are collectively designed and run by teachers.
- Modeled after professional partnerships common among lawyers, engineers, architects, accountants, etc.
- Combination of school-level autonomy with school-level accountability
- About 120 public and charter schools in 19 states

For Further Reading

- *Do We Produce Enough Mathematics and Science Teachers?* ([Download a copy.](#))
- *Beginning Teacher Induction: What the Data Tell Us*
- ([Download a copy.](#))
- *The Impact of Induction and Mentoring Programs for Beginning Teachers: A Critical Review of the Research* ([Download a copy.](#))
- *Leadership Matters: Teachers' Roles in School Decision Making and School Performance* ([Download a copy.](#))
- *School Leadership, Teachers' Roles in School Decision-making and Student Achievement* ([Download a copy.](#))

For Further Information and Copies of Articles, Reports, and Other Materials:

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