

Rudolph F. Crew, Ed.D., Superintendent of Schools

**SUBJECT: REQUEST THAT THE SCHOOL BOARD OF MIAMI-DADE COUNTY, FLORIDA, RECEIVE THE RECOMMENDED THREE-YEAR INSTRUCTIONAL RECRUITMENT PLAN**

**COMMITTEE: SCHOOL SUPPORT ACCOUNTABILITY**

**LINK TO DISTRICT STRATEGIC PLAN: EVALUATE AND REDESIGN CURRENT DISTRICT-WIDE RECRUITING AND HIRING PROCESS**

At the June 14, 2006, School Board meeting, Agenda Item A-4, the Board approved the Superintendent's 2006-2007 performance objectives, which are aligned to the *Revised 2005-2008 District Strategic Plan*. One of the performance objectives is to design a three-year teacher recruitment plan ("Recruitment Plan").

There is nothing more important than ensuring that the most effective instructional staff are in front of our students. The following Recruitment Plan, which is driven by District and school-based data, helps to ensure that objective. A summary of the proposed Three-Year Instructional Recruitment Plan follows.

### Summary

- 1) Currently the District employs 24,533 instructional personnel. Due to the projected decrease in student enrollment, **the District will need to recruit 31% fewer new hires in 2007/08 – as compared to 2006/07 – and marginally fewer in years 2008/09 and 2009/10.** The total projected new hires per year are as follows:
  - 2006/07: ~3,800 new hires
  - 2007/08: ~2,630 new hires
  - 2008/09: ~2,495 new hires
  - 2009/10: ~2,450 new hires

**The District will continue to aggressively recruit instructional staff, especially for "hard-to-staff" schools, with a spotlight on teachers in the following categories: Exceptional Student Education (ESE), K-3, K-12 reading, and secondary English, mathematics, and science.**

- 2) **Recruitment will focus on efforts that bring in instructional staff to meet the District's strategic initiatives, the changing economics of the global economy, and the specific educational and social needs of our students.** Historically, the District has not explicitly focused on strategic initiatives. The District will proactively adapt its recruitment strategies to address the Board-approved strategic initiatives and the specific needs of students.

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- 3) **Recruiting activities will be analyzed on an ongoing basis and only the most effective and efficient will continue.** The District has not analyzed the cost/effectiveness of its recruitment activities until creating this plan. The District has begun and will continue to increase its Return on Investment (ROI) on its recruitment activities.
- 4) **Retention will be incorporated into the recruitment process.** Retention begins at the pre-employment stage and Human Resources will collaborate with other departments to institutionalize a seamless retention strategy.

### Overview

In May 2006, key stakeholders began to analyze current and historic recruitment activities and processes. These key stakeholders included District staff, Regional Center Directors, principals, instructional staff, professors from local colleges/universities, and other community members. The stakeholders reviewed the current recruitment process, benchmarked other school districts and organizations, identified current problems, and proposed actions to solve those problems.

In addition, staff delved deeply into National, County, District, school, and subject area data to determine staff turnover, estimate future vacancies, and assess the cost effectiveness of strategies for filling those vacancies. The outcome of these analyses and research is the proposed Three-Year Instructional Recruitment Plan.

The outlined recruitment strategies will include the most efficient and effective District-initiated activities as well as Board-approved contractual agreements. The focus on "hard-to-staff" schools and categories will intensify and the cost effectiveness for all methods will be evaluated continuously.

### What Will be Different

New/enhanced strategies have been identified to meet the projected demand for highly effective instructional staff over the next three years. A detailed description of each of these strategies is found in the Three-Year Instructional Recruitment Plan.

- Create new and intensify focus on the most effective and efficient recruitment strategies, eliminating those with a lower ROI. Specifically focus on needs of students, based on data, and strategic initiatives. Examples include:
  - ✓ Expand recruitment outreach to other counties and target Sophomores and Juniors
  - ✓ Create internship opportunities for non-education college and high school students
  - ✓ Create alumni cohorts – use current instructional staff as "recruiters"
  - ✓ Tailor activities to target "hard-to-staff" schools and categories
- Streamline and improve the application, hiring, and follow-up processes (Agenda Item A-4, June 2007, School Board Meeting)
- Explore designing and implementing incentives for "hard-to-staff" schools and categories (note: all issues related to the United Teachers of Dade (UTD) contract will be collectively bargained)

- Organize a county-wide community leadership team to aid in identifying macro-level recruitment/retention issues and to form partnerships to resolve those issues (e.g. build partnerships with private sector to provide incentives to help recruit instructional staff)
- Continually use data to understand turnover, project vacancies, and assess recruitment strategies

### Conclusion and Summary

Based upon historical and projected annual turnover rates by school and category/subject areas, class size requirements, estimated student enrollment, strategic initiatives, and specific student needs, the District is projecting to hire a total of approximately 5,800 permanent instructional staff over the next three years. This number includes staff to implement strategic initiatives and meet the specific needs of students.

The strategies listed above are projected to successfully fill all vacancies over the next three years. Each strategy will be monitored and evaluated, on an on-going basis, to ensure continuous effectiveness and efficiency. The Recruitment Plan will be assessed quarterly and updated at least annually.

In addition to this Recruitment Plan, the District will create a "Retention Plan", which will delve deeper into specific schools and categories with high turnover rates to understand drivers of attrition and outline potential solutions.

### Cost

If implemented, incentives targeting "hard-to-staff" schools and categories will require additional funding. All additional funds would go directly to instructional staff. There are no projected costs to this Three-Year Recruitment Plan beyond what may go directly to instructional staff for recruiting and retention purposes. All work outlined in this Plan will be accomplished by current District staff.

If incentive proposals are mutually agreed upon, issues related to the UTD contract will be collectively bargained and each incentive proposal will be taken to the School Board for approval. At that time, costs will be detailed. Concurrently, the District is researching alternative funding sources such as grants that may be available to support these incentives.

Copies of the Three-Year Instructional Recruitment Plan will be transmitted to the School Board members under separate cover and are available for inspection by the public in the Office of Board Recording Secretary, Room 924, and the Citizen Information Center, Room 158, 1450 N.E. Second Avenue, Miami, Florida, 33132.

**RECOMMENDED:** That The School Board of Miami-Dade County, Florida receive the recommended *Three-Year Instructional Recruitment Plan*.