

# Recruiting and Retention Plan 2023-2024

Creating a Culture of Support and Growth



“Better” suggests a journey of constant improvement and makes us feel like we are being invited to contribute our talents and energies to make progress in that journey.  
“Better,” in the Infinite Game, is better than “best.”

— Simon Sinek, *The Infinite Game*

# Vision and Mission for Recruitment and Retention



- Our vision for staffing in CCS is to become the preferred destination for teachers, administrators, and support staff in the state of Virginia.
- Our mission is to be fully staffed in each building with appropriately licensed and endorsed and diverse teachers and administrators dedicated to meeting the needs of all students.

# Connections to the Strategic Plan

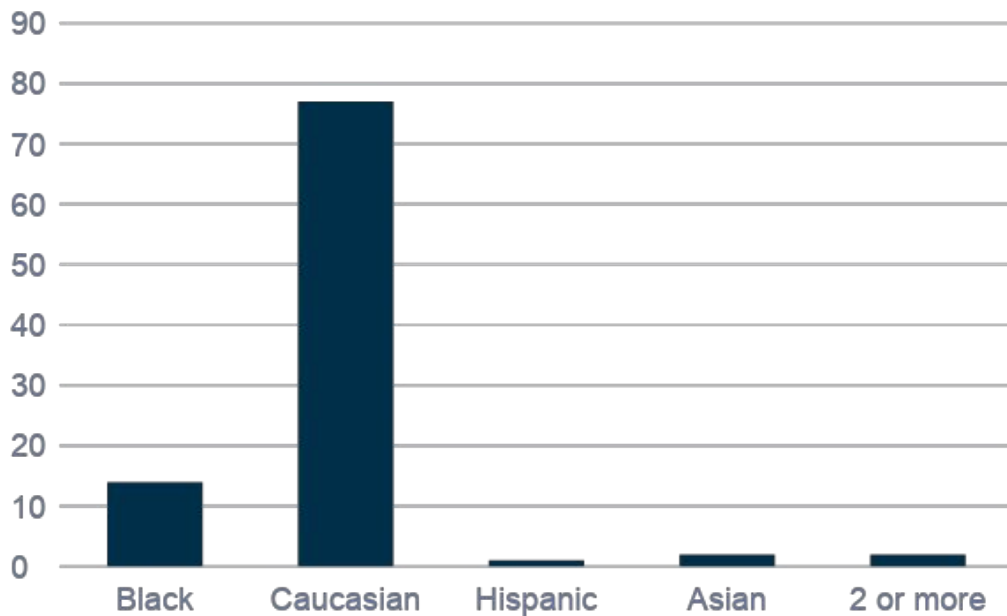


## Priority 3 – Support Our Staff

- Target 1
  - All schools will be **fully staffed** by September 1 each year.
- Target 2
  - Annually increase the retention rate of teachers by 2% or more with an overall goal of 90% or higher retention rate.
- Target 3
  - Make annual progress toward hiring licensed staff of color. The goal is for staff minority representation to match or exceed Charlottesville's area demographics.
- Target 5
  - Supply pathways for 5 or more current unlicensed employees to become licensed staff.

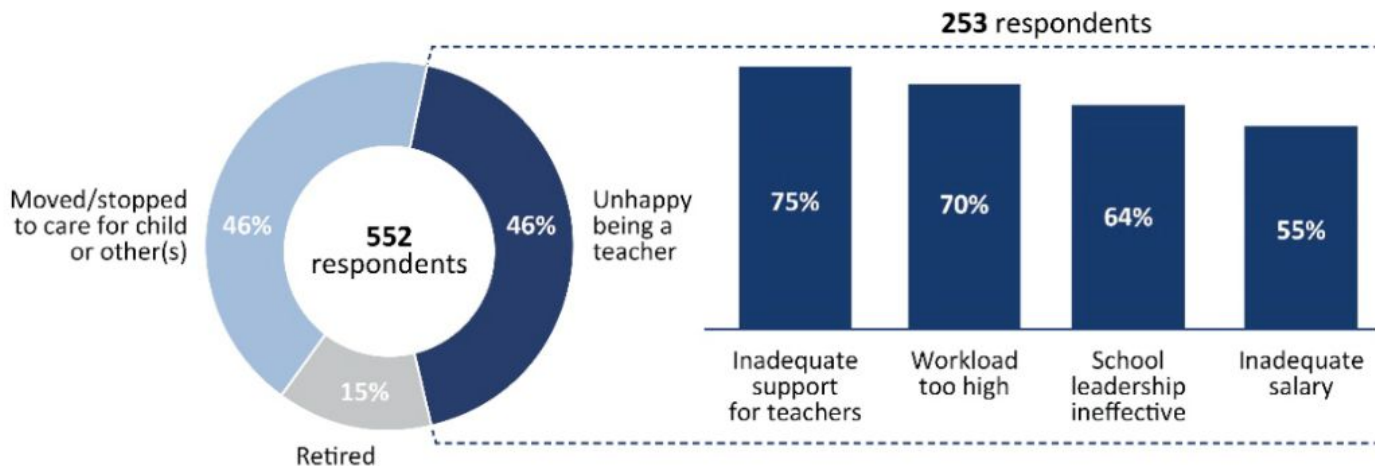
# 2023-2024 New Licensed Staff Hire Data

- 96 Staff Hired
- Black – 14
- Caucasian – 77
- Hispanic – 1
- Asian – 2
- 2 or More – 2



# Teachers Leaving the Classroom in Virginia

## Reasons licensed teachers left positions in Virginia public schools

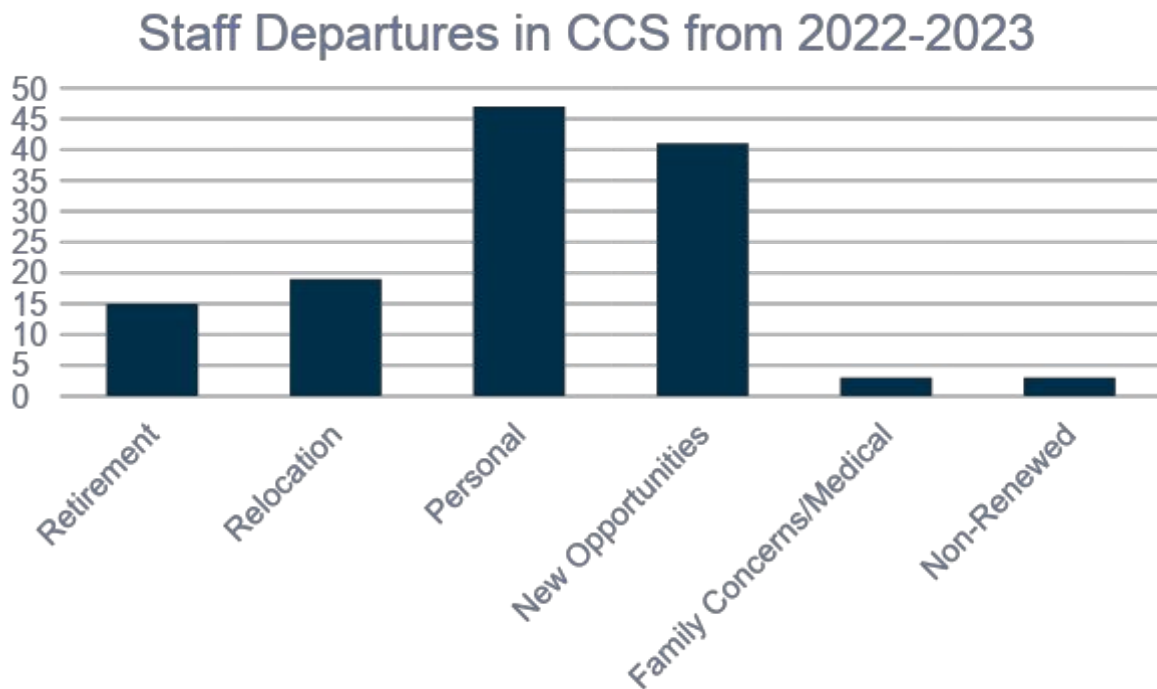


SOURCE: JLARC survey of licensed teachers who are not currently teaching in a Virginia public school.

NOTE: Respondents could select more than one response. Some respondents provided other reasons for leaving their jobs in Virginia public schools, including deciding to pursue another career and deciding they no longer wanted to work for pay.

# Reasons for Departures in CCS (All Staff)

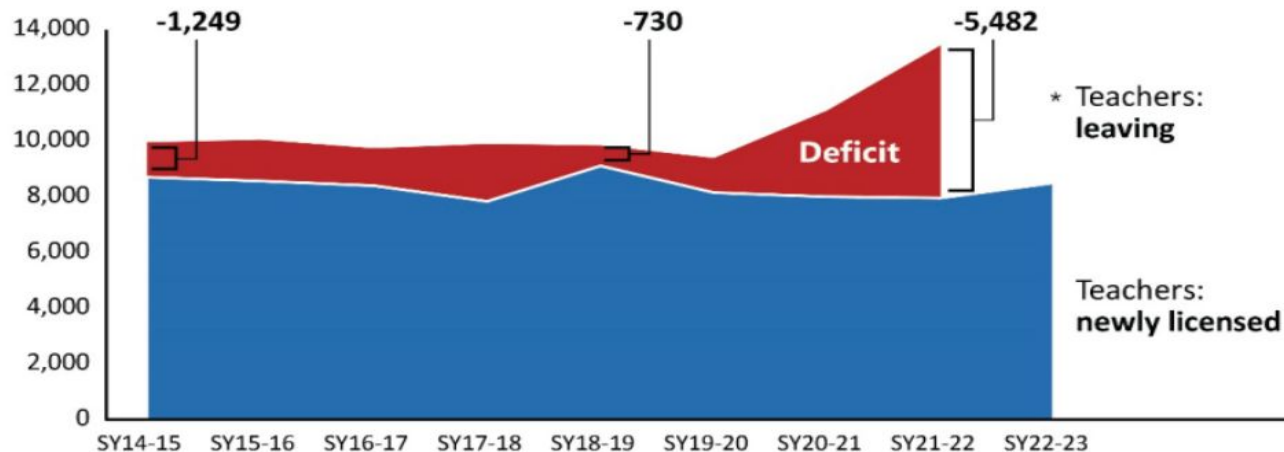
- Out of 128 total.
- Retirement – 15
- Relocation – 19
- New Opportunities – 41
- Family/Medical Concerns – 3
- Non-Renewed – 3
- Personal Reasons – 47



# Teacher Shortages in Virginia

**FIGURE 2-3**

**More teachers have been leaving than are newly licensed, creating a deficit**



\* 2023 data on teachers leaving not available until early 2024

SOURCE: JLARC staff analysis of Virginia Department of Education data, school years 2015–16 to 2022–23.

NOTES: \*2023 data on teachers leaving not available until early 2024. Counts of newly licensed teachers entering the workforce each school year reflect VDOE's licensure data as of June 2023 and differ from data cited in JLARC's 2022 review of Pandemic Impact on Public K–12 Education because of data updates.



# Current Needs in Charlottesville City Schools

- 26.5 Total Positions Vacant (17.5 teachers)
  - As of December 14, 2023
- Charlottesville High School
  - 9 positions
    - 6 teachers
    - 1 instructional coach
    - 1 instructional assistant
    - 1 nurse
- Buford Middle School
  - 9 positions
    - 6 teachers
    - 1 instructional assistant
    - 1 admin tech/tech specialist
    - 1 care & safety assistant
- Walker Upper Elementary School
  - Fully Staffed!
- Burnley-Moran Elementary School
  - .5 positions
    - .5 reading teacher
- Clark Elementary School
  - 1 position
    - 1 teacher
- Greenbrier Elementary School
  - Fully Staffed!

# Current Needs in Charlottesville City Schools

- Jackson-Via Elementary School
  - Fully Staffed
- Johnson Elementary School
  - 2 positions
    - 1 teacher
    - 1 nurse
- Venable Elementary School
  - 1 positions
    - 1 reading teacher
- Lugo-McGinness Academy
  - Fully Staffed!
- District Administrative Annex
  - 3 positions
    - 1 Program Admin
    - 1 Board Certified Behavior Analyst (BCBA)
    - 1 Social Worker
- District Administrative Office
  - Fully Staffed!
- CATEC
  - 1 position
    - 1 Auto Tech teacher

# Teacher Openings by Department

- Secondary (CHS, Buford, Walker, LM, CATEC)
  - SPED – 3
  - Science – 1
  - History – 1
  - World Language – 1
  - Gifted – 1
  - Health/PE – 1
  - Reading Specialist – 1.5
  - Counselor/Social Worker/BCBA – 2
  - Career (Librarian, Auto Tech) – 2

- Elementary
  - 2<sup>nd</sup> Grade – 1
  - ESL - .5
  - Fine Arts – 1
  - Reading Specialist – 1.5



# Retention in Charlottesville City Schools

- Retention Rates (as of September, 2023)

- Division wide (all staff)

- 2022 - 2023 – 81.7%

- **2023 - 2024 – 82%**

.3%  
increase

- Teachers

- 2022 - 2023 – 80.76%

- **2023 – 2024 – 81.9%**

1.14%  
increase

- Administrators

- 2022 – 2023 – 72%

- **2023 – 2024 – 84.6%**

12.6%  
increase



# Retention Strategies

- Priority 3 Efforts –Support our Staff
  - Staff Wellness
    - Employee Assistance Program
    - Care Solace
    - Health/Exercise Facility Memberships
  - 30-60-90 Meetings w/ HR
  - Tuition Reimbursement - \$500/year
  - Leadership Advancement – Longwood Cohort for admin licensure
  - Graduated/structured Support for Novice Teachers including mentoring and individual coaching. Targeted support for novice teachers.
  - Individualized licensure support from HR
    - Pathway to Licensure
  - Grow Your Own - Instructional Assistance to Fully-Certified Teachers
  - Pathway from Provisional to Fully Licensed Teacher
- Establish systems to support for teachers
- Relevant Professional Learning
  - Choice in Professional Learning
  - Multifaceted, ongoing plan for professional learning
    - Division-wide PL Days
    - School-based PL
    - Professional Learning Communities
    - Targeted PL for teams and schools as needed.
    - Instructional coaching
    - After-school PI series
    - Opportunities to lead PL
- Shared Decision-Making
- Assistant Principal PL series
- Recently-Appointed Administrator's Program through Virginia Tech
- Substitute Teacher Training

# Retention Highlights Unique to CCS



- Graduated/structured **Support for Novice Teachers** including mentoring and individual coaching. Targeted support for novice teachers.
- Embedded school-based supports for all teachers
  - Department Leads
  - Grade-level leads
  - Math Specialists
  - Reading Specialists
  - Instructional Coaches
  - Professional Learning Communities (PLC)
    - Collaboration with Colleagues
    - Curriculum Mapping
- 30-60-90 Meetings w/ HR

# What New Teachers are Saying About Support

- The Top Responses to the Question...
  - What does teacher support look like for you?
  - Responses taken from 57 one to one meetings with new staff to CCS.



1. Specific feedback from administration about instructional improvement or student support.
2. One to one check-ins from administrators.
3. Administrative presence in the classrooms, hallways, and cafeteria.
4. Administrator availability and an "open-door" type of culture.
5. Words of encouragement, affirmation, acknowledgements.
6. Clear expectations and systems communicated to staff.
7. Timely communication/response from administration.

# Recruitment Strategies

- Teacher Recruitment Fairs
  - James Madison University
  - University of Virginia
  - Christopher Newport University
  - Diversity in Education Virtual Teacher Job Fair
  - HBCU & Minority Serving Institutions Virtual Career & Grad School Fair
  - Norfolk State University
  - The College of William and Mary
  - Bridgewater College
  - CCS Teacher Recruitment Fair (February 3, 2024)
- Partnerships with universities for student-teachers
  - University of Virginia
  - James Madison University
  - Mary Baldwin College
  - Piedmont Valley Community College





# Recruitment Strategies Continued...

- Updated marketing materials that highlight our strengths to be distributed at the recruitment fairs.
- Social Media Campaigns
  - LinkedIn, Facebook, Instagram, X (Twitter), Indeed
- New CCS website
- One-to-one support from HR staff to support people new to education from other fields to become fully licensed teachers.
- Provide competitive wages for current and future staff members.

## A New Approach to Recruiting

- *Teachers and students as ambassadors providing testimonials for what makes Charlottesville City Schools a unique and special place to work and call home. Post these to social media and our school division's website.*
- *Referral program - provide rewards for current CCS staff who refer or bring in teachers from colleges or other divisions.*
- *Participation in virtual teacher recruitment fairs.*

“Better today than yesterday,  
better tomorrow than today.”

-Tim Kight, Focus 3

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Questions?