

*Paul Katnik, Assistant Commissioner
DESE*



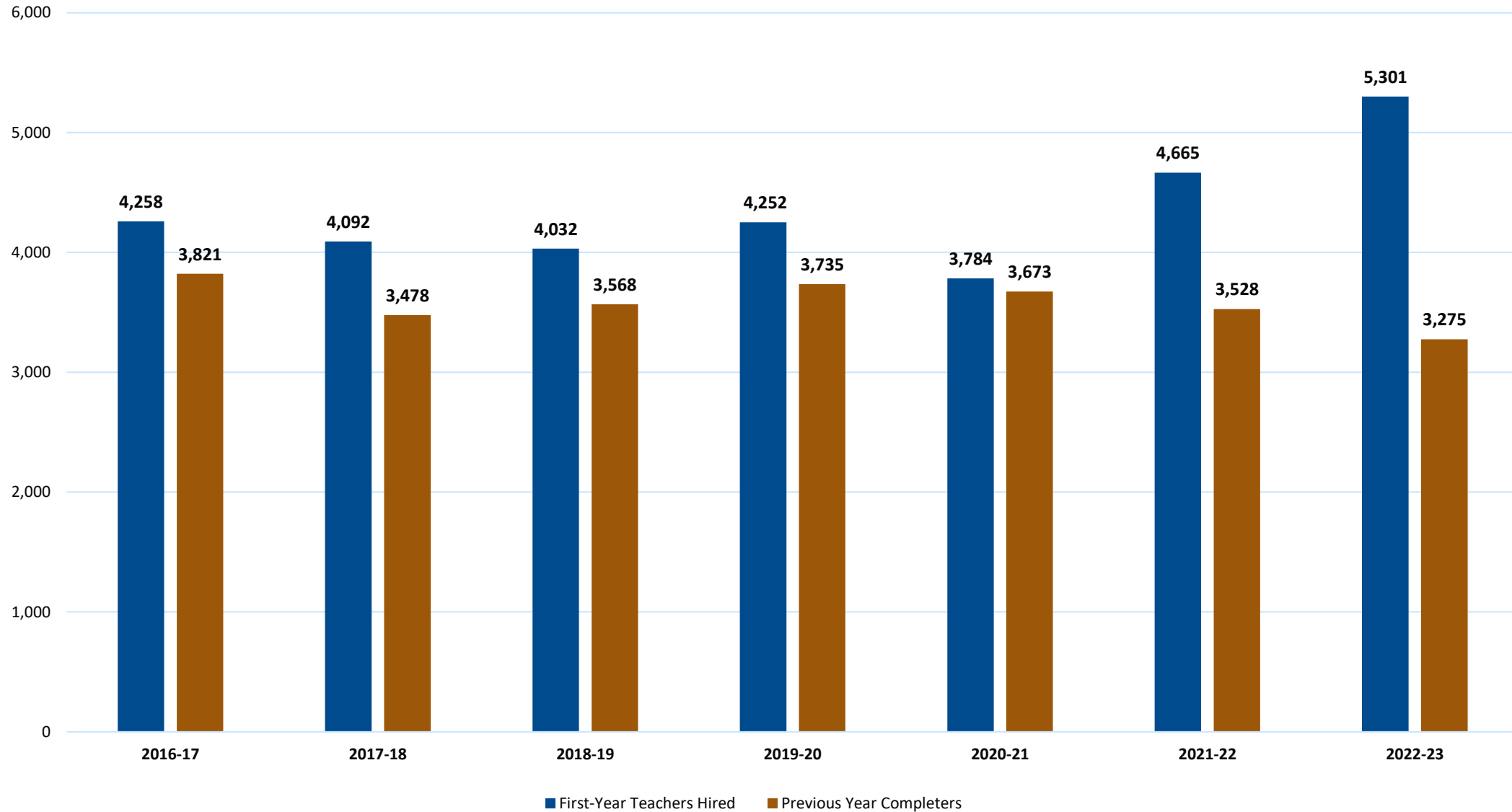
Teacher Recruitment & Retention

Where we go from here...

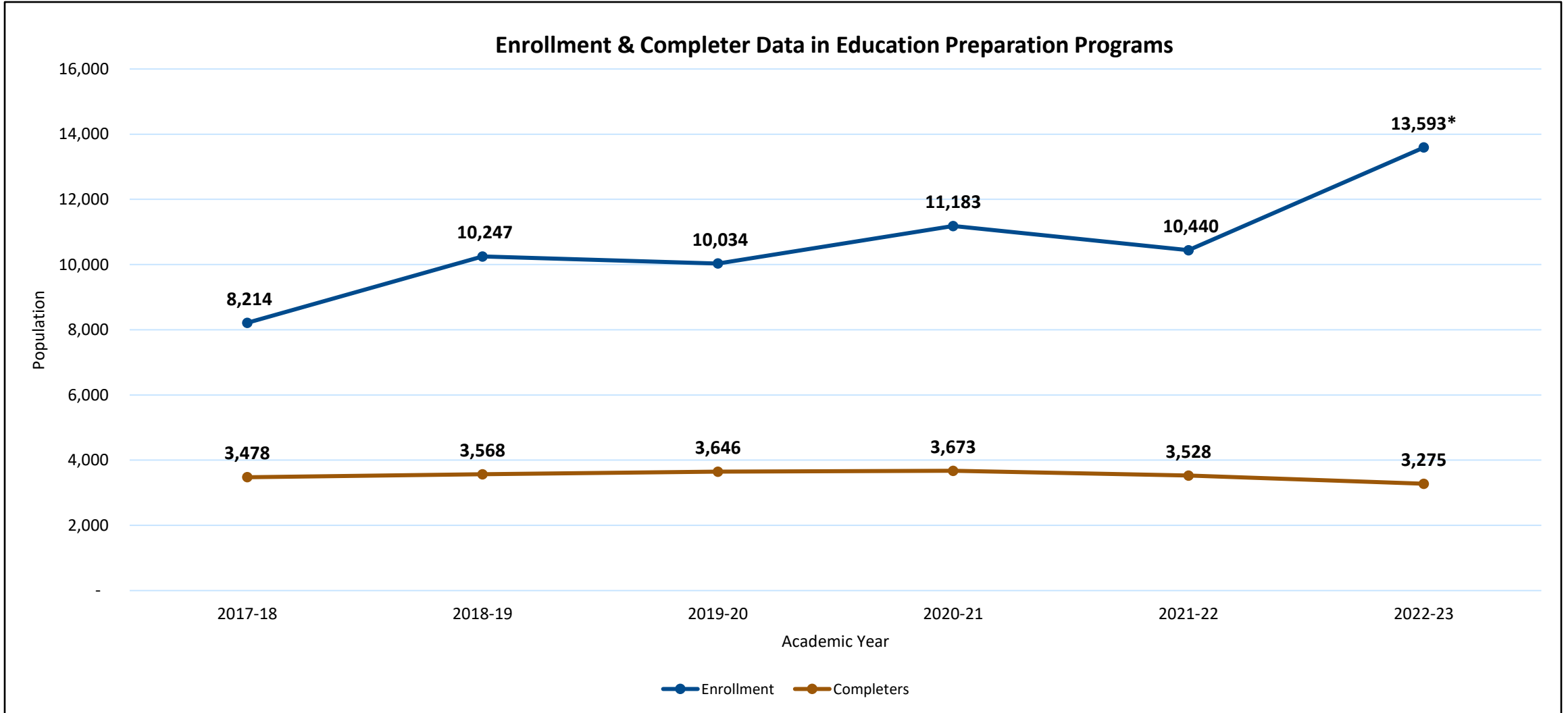
October 2024

MARE/MO K-8 Conference

2016-23



2017-18 to 2022-23

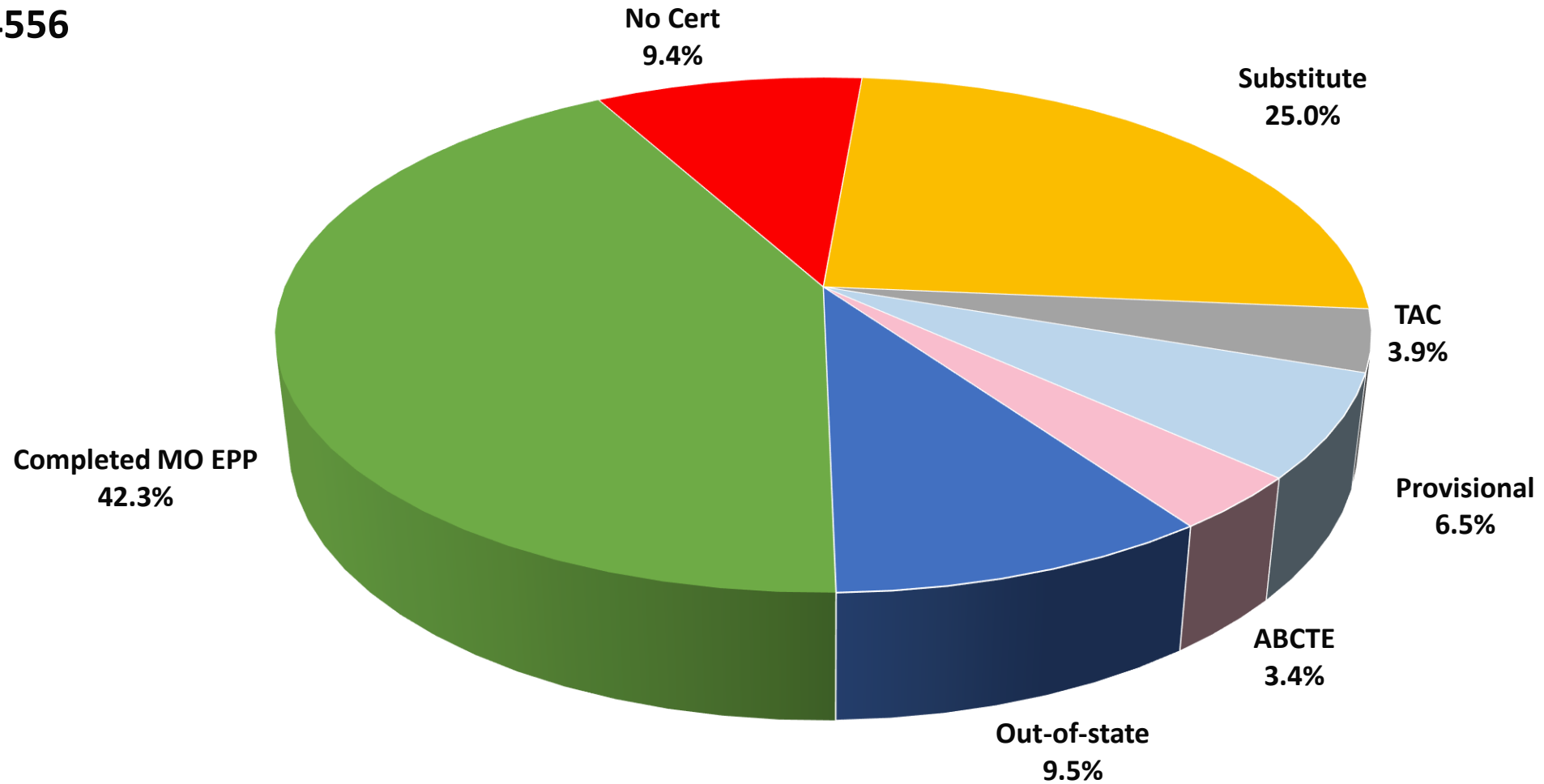


*Information from State Title II Report & Data from the State Annual Performance Report. The manner in which enrolment data is collected changed in 2023, resulting in an increase in the number of reported enrolled students.

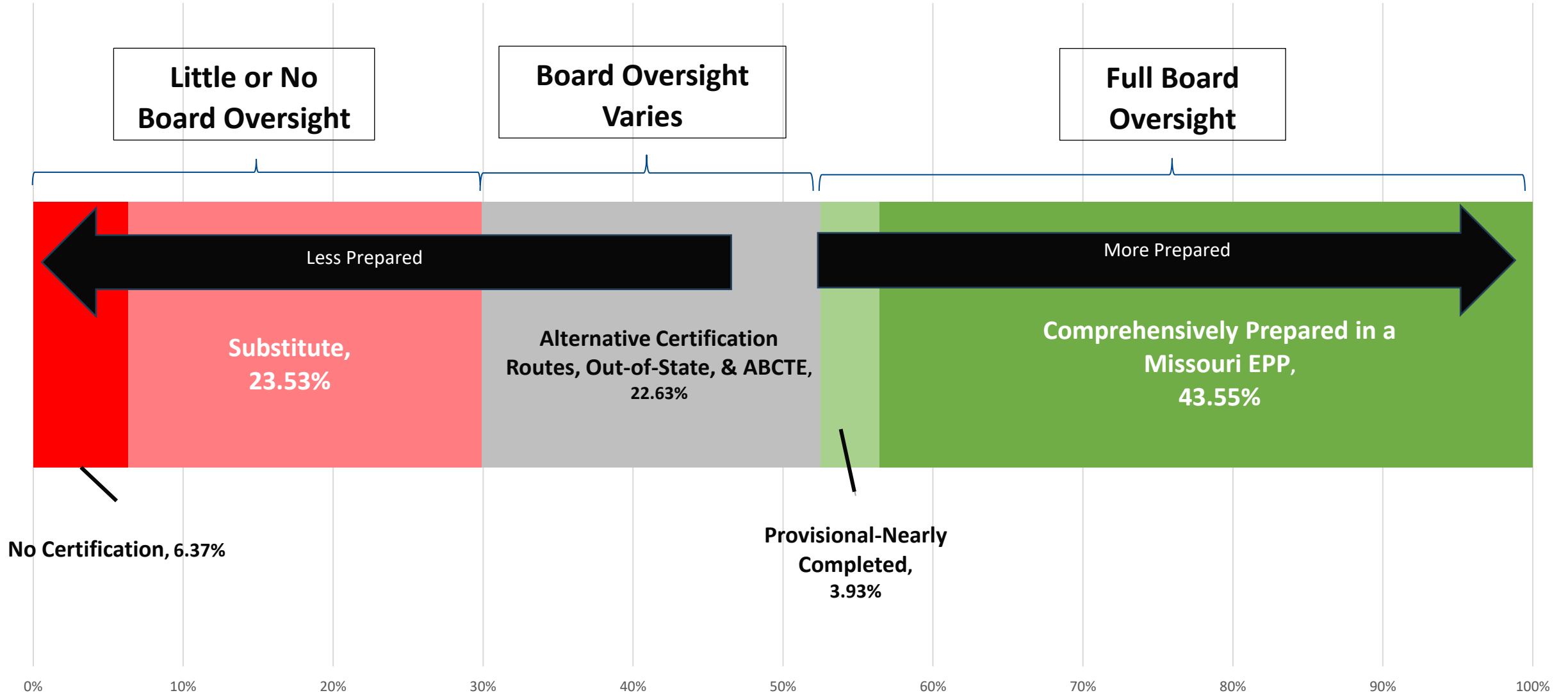
2024 First-Year Teachers



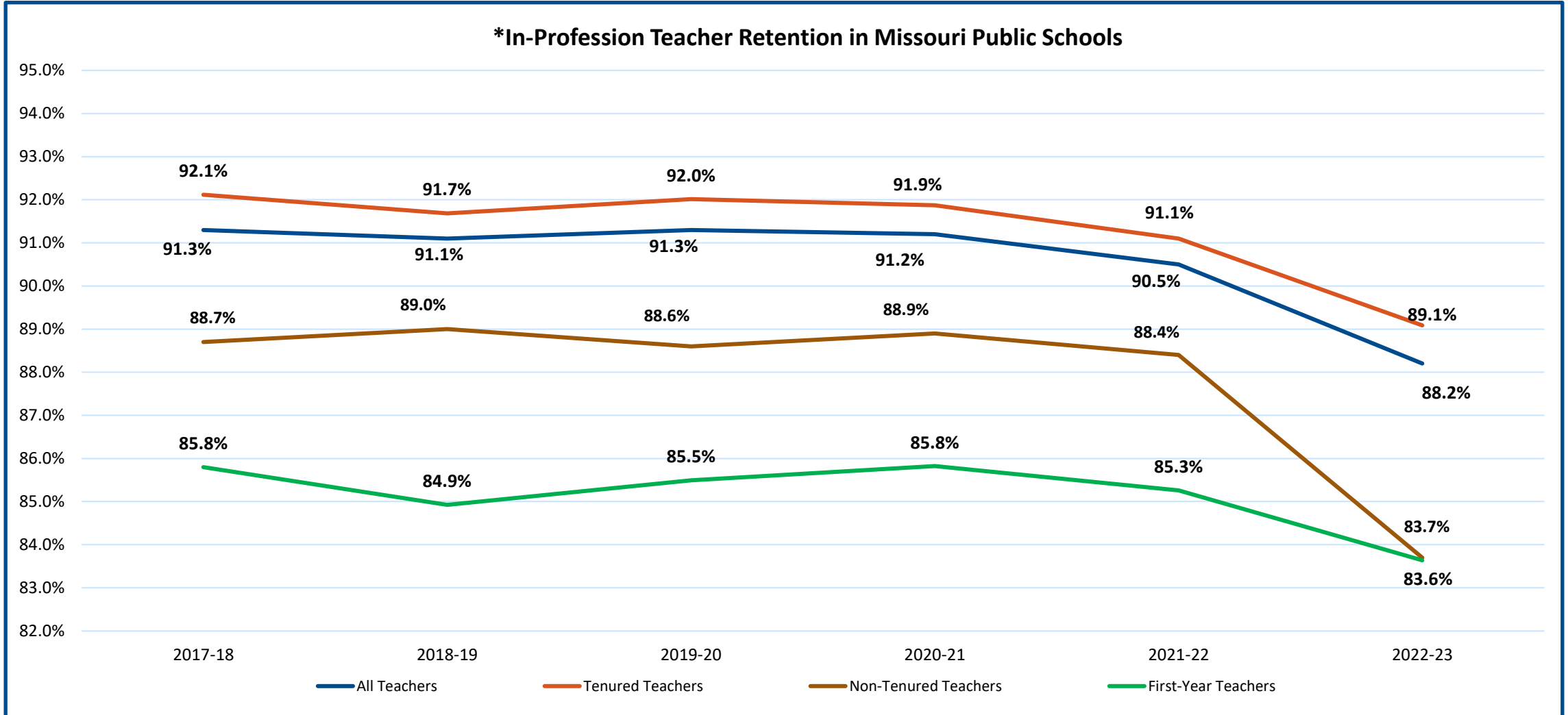
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Preparation in First-Year Teachers, 2023-24



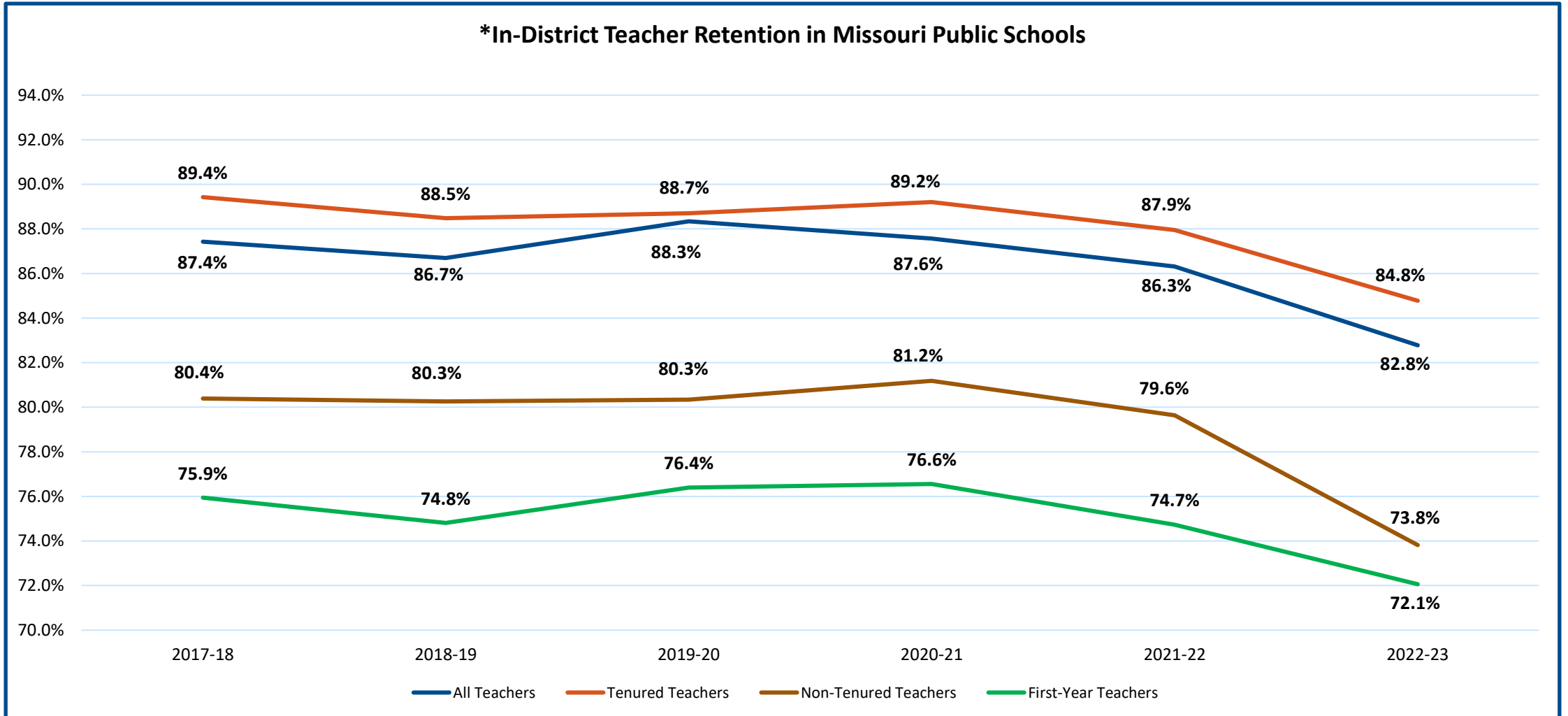
2017-18 to 2022-23



**In-Profession Teacher Retention refers to a teacher that remains a teacher in a Missouri public/charter school from one year to the next regardless of which district.*

In-District Teacher Retention

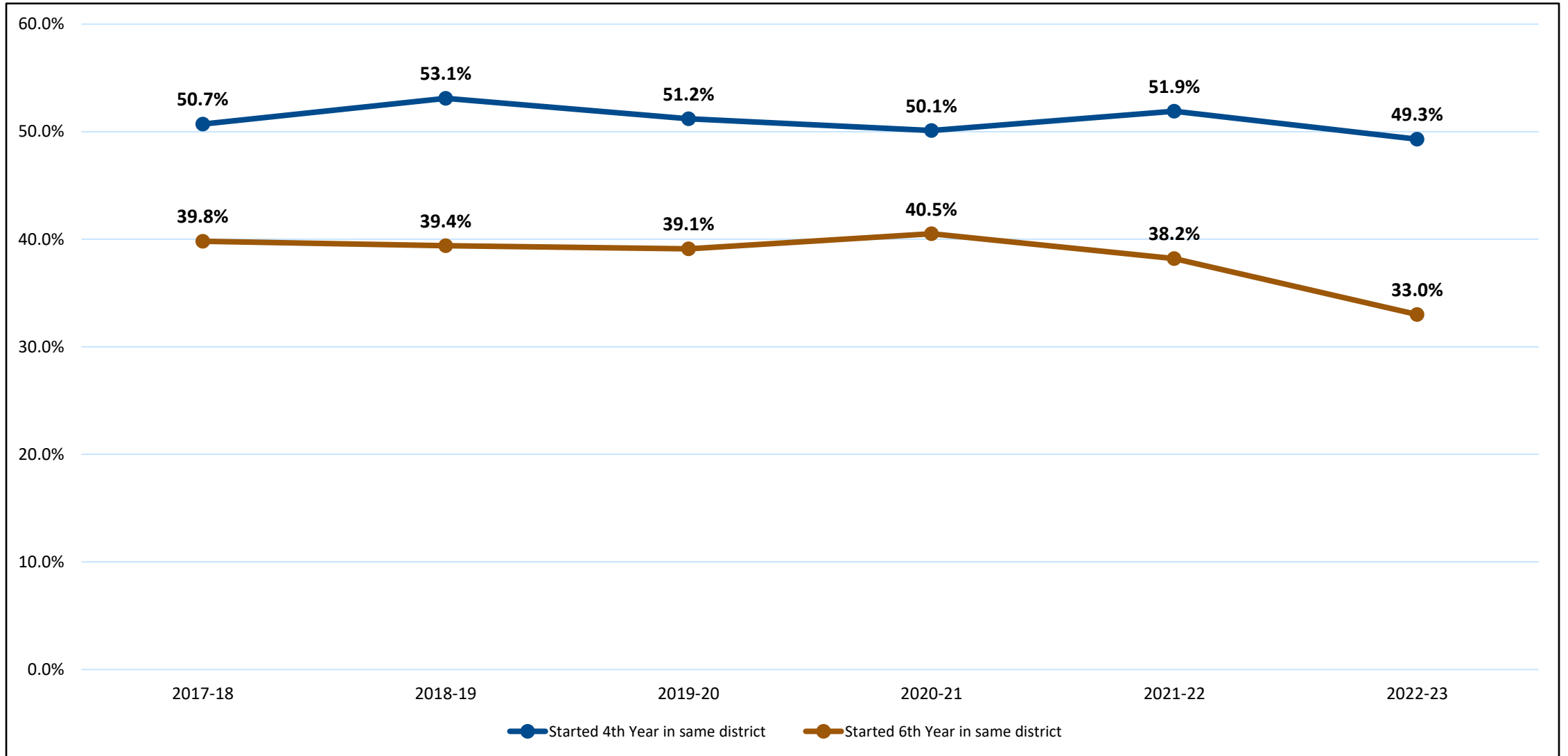
2017-18 to 2022-23



**In-District Teacher Retention refers to a teacher that remains a teacher in the same district from one year to the next.*

Teacher Retention

2017-18 to 2022-23



Refers to Missouri first-year teachers with four or more years, and six or more years, of teaching experience in the same district and comes from the October Cycle of the MOSIS/Core Data System.



- *3.5 years of unprecedented investment and collaborative work among hundreds of LEAs, EPPs, and CCs...*
- *Collection of data from hundreds of educators working on teacher recruitment and retention*
- *Completion of a 4 Phase Evaluation Study with the Community Training and Assistance Center (CTAC)*
- *What have we learned?*

Effectiveness of the Grants (Cont'd)

- Quantitative data also suggest the grants are effective.

Measure	One-Year Change (2023 vs. 2024)				Two-Year Change (2022 vs. 2024)			
	n	Mean (2023)	Mean (2024)	Change	n	Mean (2022)	Mean (2024)	Change
Number of students who enroll in the GYO program	83	8.51	8.82	0.31	73	4.78	8.92	4.14*
Number of students who graduate from the GYO program	63	4.48	2.84	-1.63*	54	2.15	4.28	2.13*
Number of LEA graduates who enroll in education programs at Institutions of Higher Education	68	4.65	2.91	-1.74	56	2.32	2.91	0.59
Number of teaching staff and/or candidates who get certified	70	1.29	1.84	0.56	61	0.97	1.82	0.85*
Number of GYO scholarship recipients and/or LEA graduates that LEA hires	68	1.06	1.59	0.53	59	0.90	1.71	0.81*

Table 6. Indicators of Success, 2022 to 2024

Are you seeing indicators of success of your teacher recruitment (Grow Your Own) grant in terms of...?	2022		2023		2024		One-Year Change	Two-Year Change
	n	%Yes	n	%Yes	n	%Yes		
Increasing interest in the teaching profession	328	30%	413	58%	314	65%	7%	35%*
Building a larger teacher candidate pool	328	24%	413	46%	314	50%	4%	26%*
Recruiting racially/ethnically diverse teachers	328	7%	413	18%	314	16%	-2%	9%*
Recruiting male teachers	327	12%	413	25%	314	26%	1%	14%*
Recruiting teachers in specific content areas (e.g., special education, math, science)	328	21%	413	33%	314	34%	1%	13%*
Recruiting teachers in schools in hard-to-staff locations	326	17%	413	32%	314	39%	7%	22%*
Providing customized support to schools related to teacher recruitment	324	19%	413	26%	314	35%	9%*	16%*
Collaborating with educator preparation programs/community colleges	326	34%	413	51%	314	54%	3%	20%*
Collaborating with community partners	326	25%	413	36%	314	36%	0%	11%*
Improving student achievement	323	18%	413	37%	314	37%	0%	19%*

Note. The prompt was "Are you seeing early indicators of success of your teacher recruitment (Grow Your Own) grant in terms of...?" in 2022. *Indicates statistically significant differences at the 95% confidence level.

Successful Strategies

2023					2024				
Rank*	Strategy	n	VE%	IE%	Rank*	Strategy	n	VE%	IE%
1	Providing scholarships	209	43%	2%	1	Providing scholarships	157	58%	5%
2	Providing stipends for coordinating these activities	178	40%	2%	2	Establishing dual credit, dual enrollment, scholarships	140	54%	2%
3	Establishing dual credit, dual enrollment, scholarships	204	40%	2%	3	Providing stipends for coordinating these activities	130	51%	2%
4	Connecting students to teacher education programs	192	39%	2%	4	Providing LEA employment to students	109	50%	5%
5	Providing stipends for coordinating these activities	168	39%	3%	5	Inviting students to participate in teaching clubs or academies	153	48%	5%
6	Inviting students to participate in teaching clubs or academies	204	38%	4%	6	Connecting students to teacher education program	140	48%	4%
7	Providing informational trips	143	37%	3%	7	Providing stipends or release time for sponsoring or mentor teachers	116	46%	5%
8	Providing stipends or release time for sponsoring or mentor teachers	171	35%	3%	8	Providing informational trips	102	43%	8%
9	Providing events for students or send them to existing events	247	34%	2%	9	Providing stipends for coordinating these activities	117	43%	6%
10	Providing LEA employment to students	148	34%	3%	10	Providing events for students or send them to existing events	166	42%	5%
11	Providing guest speakers, campus visits, field trips	146	33%	1%	11	Hosting celebrations	85	40%	4%

Effective and Innovative Strategies (Cont'd)

- Innovative teacher recruitment strategies include:
 - Engaging current teachers or students
 - Providing candidates with earlier/guaranteed interviews
 - Rewarding new hires with extra steps on salary schedule
 - Launching local campaigns
- Innovative teacher retention strategies include:
 - Increasing teacher pay with enhanced salary schedules
 - Rewarding teachers for staying with the district
 - Providing non-financial support to teachers



- *Three and a half years of investment and collaborative work*
- *Four Phase Evaluation Study with evidence of positive gains*
- *Input from hundreds of Missouri educators (i.e. superintendents and principals, teachers, HR directors)*
- *Input from key stakeholders (i.e. professional organizations, students, etc.)*
- *What are the key elements of a State System of Recruitment and Retention?*



Teacher Recruitment and Retention Playbook: Cornerstone #1

- Effective teacher recruitment and retention requires the support of a state system.

“DESE, legislators, and the Missouri Department of Higher Education and Workforce Development are all key partners in the development of a state system.”

-LEA (PL 3; Suburb; Large)



Teacher Recruitment and Retention Playbook: Cornerstone #2

- Statewide campaigns are needed to elevate the teaching profession.

“Education has moved from a highly revered and respected vocation to one that is struggling to find graduates. We have simply got to positively promote our own profession.”

-LEA (PL 3; Town; Medium)



Teacher Recruitment and Retention Playbook: Cornerstone #3

- Effective teacher recruitment and retention requires collaboration and constituency building.

“We had several teachers involved in the Beginning Teacher Assistance Program (BTAP). We paired them up with a couple other districts and this proved to be an effective source of collaboration and support.”

-LEA (PL 3; Rural; Small)



Teacher Recruitment and Retention Playbook: Cornerstone #4

- Funding is essential and must be targeted.

“The funding was incredibly beneficial in providing support to our teachers. They felt confident and less stressed, which contributed to our ability to retain great teachers.”

-LEA (PL 2; Rural; Small)



Teacher Recruitment and Retention Playbook: Cornerstone #5

- The tools of public policy need to be used strategically.

“If my only option would have been going back to college for four years, I am not sure I would have done it. I like schools but I need to support my family.

-Teacher

Revised BTAP Guidelines



**Title 5 – DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION
Division 20 – Division of Learning Services
Chapter 400 – Office of Educator Quality**

5 CSR 20-400.385 Beginning Teacher Assistance Program

PURPOSE: Section 168.400, RSMo and section 168.021.1, establish the completion of a beginning teacher assistance program (BTAP) as a requirement of certification. This rule establishes minimum requirements for an effective BTAP. A well-designed and implemented BTAP with on-going support will improve practice, helping new educators have the skills and knowledge to positively impact student achievement. On-going is defined as a minimum of quarterly meetings throughout the first and second year.

(1) All teachers seeking to upgrade their teaching certificate are required to complete a beginning teacher assistance program (BTAP) planned with assistance from a Missouri teacher education preparatory program and provided by an education association, regional service center, school district, or charter school. The BTAP is designed for teachers in either their first or second year of teaching. The program shall include, but not be limited to, the topics listed below:

- (A) Classroom Manager and Community Builder –
 1. Classroom management techniques;
 2. Time, space, transitions and activities management; and
 3. Awareness of diverse classroom, school and community cultures;

- (B) Instructional Designer and Facilitator of Student Thinking and Learning –
 1. Effective instruction;
 2. Clear learning goals and/or objectives;
 3. Student voice and choice; and
 4. Teaching and learning activities with high student engagement;

- (C) Professional –
 1. Communicates professionally
 - a) Effective communication with students, mentors, colleagues and parents;
 - b) Verbal and nonverbal communication techniques; and
 - c) Effective use of technology and social media for communication;
 2. Understands Education-Related Law –
 - a) Certification requirements;
 - b) Professional rights and responsibilities;

- (D) Reflective Learner –
 1. Self-assessment and
 2. Professional learning.

(2) According to the Missouri Professional Learning Guidelines for Student Success, an effective professional learning typically extends over a relatively long period of time – 6 to 12 months or longer. This extended time allows many opportunities for the practice of new knowledge and skills, reflecting on practice, receive support via coaching, observing other teachers, collaborating with grade alike or content like teachers, and make adjustments to meet the needs of students in the classroom.





Teacher Recruitment and Retention Playbook: Cornerstone #6

- Educator development is accomplished as a result of strategic funding and policy decisions.

“Principals and administrators who prioritize teacher development, provide meaningful feedback, and advocate for resources and support systems contribute significantly to a positive school culture and teacher satisfaction.”

-LEA (PL 1; City; Large)



Teacher Recruitment and Retention Playbook: Cornerstone #7

- A state system needs to recognize the critical importance of teacher voice.

“A key partner is the teachers who are currently in education. Giving them a voice to be heard is vital in the continued development of our state system.”

-LEA (PL 3; Rural; Small)



Teacher Recruitment and Retention Playbook: Cornerstone #8

- Teacher retention is a function of three factors: recruitment, development and compensation.

“When we began the grant in 2021-22, our teacher retention rate had dipped to a low of 57%. As of 2023-24 our rate of teacher retention is 82%! And our overall employee retention rate went from 60% to 85%.”

-LEA (PL 1; City; Medium)

Coming in 2025: new tools to tackle shortages

DESE is part of an exclusive pilot program funded by US DOE to support districts and alleviate teacher shortages

Statewide educator job board

Launching January

- ✓ Free for all MO public schools
- ✓ Your jobs will be automatically featured weekly — you don't have to post manually
- ✓ Principals can use it to network with interested candidates
- ✓ Welcoming tool to attract more teachers to MO schools

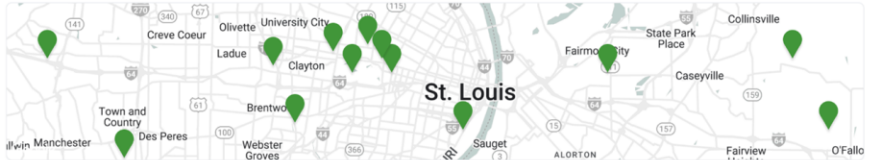
Shortage data dashboard

- ✓ Help DESE more quickly identify shortage areas by subject, school type, region & measure shortage interventions

Missouri Educator Job Board

Official job board for K-12 teaching roles in the state of Missouri

Grade Level Subject Area Memphis, TN 5 miles Search



Showing 3 nearby schools that matching your criteria.

City Academy Responds quickly

Principal Clint Davis

2 miles away | Grades 9-12 | District salary schedule

Special Education Teacher District-wide Mathematics, Computer Science, English

FHS Math Acceleration Tutor Instructional Support

Gateway Elementary School

Principal Joseph Bond

5 miles away | K5-6 | District salary schedule

General Education Teacher Instructional Support

New City School

Principal Mayte Ramirez

8 miles away | Grades 6-8 | District salary schedule

Health Teacher Science



Contact Information

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