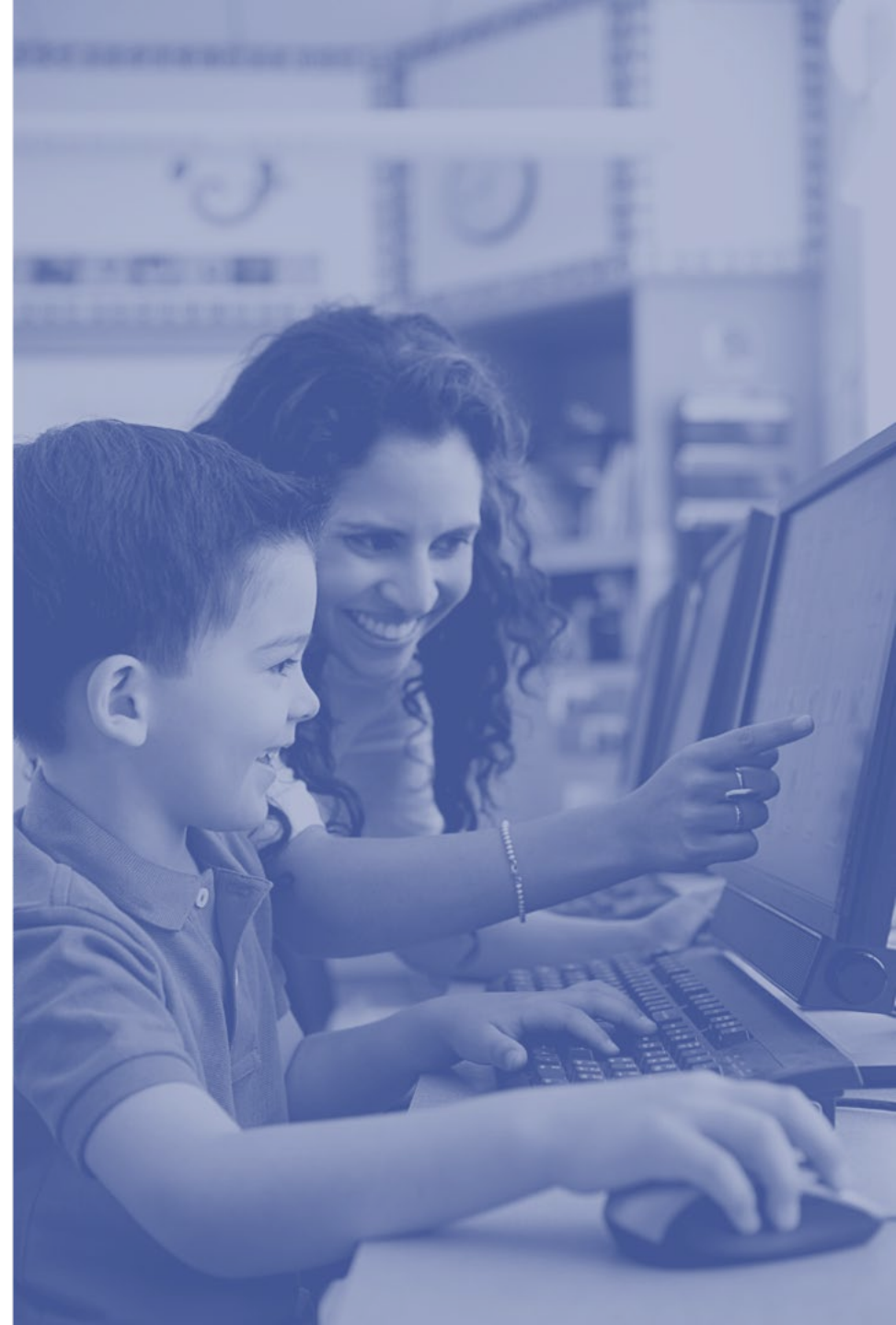




Building a First-Rate Teacher Workforce: Policy and Funding Models to Improve the Teaching Career

October 11, 2024

Why modernize the teaching profession?



The average school in the U.S. has about **500 students** and **40 teachers**



The impact of teacher turnover

Average SREB
state-reported
turnover of 18%
translates to 7
teachers leaving
each year



The impact of teacher turnover

ERS analysis indicates school-level turnover in the highest-poverty schools approaches 30%



“Recent concern about teacher shortages has raised questions about the attractiveness of the teaching profession.”

National Center for Education Statistics

March **1993**

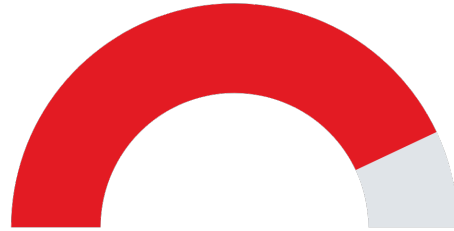
(NCES Report 93-450)



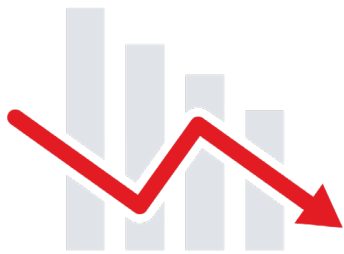
Interest in the Teaching Profession



of Americans say they would encourage a young person to become a teacher



In a 2022 survey of Chief Talent Officers, **86% said they were currently finding it more difficult to hire new teachers**



Completion in teacher preparation programs is trending downward:

SREB states are preparing **23% fewer** teachers than a decade ago

One study found that 50% of high school students said they would be “somewhat,” “moderately,” or “definitely” interested in becoming a teacher — but the top reasons they cited for why they ultimately decided not to include:



low pay



lack of career advancement



lack of flexibility



lack of prestige & respect

Who is Generation Z?

Individuals born between 1996 and 2012 – from age 12 to 28 today.

Do they want to teach?

GENERATION Z

Born 1996 to 2012



- Tech-savvy
- Racially and ethnically diverse
- More report mental health needs
- Half are from low-income families



What do they want in a career?

- A sense of purpose
- A collaborative, positive environment
- Advancement opportunities
- Mentorship and support
- Flexibility

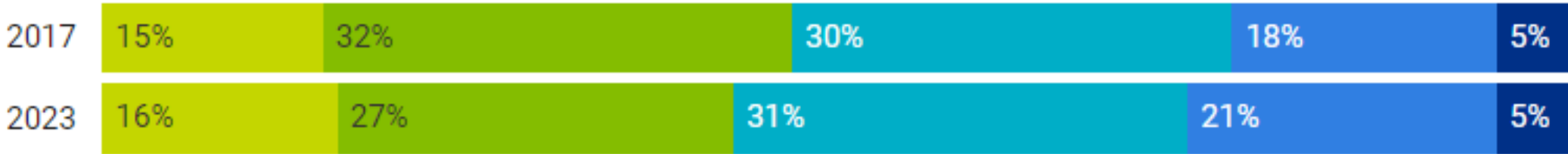


More teachers are over age 50 in 2023 compared to 2017.

Teachers by Age

20-29 30-39 40-49 50-59 60+

Kentucky



Tennessee

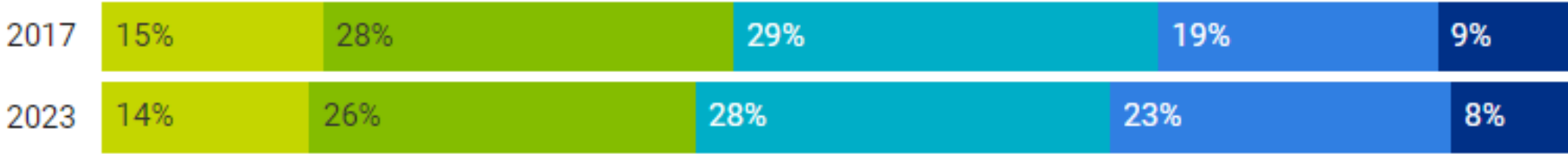


Chart: SREB/Vanderbilt University • Source: TDOE & KDE • Created with Datawrapper

New hires under age 30 make up less of the new teaching population than in previous years.

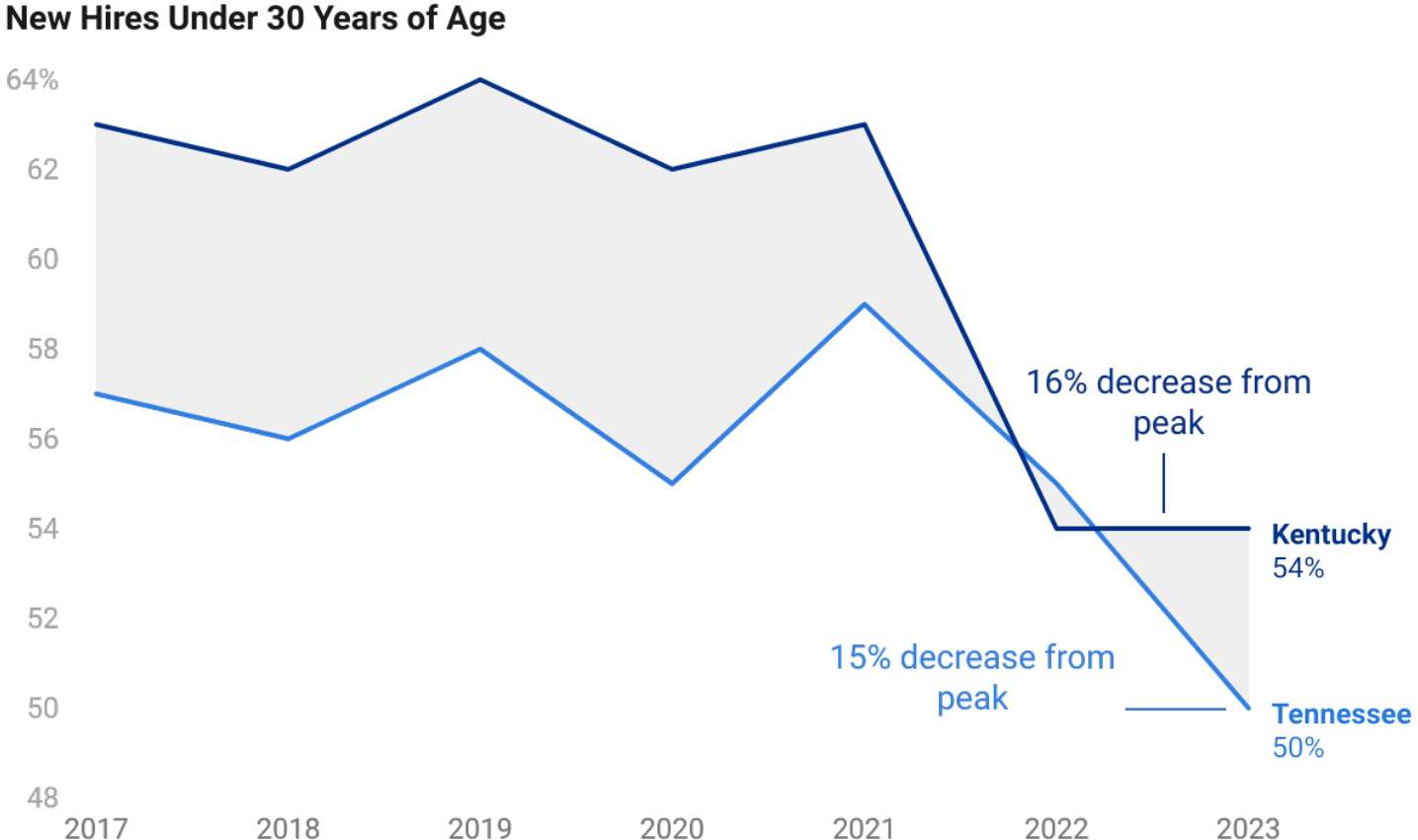
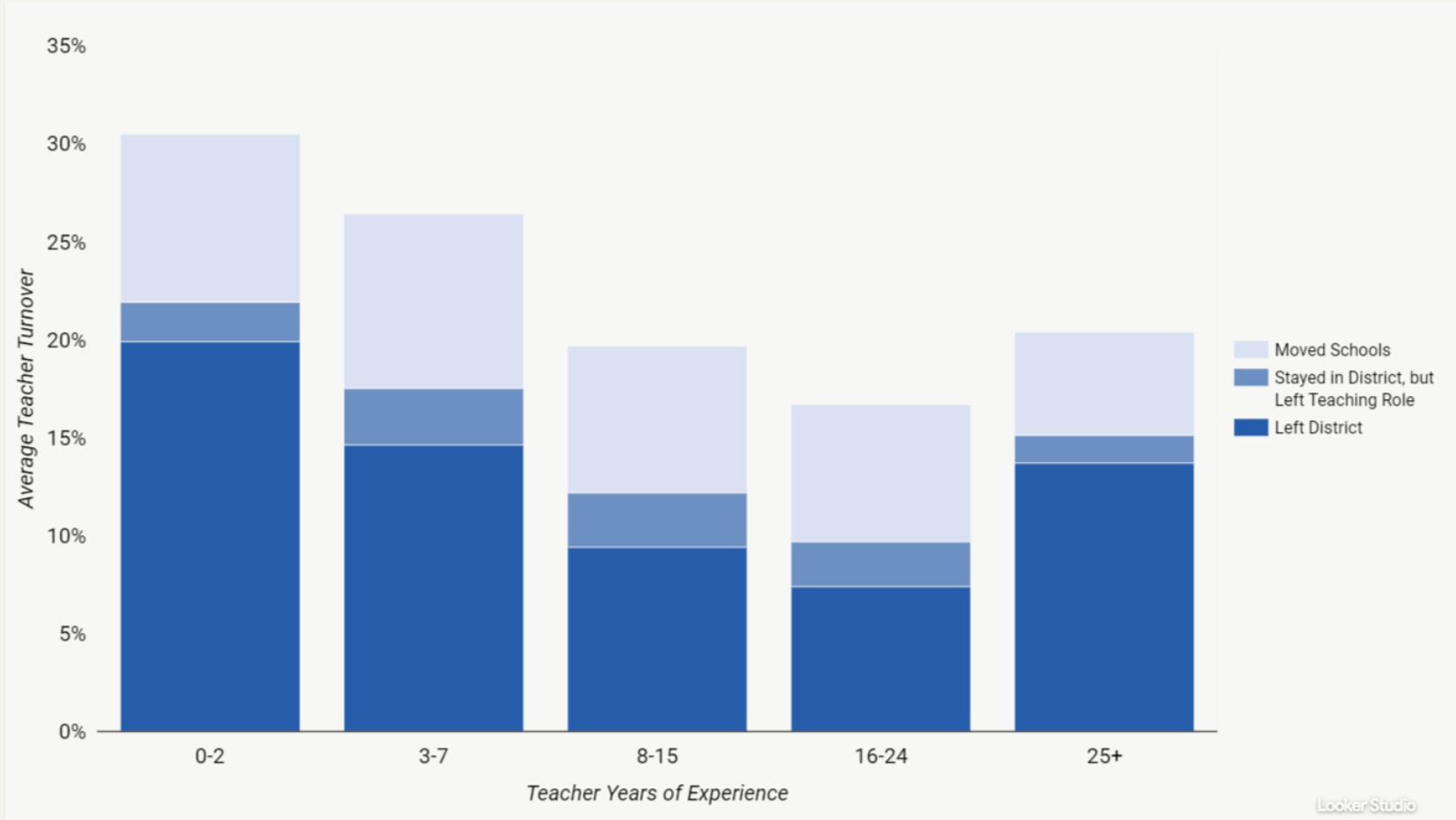


Chart: SREB/Vanderbilt University • Source: TDOE & KDE • Created with Datawrapper

Early career teachers are most likely to leave their jobs

Figure 6: School-Level Teacher Turnover Between October 2023 and October 2024 by Years of Experience



Data Note: Cuts by years of experience take the average across 8 districts in our data sample, excluding districts that did not have accurate years of experience data.

Support leads the reasons Gen Z teachers remain in or leave the profession.

STAY

- Ample development support and classroom resources: 80%
- Fulfillment from student impact and relationships: 73%
- Empowerment and respect as professionals: 53%

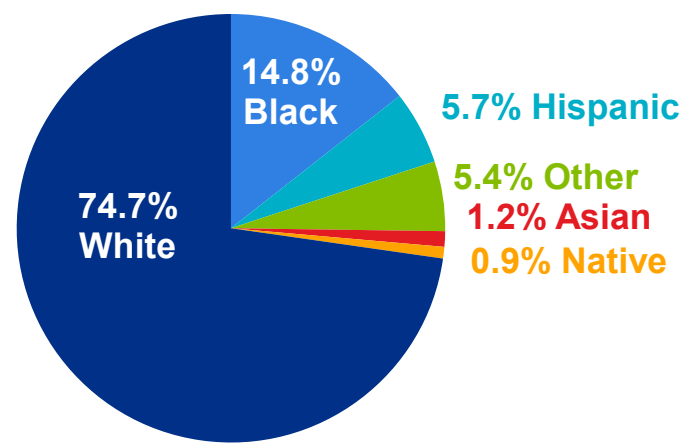
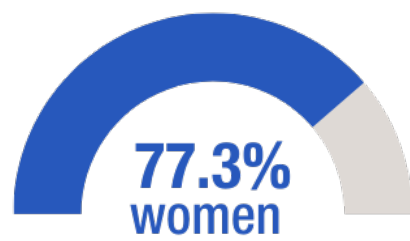
LEAVE

- Lack of human, financial and material resources to do the job: 78%
- Poor, unlivable wages: 78%
- Bureaucratic interference and policies that do not reflect current needs: 61%
- Lack of community or societal support: 56%



The Teacher Workforce in the South

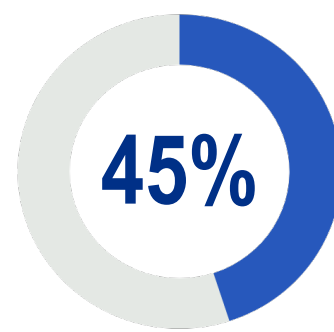
1.29 million teachers serving
19.8 million students across 16 states
15.1 students: 1 teacher



39,700 estimated
teacher VACANCIES

Average **TURNOVER** rate:

- 2019-20: 11.4%
- 2020-21: 11.9%
- 2021-22: 14.9%
- 2022-23: 18.2%



Average turnover among
teachers with ≤ 5 years of
experience



Teacher Quality

Of the nearly 1.3 million teachers in the region...

- ★ **8.3%** were **National Board Certified**
- 10.0%** were **emergency or provisionally certified**
- 18.2%** were **inexperienced** (≤ 3 years)
- 9.1%** were teaching **out-of-field**

1 in 3 teachers are **inexperienced, teaching out-of-field and/or uncertified**

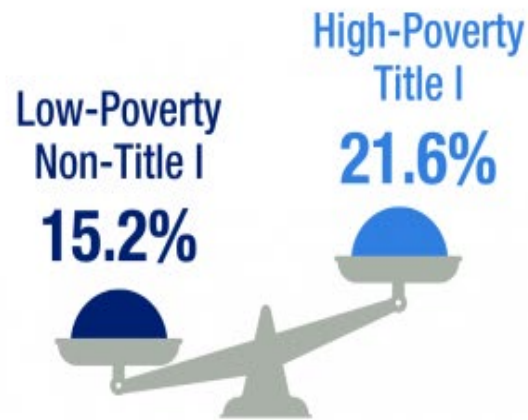


Average Years of Teaching Experience: **12.3** in the South **14.5** in the U.S.



Teacher Talent Distribution

There is a high distribution of inexperienced, out-of-field and uncertified teachers at schools with higher concentrations of poverty.

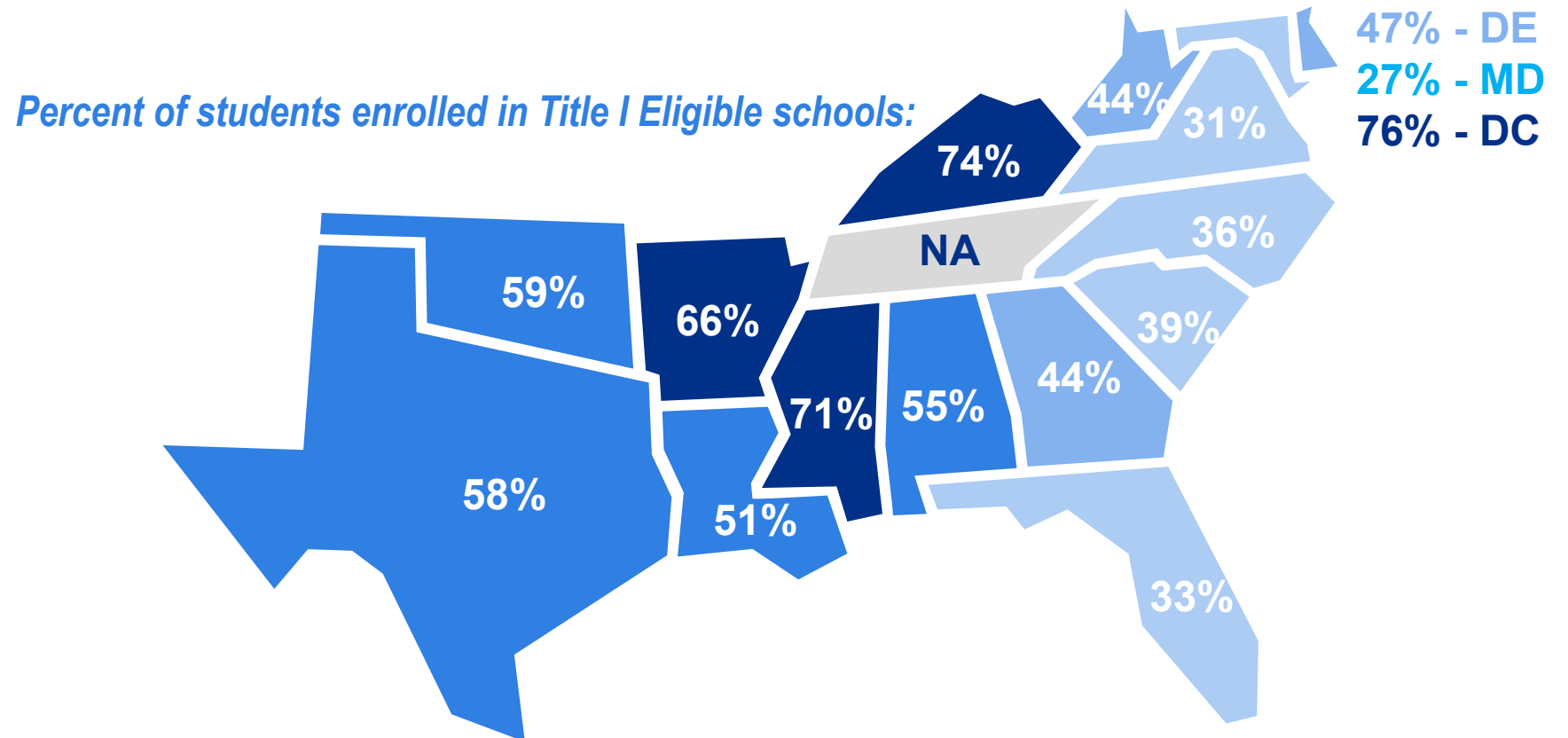


A student attending a HIGH POVERTY school is 1.5x more likely to have an inexperienced or underqualified teacher than their peers.



High Poverty Schools

72% of schools are Title I eligible (24,974) enrolling
51% of public-school students (10.1 million)



What we know...

Without more
teachers
–who are fully
prepared,
supported, valued
and **rewarded**–
student learning
will decline.



What we know...

Without enough educated workers, our **economy** will suffer.

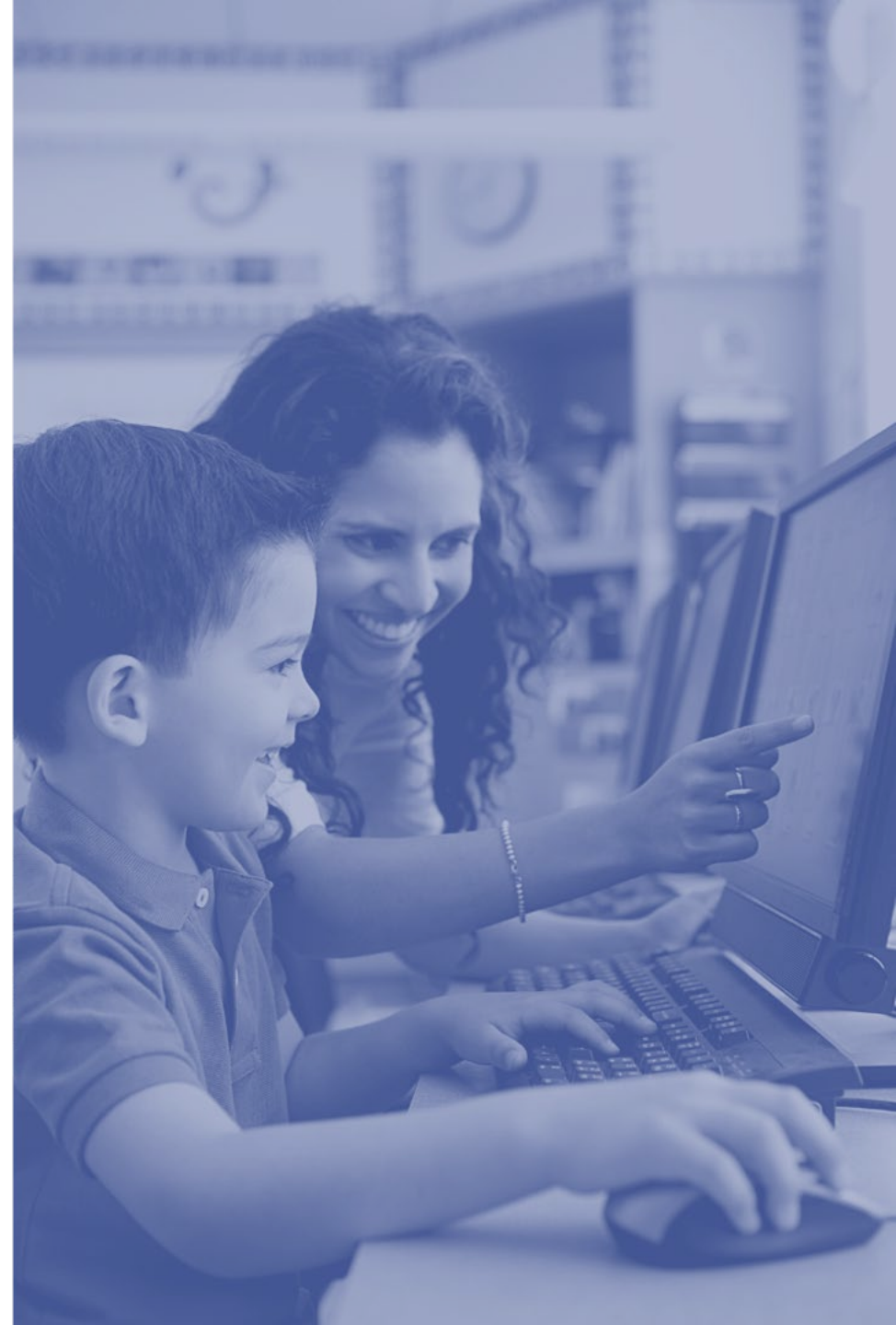


SUSTAIN

If teachers' impact matters this much for a healthy economy, we should elevate educators as the vital workforce to **sustain our economic future.**

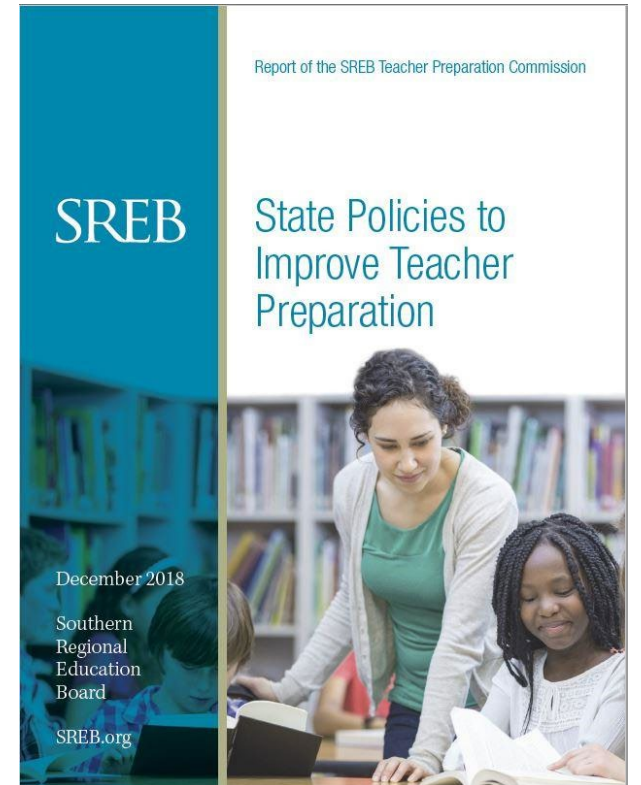


What is needed to develop, support and keep great teachers?



Teacher Prep That Works

- Modeling, practice, feedback and coaching
- Standards alignment and research-based curricula
- Coursework in content and pedagogy
- Strong focus on classroom management
- Data-driven instruction, assessment
- Extensive, paid on-the-job learning
- Partnerships between education prep programs and school districts



SREB teacher
preparation
recommendations

Teacher Supports That Work

- Multi-year meaningful mentoring for new teachers
- Collaboration with colleagues
(with others in their school, district, state, region)
- High-quality professional learning
(aligned training and non-evaluative coaching)
- Leadership opportunities with compensation
(as mentors, coaches, district ambassadors)
- Support from school leaders
- **TIME to prepare, assess, collaborate....**

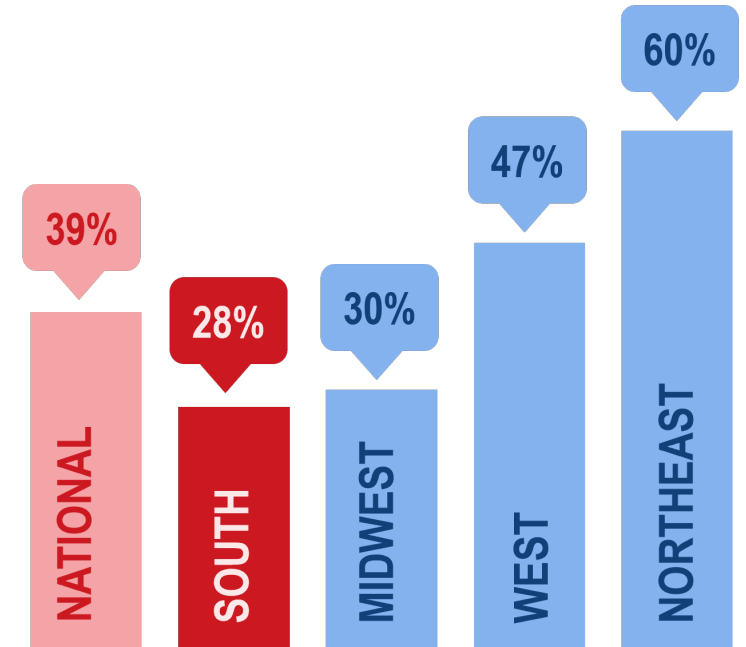


Novice teachers are **more likely to stay** in the profession if they have **extensive, ongoing mentoring** support.

Teacher Compensation That Works

- Professional salaries that support the American dream
- Promotion and advancement options
- Increased salaries for advanced roles
- Benefits that do not reduce take home pay year over year

Percent of Teachers Who Say They Feel **Fairly Paid**

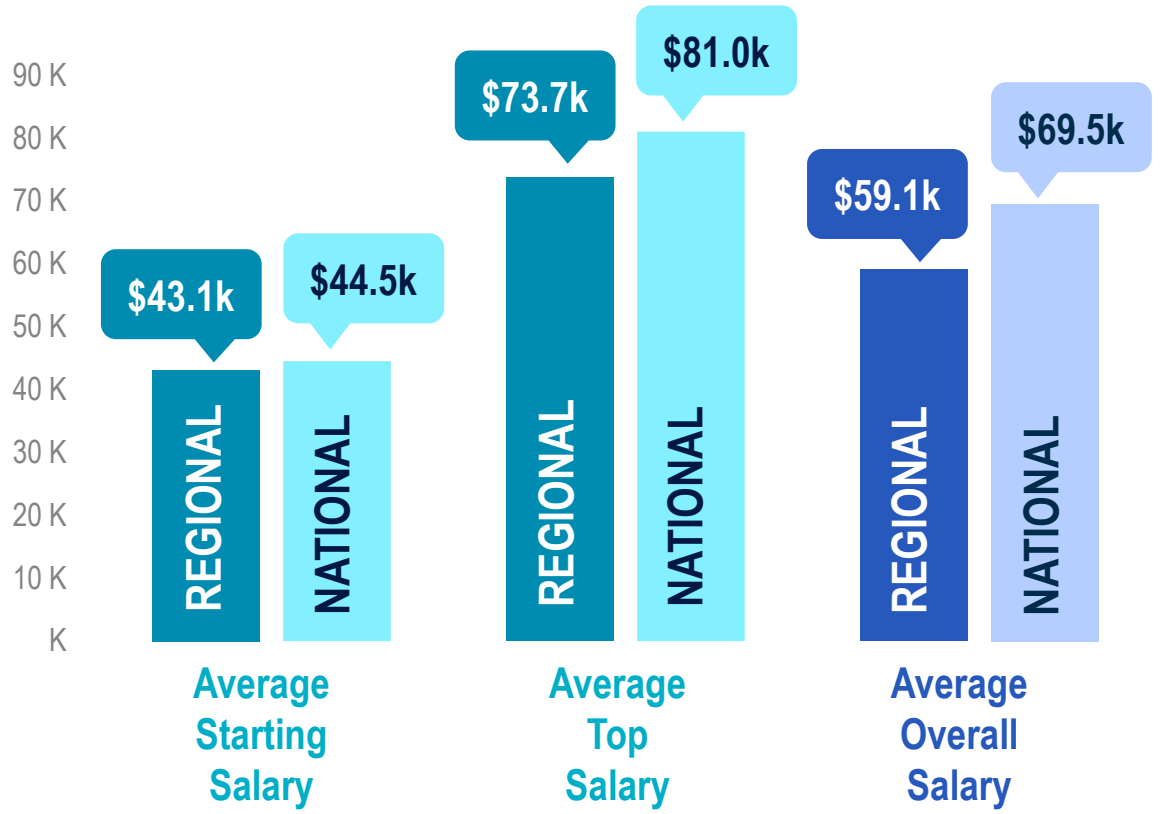




Teacher Compensation in the Region

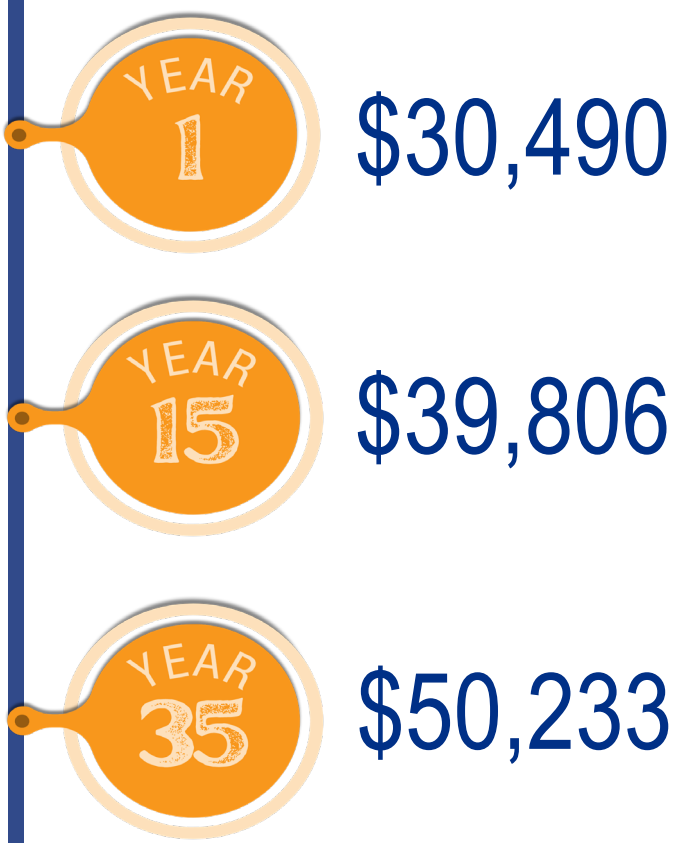
GROSS PAY

Average Annual **Gross** Salary Comparison




TAKE HOME PAY

Average Annual **Net** Salary in Region




Teacher Benefits That Work

- Positive working conditions
- Collaborative environment
- Resources to do the job
- Time to specialize in teaching with fewer non-student learning duties
- Distributed, strong school leadership



The **demands on teachers have gotten greater**...and [they have] fewer resources and fewer choices — when you combine those two, you're basically putting teachers in a vise.

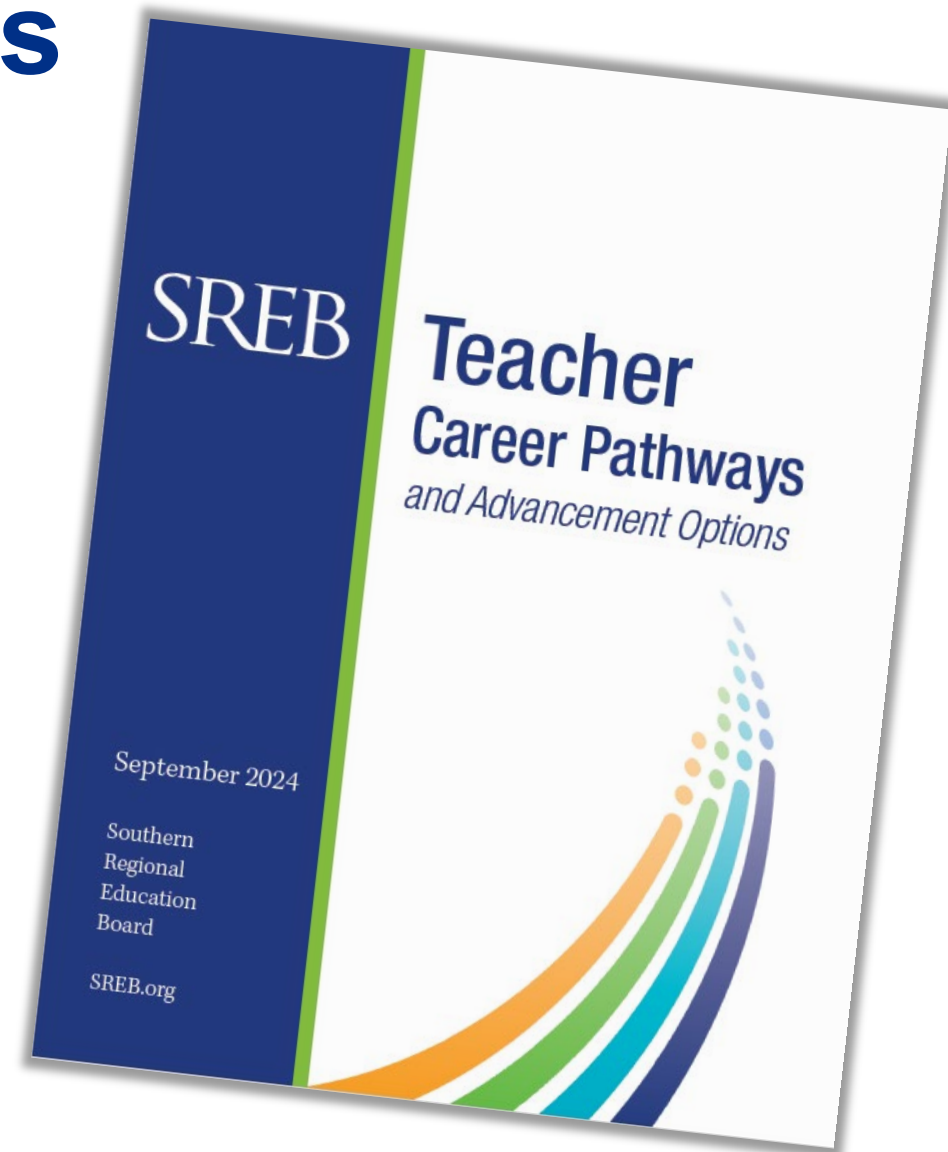


-Professor of Education at
University of Virginia

Teacher Career Pathways

Solving our teacher workforce challenges is a complex issue. One part of the solution...

Quality, accessible pathways into and throughout a teaching career to help recruit and retain great educators!



Teaching Career Improvements

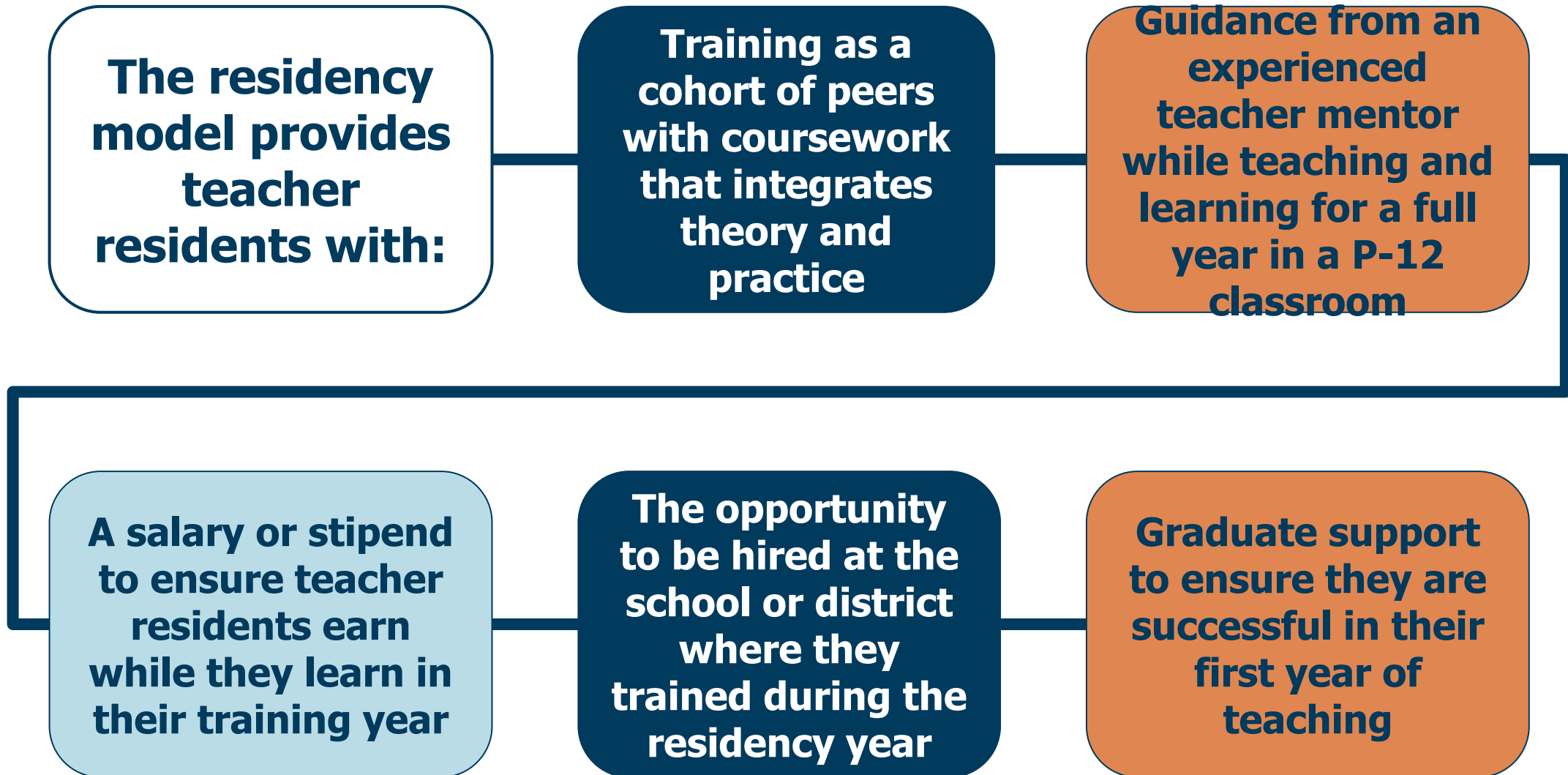
Solution Targets

- Multiple pathways to teaching
- Pathways are inviting and accessible to different individuals
- Pathways eliminate undue barriers to the profession
- All pathways are high quality
- Advancement and promotion paths for excelling teachers
- Strategic staffing, compensation, scheduling for supportive team leadership

Policy Considerations

- Open the doors to **innovation**
- Require **transparency** and clarity in change
- Encourage pathways that **lower cost** and provide a **wage** for on-the-job contributions
- Approve **multiple paths** with quality prep and support for varying types of future educators
- Require a standardized **high bar of quality** for *ALL* approved pathways
- Create **advanced certification** levels flexible for multiple advanced roles
- Create flexibility, guidance and support for **strategic staffing** and distributed leadership

But That's Just Good Teacher Preparation

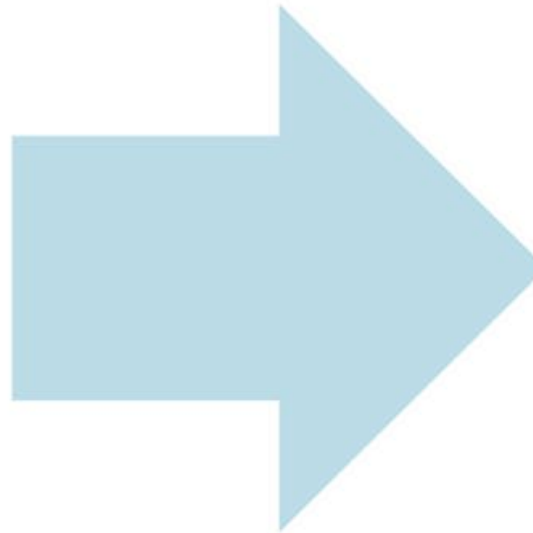


Teacher Residencies are a Return on Investment



Teacher residency programs address teacher shortages, diversity, quality, and retention.

- **Teacher residency graduates are ready to teach effectively on day one.**
- **Teacher residencies prepare more teachers of color.**
- **Graduates of the teacher residency stay longer.**



- **Increasing student achievement**
- **Saving school districts money**
- **Generating high rates of principal satisfaction**
- **Improving mentor instructional practice and leadership**

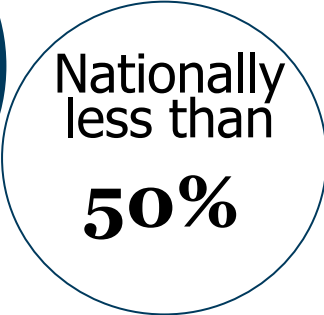
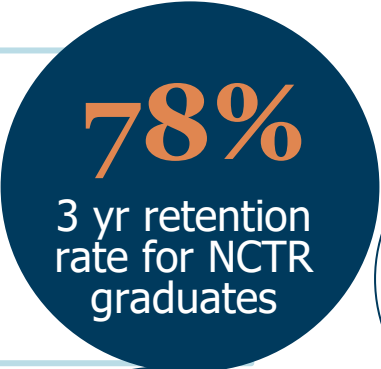
[The Teacher Residency Return on Investment](#)

Teacher Residencies Show Promising Trends



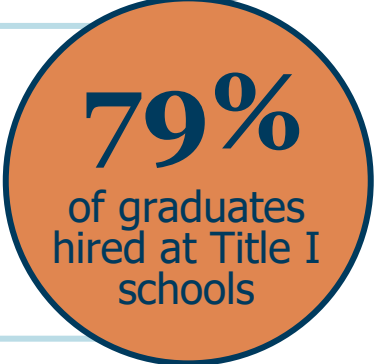
1

Districts retain high-potential, highly effective teachers when they hire NCTR residency graduates.



2

Residency graduates serve communities of color.



3

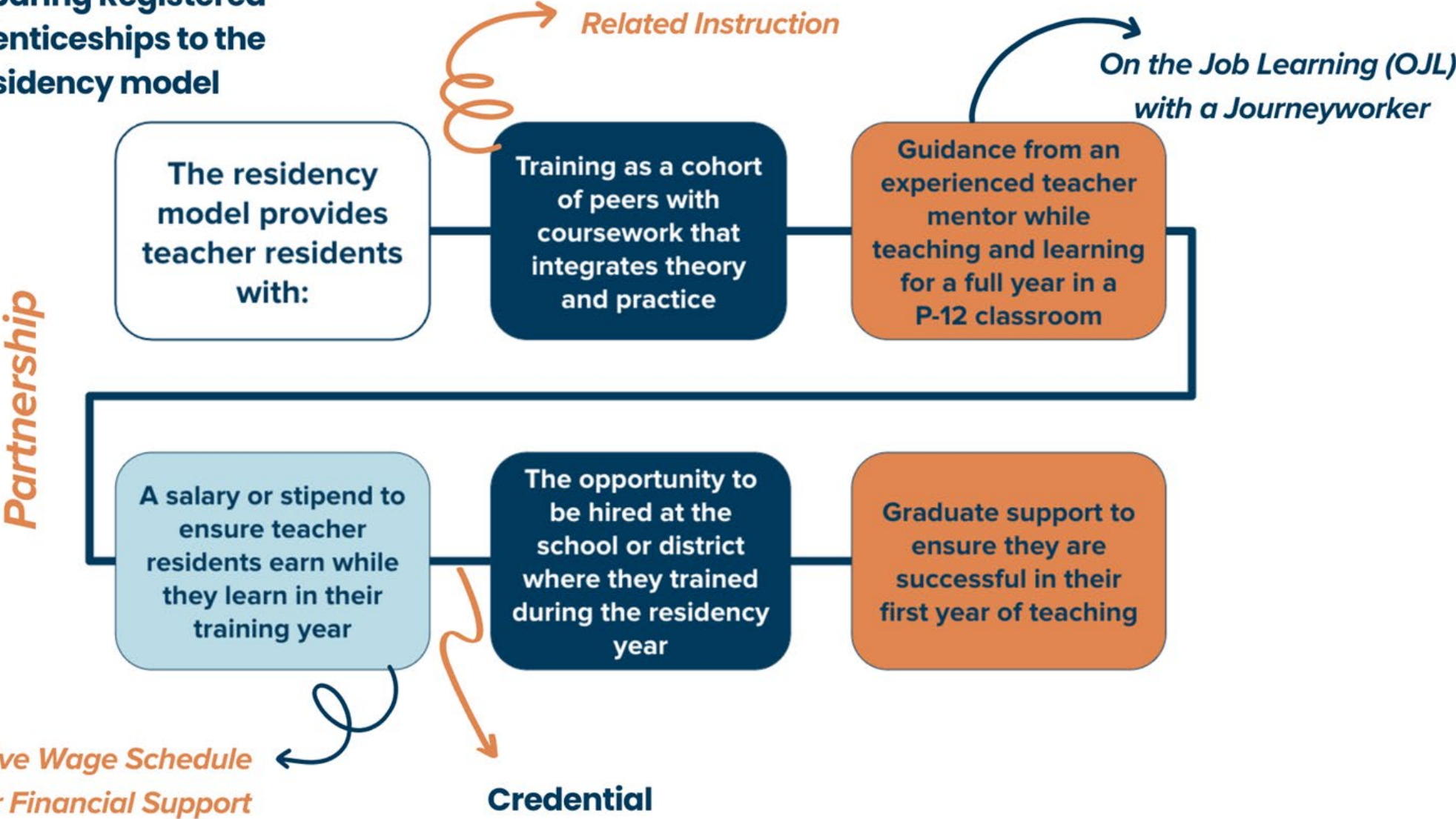
Mentors are provided professional development, leadership opportunities and career advancement, resulting in improved practice and student learning.



But That's Just Good Teacher Preparation



Comparing Registered Apprenticeships to the residency model



Apprenticeship Programs: *Key Features*

Core Actors

- Sponsor
- Employer
- Related Instruction Provider
- State Apprenticeship Agency/US DOL

Core Components

- Minimum of 2000 hours of training
- Progressive wage schedule
- Related instruction
- On-the-job competencies
- Apprentice-journeyworker arrangement
- Fair and transparent apprentice selection

Why support High School Pathways through GYO and T-RAPS?

- Aligns with Mission & Focus
- Stakeholder Collaboration
- Priorities
- Influence
- Expectations

West Virginia GYO: www.TeachWV.com

Teaching Pathway 2022-2023: Student Sample Courses

Grade	English Language Arts ^{1,2} (4 courses)	Math ^{1,2} (4 courses)	Science ^{1,2} (4 courses)	Social Studies ^{1,2} (4 courses)	Other ^{1,2} (4 courses)	Required Dual Credit Core Courses for GYO WV ^{1,2} (4 courses)
9	English 9	Math I or Algebra I	Earth and Space Science	World Studies or AP Social Studies	World Languages Elective	1306 Introduction to Education and the Classroom ^{3,4}
10	English 10	Math II or Geometry	AP or Dual Credit Biology ⁴	AP/Dual Credit U.S. Studies Comprehensive or U.S. History ⁴	The Arts	1307 Introduction to Child Development ^{3,4}
11	English 11: AP or Dual Credit English ⁴	Math III or Algebra II	Chemistry or AP or Dual Credit Chemistry	AP/Dual Credit U.S. Studies Comprehensive or U.S. History	Physical Education	1308 Introduction to Educational Psychology ^{3,4} 1309 Introduction to Social Emotional and Behavioral Wellness ^{3,4}
12	English 12: AP or Dual Credit English ⁴	Dual Credit College Algebra; or AP Calculus ⁴	Dual Credit Physical Science	AP or Dual Credit Psychology	Health BCA 1 (Business Computer Application) Other AP or Dual Credit Course	

¹ A minimum of 22 total credits required for high school graduation per [WVBE Policy 2510](#) (counties may require additional credits).

² AP or Dual credit can replace any course.

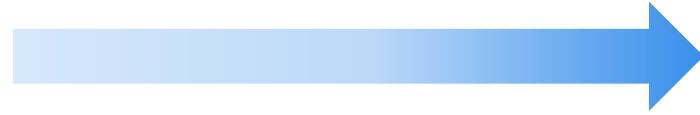
³ or equivalent courses as determined by county plan.

⁴ Guaranteed transferable between participating institutions in the Grow Your Own WV Teaching Pathway network.

Teaching today

A new vision

~~Rigid~~



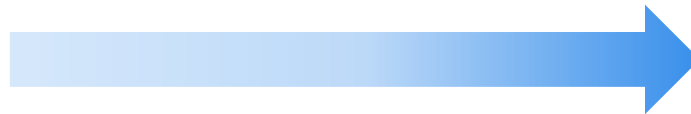
Flexible

~~Isolating~~



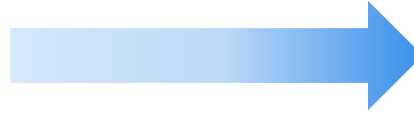
Collaborative

~~Static~~



Dynamic

~~Burnout-inducing~~



Sustainable

Some good news: Attracting and retaining good teachers is a unifying political issue

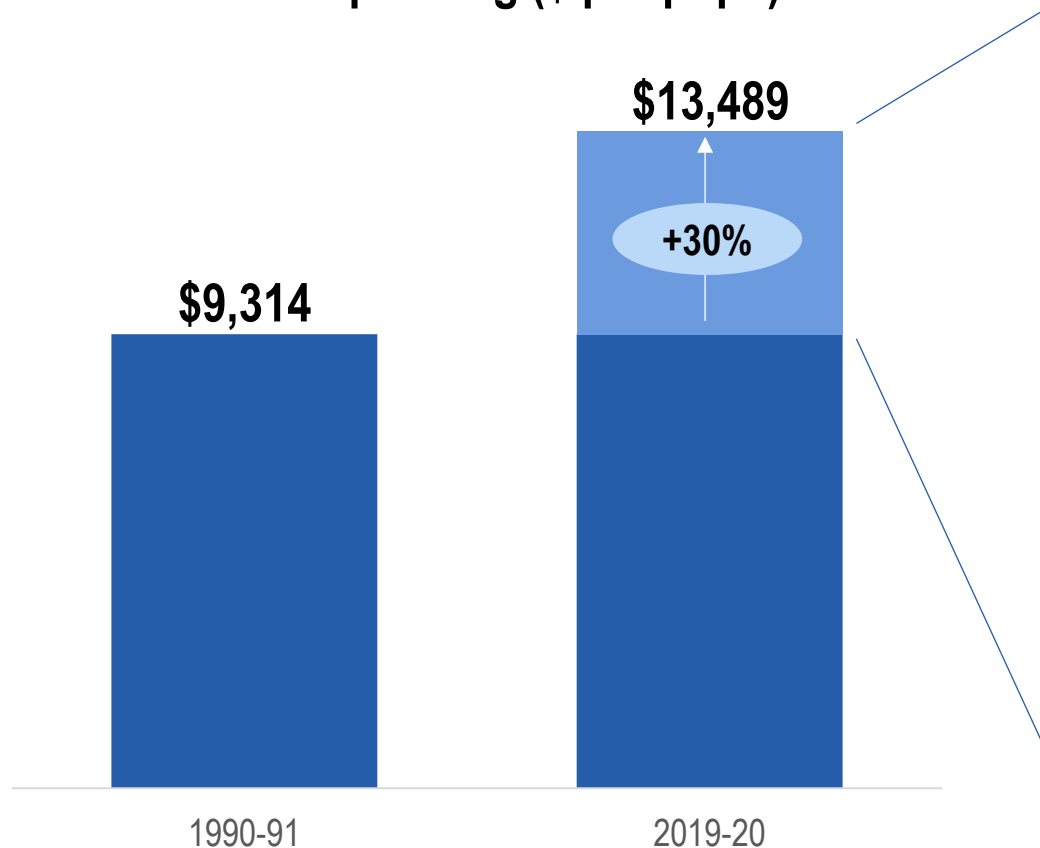
Table 1.
Areas for increased focus in the next administration, by political party

	All	Democrats	Independents	Republicans	Gap between Ds and Rs
Preparing students to enter the workforce	84%	83%	83%	88%	5%
Attract/retain good teachers	81%	89%	77%	79%	10%
	-8%		-7%	-8%	
Student mental health	73%	86%	70%	63%	23%
Helping students who've fallen behind	72%	83%	63%	71%	12%
College affordability	70%	86%	66%	59%	27%
Protecting students from discrimination	58%	81%	53%	45%	26%
Access to public preK	56%	71%	50%	48%	23%
Expansion of charter schools	35%	22%	34%	50%	28%

PDK Poll, 2024

How have we allocated higher spending in K-12?

U.S. K-12 spending (\$ per pupil)



How we invested new funds	Pct
Adding staff in schools	45%
<ul style="list-style-type: none"> The average school (500 students) added 10 FTE Just one-fourth of these new staff were teachers 	
Rising benefits costs (e.g. healthcare)	25%
Supplies, tuition, purchased services	23%
More district-level staff	4%
Higher salaries for non-teachers	4%
Higher salaries for teachers	<1%

How most districts and states pay teachers

TEACHERS, CURRICULUM COACHES, ELEMENTARY SCHOOL COUNSELORS & LIBRARIANS
9 MONTHS 187 DAYS
SCHEDULE 16

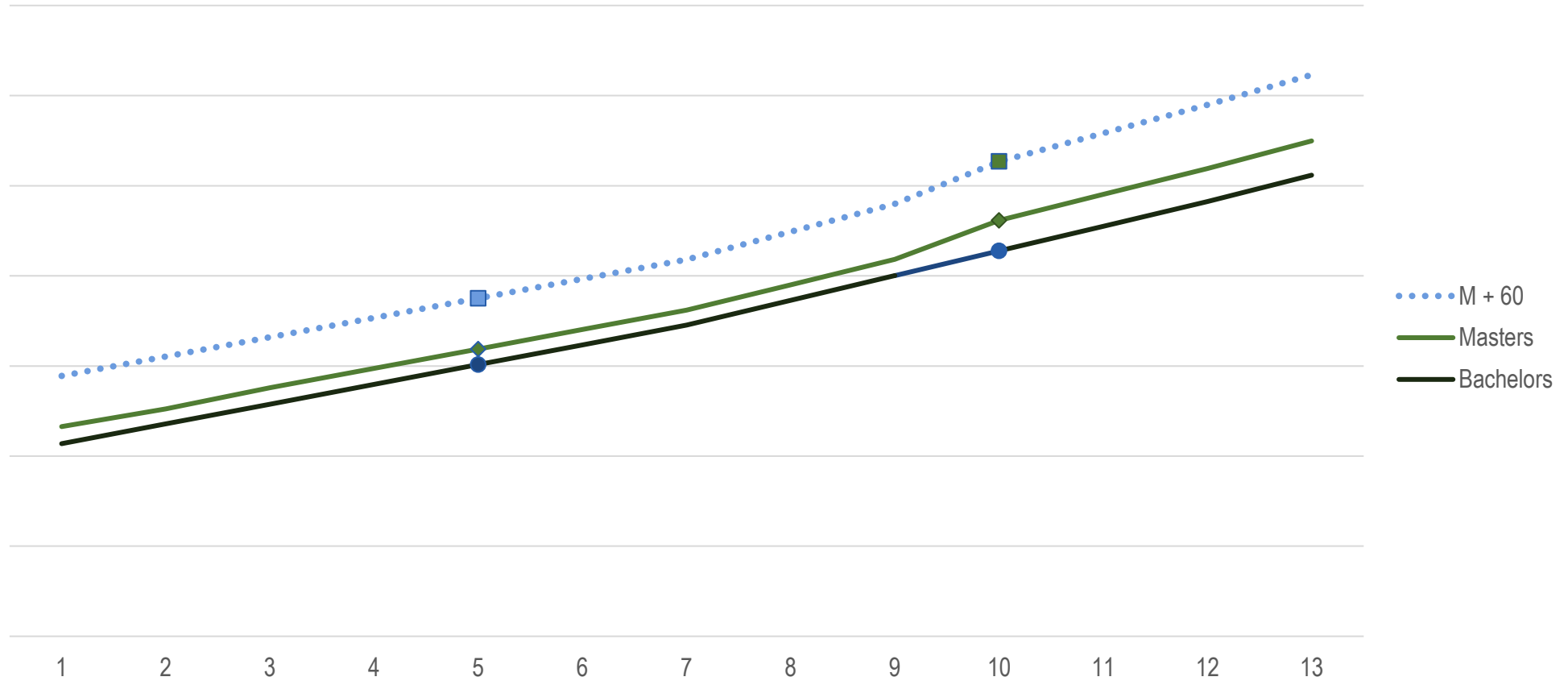
STEP	BACHELOR'S DEGREE	MASTER'S DEGREE	Ed.S. / AA CERTIFICATE	DOCTORAL	NON-DEGREE
LEVEL	1	2	3	4	5
0	45,664	52,113	56,529	60,425	45,664
1	45,869	52,360	56,735	60,630	45,869
2	46,194	52,440	57,061	60,950	46,194
3	50,976	57,946	62,317	66,691	50,976
4	51,360	58,267	62,639	67,012	51,360
5	51,716	58,985	63,348	67,710	51,716
6	53,982	61,465	65,952	70,435	53,982
7	54,684	62,168	66,649	71,126	54,684
8	55,445	62,928	67,402	71,874	55,445
9	56,515	64,041	68,556	73,031	56,515
10	57,248	64,777	69,285	73,755	57,248
11	57,959	65,544	70,046	74,511	57,959
12	59,116	66,693	71,218	75,691	59,116
13	59,116	66,693	71,218	75,691	59,116
14	59,116	66,693	71,218	75,691	59,116
15	59,516	67,140	71,697	76,215	59,516
16	59,516	67,140	71,697	76,215	59,516
17	59,516	67,140	72,380	76,949	59,516
18	59,934	67,618	72,889	78,219	59,934
19	59,934	68,575	73,920	79,325	59,934
20	59,934	68,575	73,920	79,325	59,934
21	60,357	69,381	74,797	80,266	60,357
22	61,211	70,023	75,489	81,009	61,211
23	61,496	70,666	76,182	81,752	61,496
24	62,686	71,395	76,972	82,604	62,686
25	62,686	72,050	77,678	83,362	62,686
26	63,267	72,705	78,385	84,119	63,267
27	63,900	73,461	79,205	85,003	63,900
28	64,539	74,197	79,999	85,851	64,539
29	65,185	74,937	80,797	86,708	65,185
30	65,835	75,687	81,605	87,574	65,835
31	66,493	76,442	82,420	88,448	66,493
32	67,157	77,207	83,244	89,332	67,157
33	67,827	77,978	84,077	90,224	67,827
34	68,504	78,757	84,916	91,125	68,504
35	69,189	79,544	85,766	92,035	69,189

*The non-degree salary schedule pertains to some full-time instructional employees who provide daily instructions in select military and/or career technical areas. All State and Board requirements and/or mandates for employment are still applicable.

- “Step and lane”
- Everyone does the same job
- To earn more, leave the classroom

What this looks like, graphically

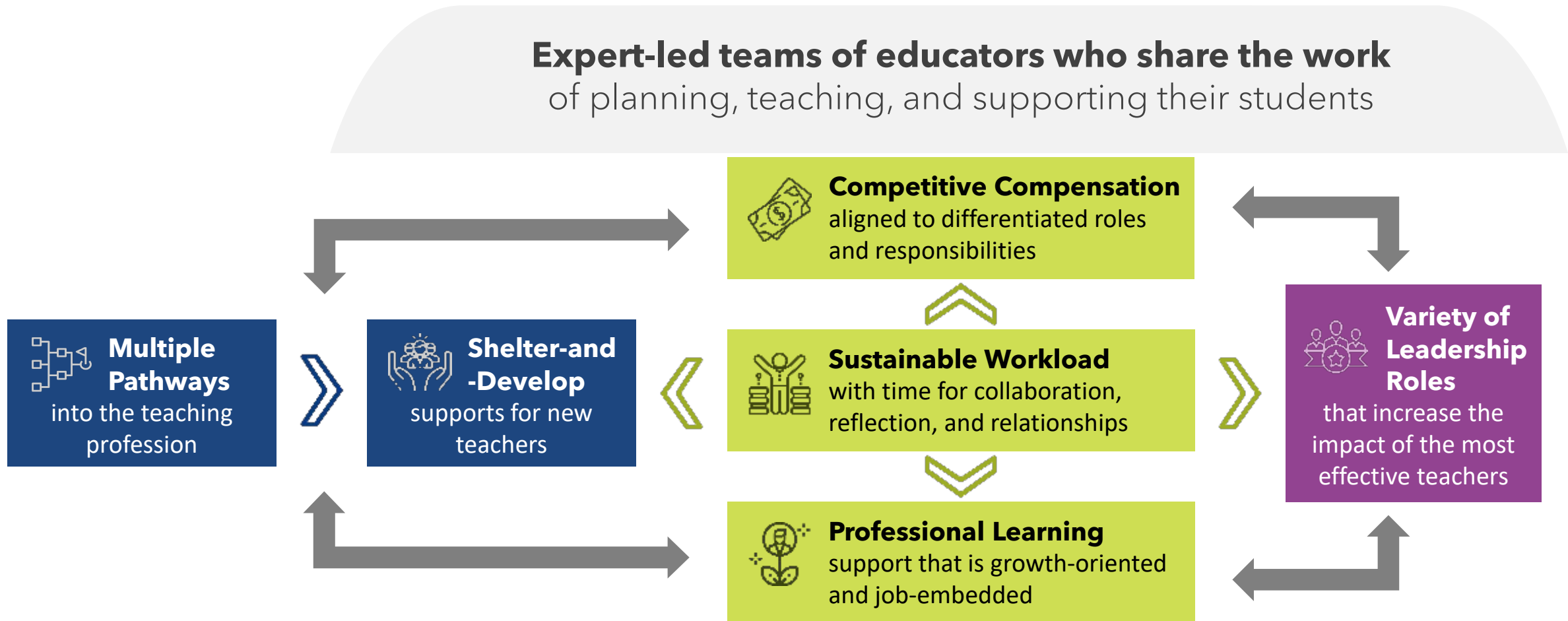
2023-24 District Salary Schedule



A better approach to teacher compensation

1. Accelerate pay increases for early career teachers.
2. Pay more for teaching in high-needs schools and subject areas.
3. Create well-compensated teacher leadership pathways with increased responsibility.
4. Target increases to effective teachers.
5. Decouple teacher pay from advanced degrees.

We must reallocate resources in pursuit of a “build toward” vision for team-based teaching and learning



Strategic school staffing can alleviate many of the pain points that students and teachers experience.



STRATEGIC STAFFING



HQIM & ACADEMIC STRATEGIES

What is strategic school staffing?



Strategic school staffing reimagines the teaching profession with innovative solutions like teaming structures, flexible schedules, new roles and integration of technology to improve student learning outcomes and make the teaching profession sustainable.

The vision for strategic school staffing ensures that...

1

Every student is engaged in meaningful, affirming, grade-level instruction

2

Every student has a team of committed adults advocating for that student's learning needs and upholding high expectations

3

Every teacher feels personally and professionally fulfilled by the roles they are playing and the support they receive

4

Every teacher has the potential for a meaningful career with opportunities for career growth, progression and compensation

State leaders can create the conditions for school systems to innovate around the teaching job

Guidance and Accountability

- Create a vision with research-based guiding frameworks
- Create flexibilities, such as:
 - ✓ Varying class size and staffing ratios
 - ✓ Moving from rigid seat time requirements to other ways of demonstrating learning
 - ✓ Changing teacher of record policies

Incentives and Support

- Dedicated funding to support the transition to innovative models
- Tools and technical assistance to districts, to support the implementation of coherent school design
- Invest in research to study effectiveness and highlight best practices

Statewide Data Tools

State-wide data tools that:

- Diagnose challenges
- Inform decision-making
- Measure progress
- Ensure accountability

Promising innovations from the states



Maryland

Blueprint for Maryland's Future includes funding for districts to create a career ladder model that includes differentiated educator roles and leadership pathways



Texas

Teacher Incentive Allotment; Provides additional funding to districts for each high-performing teacher they assign to a high-need school



North Carolina

Encourages creation of Advanced Teacher Roles that extend the reach of excellent teachers, create new teacher-leadership pathways and foster more collaboration and support

Sunset High School



Students at Dallas Independent School District's [Sunset High School](#) can earn an associate of arts in teaching at Dallas College prior to graduation — potentially reducing their time to a bachelor's degree in education by two years. Those who complete the program are awarded a hiring letter of intent to encourage them to seek a K-12 teaching position in their home district.



Tennessee Job-Embedded



Tennessee's [job-embedded model](#) offers individuals who already have a bachelor's degree a path to become an official teacher of record while completing the state requirements for full licensure. These individuals receive full pay and benefits from day one on a provisional license and are typically enrolled at a Tennessee university to complete state requirements within three years.



South Carolina Team Leadership



South Carolina offers the year-long [Foundations in School Leadership](#) to develop instructional leadership and team capacity-building skills for teacher-leaders around the state. Additional development programs are offered by the state for collective leadership, first-year and experienced principals, and district administrators.



New Mexico Certification



New Mexico established a [three-tiered licensure and advancement system with differentiated pay levels](#) to promote teacher growth and reward leadership.

- Tier I teachers receive a provisional license for the first three years, requiring formal mentorship. Tier I teachers are paid a minimum of \$50,000.
- Tier II teachers hold a full professional license. Requirements include participation in the mentoring program and being evaluated as a successful teacher for three years, plus demonstration of specific sets of competencies. Tier II teachers are paid a minimum of \$60,000.
- Tier III teachers who apply for and meet requirements for advancement hold a master teaching license. Requirements include three years of successful teaching at Level II, National Board Certification or master's degree, plus demonstration of specific sets of competencies. Tier III teachers are paid a minimum of \$70,000.



Three Top Takeaways

1 Pathways into teaching:

- Support increased quality for all pathways
- Incorporate year-long residency requirement into all teaching pathways
- Encourage accessibility of teacher pathways for more rural and low-income students
- Support pathway partnerships

Three Top Takeaways

2 Advancement Options:

- Create certifications and processes for promoting effective teachers to leadership roles for increased salaries
- Incentivize strategic staffing based on advanced role differentiation and student needs
- Provide flexibility and guidance for district and school leaders on strategic staffing and scheduling

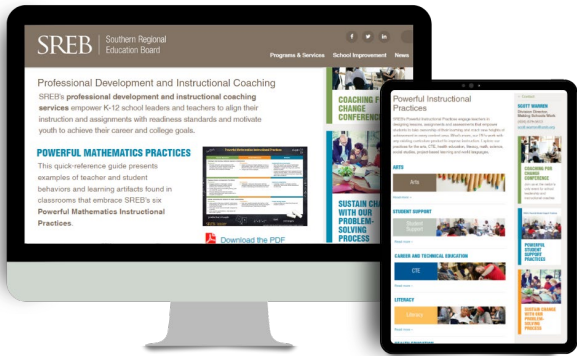
Three Top Takeaways

3

Retention:

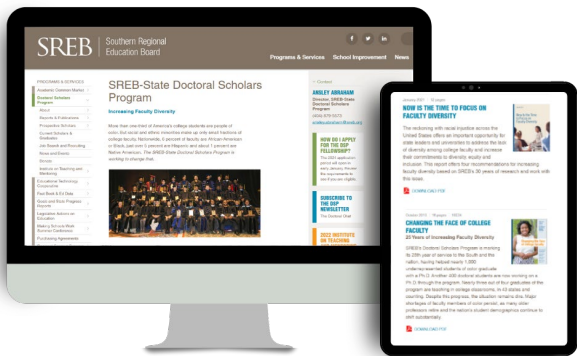
- Improve teacher supports and induction
- Improve teacher working conditions, monetary and non-monetary benefits
- Enable districts to move toward strategic staffing, strategic scheduling and strategic compensation

SREB is here to help!



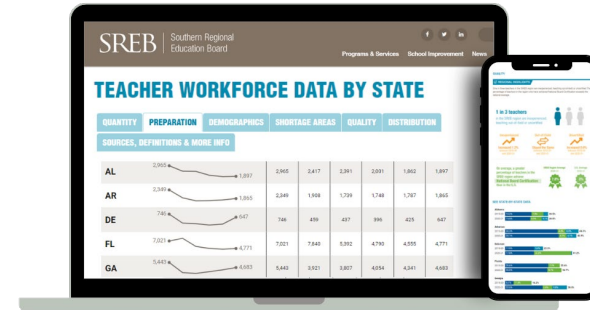
K-12 Teaching Support

- [SREB.org/powerful-instructional-practices](https://www.sreb.org/powerful-instructional-practices)
- [SREB.org/professional-development-instructional-coaching](https://www.sreb.org/professional-development-instructional-coaching)
- [SREB.org/school-improvement-events-and-conferences](https://www.sreb.org/school-improvement-events-and-conferences)



Postsecondary Faculty Support

- [SREB.org/doctoral-scholars-program](https://www.sreb.org/doctoral-scholars-program)
- [New SREB Center for Innovative Faculty Development](https://www.sreb.org/new-is-the-time-to-focus-on-faculty-development)



Teacher Workforce Data

- [SREB.org/TeacherWorkforce](https://www.sreb.org/TeacherWorkforce)
- State-by-state data and regional highlights
- Teacher Compensation Dashboard



Higher Education Data

- [SREB.org/fact-book-ed-data](https://www.sreb.org/fact-book-ed-data)
- Comprehensive Fact Book of comparative data

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