Within schools, access to effective teachers and leaders are the two most important factors driving student achievement. However, states and districts struggle to keep and find effective educators, especially in high-need contexts.

<table>
<thead>
<tr>
<th>Attract</th>
<th>Prepare</th>
<th>Develop</th>
<th>Retain</th>
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</thead>
<tbody>
<tr>
<td><strong>Perceptions of the Field</strong></td>
<td><strong>Preparation</strong></td>
<td><strong>Early Career Attrition and Teacher Turnover</strong></td>
<td></td>
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<tr>
<td>The perceived prestige and desirability of teaching as a profession are at an all-time low.</td>
<td>Enrollment in educator preparation programs has declined significantly.</td>
<td>44% of teachers leave the profession in their first 5 years in the classroom.</td>
<td></td>
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<tr>
<td>54% of parents say they would not want their child to become a public school teacher.</td>
<td>Undergraduate education degrees awarded annually:</td>
<td>50% higher teacher turnover rates exist in schools serving greater numbers of low-income students.</td>
<td></td>
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<tr>
<td>4% of high school students taking the ACT say they plan to seek a degree in education.</td>
<td>200,000 in 1970s</td>
<td>57% higher teacher turnover rates exist in schools serving greater numbers of students of color.</td>
<td></td>
</tr>
</tbody>
</table>

**Insights on Diversifying the Educator Workforce: A Data Tool for Practitioners (AIR)**

Use this free, user-friendly, Excel-based data tool to identify and visualize diversity gaps across the entire educator career continuum, from “future teachers” graduating from high school and entering preparation programs, to preservice teachers entering the educator workforce and growing and developing into experienced classroom teachers. The tool also includes a geographic information systems component to support place-based analysis.


**Mentoring and Induction Toolkit 2.0: Supporting Teachers in High-Need Contexts (AIR)**

A ready-to-use toolkit for states to work closely with districts and preparation programs, this resource offers eight modules to help build strong, high-quality mentoring and induction programs. The modules rely on the latest research and best practices and provide relevant examples and streamlined processes for action planning.


**Four Domains for Rapid School Improvement: An Implementation Framework (WestEd)**

Lead and manage rapid improvement efforts by adopting practices in four critical domains that are central to swift and significant improvement: turnaround leadership, talent development, instructional transformation, and culture shift. The companion implementation framework offers practical guidance on how to use the domains in practice.


**Prioritizing Talent in Turnaround: Recommendations for Hiring and Supporting Principals and Teachers in Low-Performing Schools (WestEd)**

Based on research with more than 100 districts across urban, suburban, and rural settings, this report provides lessons learned, illustrative stories, and concrete recommended action steps for districts and states to take in supporting innovative and effective talent development in low-performing schools.


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THE CONTEXT
8 States and 14 District teams say their top talent challenge is:

KEEPPING OUR BEST TEACHERS

Many T4TLA districts lose 50% or more of their teachers in their first 2-3 years in the classroom.

Reasons Why Teachers Leave

- Graduates of teacher preparation programs are under-prepared to teach
- New teachers lack needed supports to teach in high-need schools
- Principals lack quality professional learning opportunities needed to support teachers
- Poor teaching and learning conditions lead to burnout
- Districts struggle to attract quality candidates

THE PROJECT

Talent for Turnaround Leadership Academy (T4TLA)

The federally funded Comprehensive Center Network supports T4TLA teams through a four-step cycle:

- Data Review & Root Causes:
  - First national meeting focused on:
    - Reviewing talent data
    - Understanding root causes
    - Examining existing and new strategies

- Regional supports and virtual networking focused on:
  - Consulting with stakeholders
  - Selecting strategies for implementation

- Implementation and Launch:
  - Regional supports and virtual networking focused on:
    - Planning for implementation
    - Launching new programs and policies

- Sharing and Design:
  - Second national meeting focused on:
    - Cross-state learning
    - Evidence-based strategy design
    - Consultation with experts

THE WORK IN PROGRESS

Better Start: Mentoring and Induction in Indiana

- Kokomo school district designed and launched a mentoring and induction program in four schools.
- Indiana is using what they are learning to scale up similar programs in more districts.
- T4TLA is expanding the work to a larger collaboration with 6 districts in 5 states.

Leadership Support for Principals in Arizona

- Chinle Unified School District, located in the heart of the Navajo Nation, created a comprehensive leadership coaching program that promises to build the turnaround leadership capacity of their principals.

Data Systems for Better Talent Strategies in Mississippi

- Holmes and Yazoo County school districts completed a comprehensive audit of educator talent data, resulting in:
  - Better data collection and sharing to inform Mississippi’s ESSA planning
  - New district talent strategies that the state aims to scale statewide, including:
    - “Grow Your Own” teacher preparation academies
    - Partnerships with local teacher preparation programs
    - Strengthened recruitment of paraprofessionals and classified staff

Playbook for Finding Great Educators in Colorado

- Adams 12 school district developed a “Recruitment and Hiring Playbook” outlining key strategies for supporting their highest need schools in attracting and hiring the most qualified teacher and leader candidates.

THE THEORY

Data Driven Decision-Making

T4TLA teams analyze educator data to identify and understand key talent challenges

Evidence-based Strategy Design

Centers support teams in designing and launching evidence-based strategies to improve educator retention

Integrating School Improvement

Districts integrate best practices in school improvement to ensure strategies succeed in the highest need schools

Improved Sustainability

Better educator supports make the job more sustainable for teachers and leaders

Increased Student Achievement

More experienced educators drive increased student achievement

Expanded Reach

States leverage lessons learned to scale strategies to other districts