

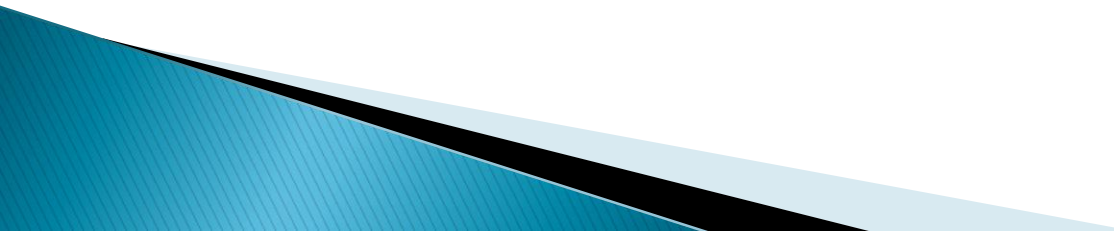
# *State Level Strategies for Recruiting and Retaining Special Education and Related Service Personnel*

February 22, 2011

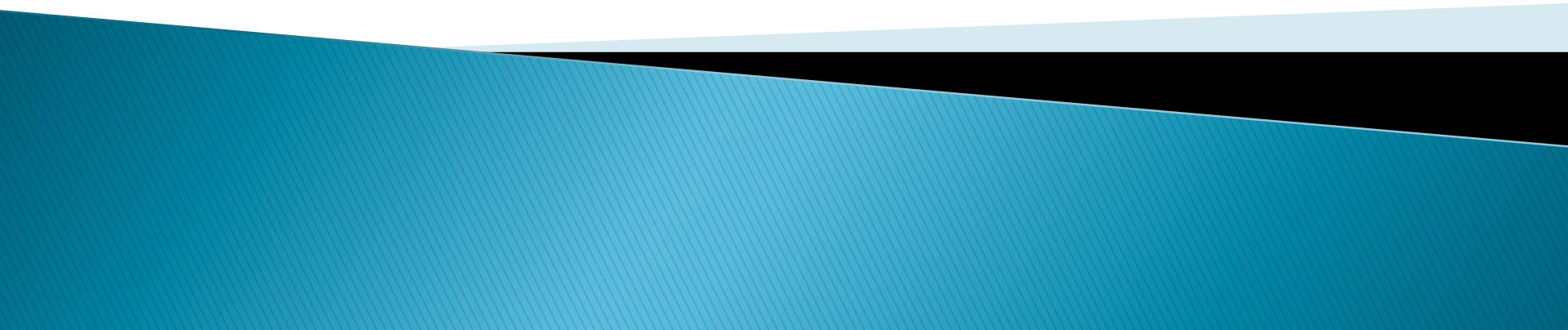


Dr. Paula Burdette, Project Forum  
Dr. Phoebe Gillespie, Personnel Improvement Center (PIC)  
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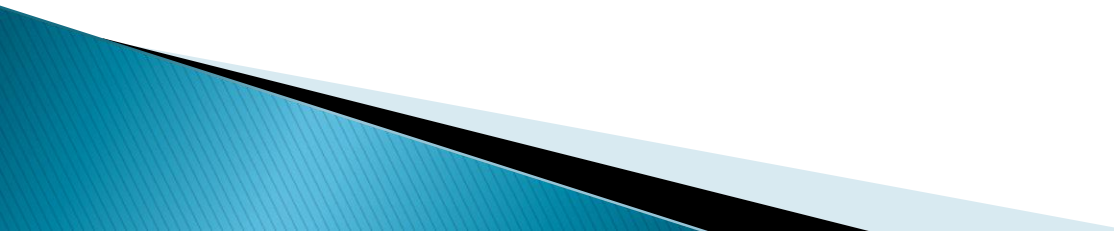
# Co-Presenters

- ▶ Arizona – Carol Crawford, Joe Stubblefield
  - ▶ California – Janet Digmon
  - ▶ Kansas – Julie Wilson, Kerry Haag
  - ▶ Louisiana – Andrew Vaughan, Barbara Burke
  - ▶ North Carolina – Paula Crawford
  - ▶ North Dakota – Mary McCarvel–O’Connor
  - ▶ South Carolina – Ann Marie Taylor, Barbara Turner, Joe Sutton
  - ▶ Utah – Bruce Schroeder
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# Agenda

- Methodology of the study
  - State-level Infrastructures
  - State Supported Strategies for R&R
  - Challenges
  - Recommendations
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# Methodology

- ▶ Survey of states on strategies for recruiting and retaining special education personnel
  - ▶ Selection of 10 strategies based on PIC-identified “best practices” and report from all states.
  - ▶ Selection of 8 states for in-depth interview on *selected* strategies for each: AZ, CA, KS, LA, NC, ND, SC, UT
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# STATE-LEVEL INFRASTRUCTURES

THAT SUPPORT RECRUITMENT AND  
RETENTION OF QUALIFIED SPECIAL  
EDUCATION PERSONNEL

# State-level Infrastructures

- ▶ Advisory Boards – Utah
  - ▶ Strategic Action Plans – California
  - ▶ Dedicated Personnel – Kansas
- 

# Utah –Advisory Board

- ▶ ***Critical Personnel Issues in Special Education Advisory Group***
  - Meet 3–4 times per year (including annual or bi-annual symposium)
    - 7 IHEs that prepare special educators
  - Voluntary membership of IHEs and LEA SE directors(12–15)
  - Began in 2000
  - Addresses issues related to personnel shortages

# Utah (cont.)

## ▶ *Major Accomplishments:*

- Recruitment to classroom– Utah Education Employment Board , designed by special education with SPDG funds, moved to Teachers–Teachers.com
- Highly Qualified Teachers
  - Through professional development
- Adopting Common Core Standards
  - SE teacher role
- New teacher induction
  - Retention data from last five years
  - focused on LEA–level
- ARC graduates have same rate of retention
- Connecting teacher quality to student performance

# California – Strategic Planning

- ▶ ***State “Leadership Team” for Strategic Plan on Recruitment, Preparation and Retention of Special Education Personnel***
  - 10 years and running
  - Voluntary membership (22–25) varies based on focus for the year
  - Meet two times per year
  - Contracted facilitation and research
  - State dedicated staff – partial FTE

# California (cont)

- ▶ ***Results of Leadership Team Work***
  - Special Education Credential's required induction piece for Beginning Teacher Support and Assessment (BTSA) – \$3,600 – \$4,000 state money
    - Teacher Recruitment (to field) – TEACH CA, driven by special education unit, funding from Title II also
    - Revision of special education credential (credentialing in separate agency)
    - Improving school climate – survey: promoting completion, marketing, user-friendly data display

# Kansas –Dedicated Personnel

- ***State staffing ~6.0 FTE***

- Includes external and internal staff
  - Program consultant – PD (IDEA–B)
  - SPDG coordinator & PBIS coordinator
  - KS elearning/ementoring (.75 FTE)
  - KEEB Website programmers (2 part time)
  - R&R coordinator and assistant

- ***Results***

- Support of LEAs and working conditions:
  - KSDE TA System Network (TASN)
    - multi-tiered system of supports (MTSS)
    - Positive Behavior Intervention and Supports (PBIS)

# STATE-LEVEL STRATEGIES

THAT SUPPORT RECRUITMENT AND  
RETENTION OF QUALIFIED SPECIAL  
EDUCATION PERSONNEL

# State-Level Strategies

- ▶ ***Recruitment to the Field***
  - Preparation Program Partnerships (NC)
  - “Grow Your Own” Programs (SC)
- ▶ ***Recruitment to Specific Jobs***
  - Financial Incentives (SC)
  - New Technologies (AZ)
- ▶ ***Retention***
  - Mentoring (ND)
  - Administrative Support (KS, LA)
  - Improved Working Conditions (CA)

# RECRUITMENT TO THE FIELD

## North Carolina

### ▶ *Preparation Program Partnerships*

- Cooperative Planning Consortium
  - IHE representatives and state staff
  - Meet two times a year
  - Issues addressed–increasing HQT req's for secondary SE teachers
- IHE involvement with Math & Reading State Improvement Project– increase SE teacher knowledge and skills
  - Application process for IHEs
  - Research–based practices
  - Student teacher placement
- IHE recruitment plans
  - Letter to undeclared majors
  - Campaign plan and activity log

# RECRUITMENT TO THE FIELD

## South Carolina

- ▶ ***“Grow Your Own” Programs (legislative initiative)***
  - Teacher Cadet Program
    - Encourage high academic/leadership students
    - 2,660 cadets – 85 of these want to teach SE
  - Teaching Fellows Scholarship
    - Support high achieving HS students – annual cohorts at each personnel prep program (909 teaching fellows from 11 IHEs)
  - Project CREATE
    - Began funding in ‘03–’04 from IDEA funds
    - 11 IHEs – tuition/textbooks for add-on or initial SE certification
    - 2,124 enrolled through Year 7 (2009–2010)
    - 65% success rate
    - 80 out of 85 LEAs have sent paraprofessionals, etc. into the project

# RECRUITMENT TO SPECIFIC JOBS

## South Carolina

### ▶ *Financial Incentives*

#### ○ The South Carolina Teacher Loan Program

- Critical subject or geographic area
- 20% or \$3,000 of loan forgiven if they meet one criteria; 33 % or \$5,000 if they meet both criteria
- Out of 1140 who applied for 2009–2010/14% wanted to teach in SE

#### ○ South Carolina Teacher Advancement Program (TAP)

- Pay for performance– as much as \$10,000
- Move to master teacher status
- Salaries and bonuses based on student performance results
- Out of 1470 teachers participating/14% teach SE

#### ○ Project CREATE

- Award tuition and textbook reimbursement, course–by–course; funded by IDEA
- Student teaching paid for in–total; districts allow one semester leave–of–absence
- Praxis II exam fee reimbursement through district IDEA discretionary funds
- Financial awards go to all participants
- 3–year return commitment to teach in SC in respective SE fields

#### ○ Project SLP–RRS

- Scholarships for Masters degree at selected IHEs
- Funded by IDEA

# RECRUITMENT TO SPECIFIC JOBS

## Arizona

### ▶ *New Technologies – Part of the SPDG*

- Arizona Education Employment Board (AEEB) – free and online
  - Online application to specific jobs at multiple LEAs – all at once
  - Candidates register and receive weekly updates on job postings
  - 438 AZ LEAs post jobs and communicate w/candidates online
  - 237 new job special education postings on the AEEB (Oct 2010–Jan 2011)
  - 95 special education teacher hires (Oct 2010–Jan 2011)
  - 186,500 visitors (Oct 2010–Jan 2011)
- Teach in Arizona – website
  - Promotes the Great AZ Teach-in; an in-person Job Fair
  - Allows LEAs to register online
  - Info specific to SE positions available – 12,400 visitors (Oct 2010–Jan 2011)
- Arizona Promising Practices
  - Resource for pre service, in-service and parents –retention and support system – 13,100 visitors (Oct 2010–Dec 2010)
- Facebook and Twitter
  - Updates on job postings– linked to other AZ websites and events

# RETENTION

## North Dakota

- ▶ ***Mentoring*** – Special Education Mentoring Toolkit
  - Adapted from state manual for mentoring for all teachers
  - Used SPDG advisory board and funds to create taskforce to address retention.
  - Created *State Guidelines for Special Education Mentoring Programs*:
    - Chapter 1 – Quality Induction
    - Chapter 2 – Mentoring Plan
    - Chapter 3 – Components of Mentor Training
    - Chapter 4 – Components of Special Educator Training
    - Chapter 5 – Communication
    - Chapter 6 – Regulations and Policies
  - No requirement for Local Education Agencies to implement

# RETENTION

## Kansas

### ▶ *Administrative Support*

- Kansas Association of Special Education Administrators (KASEA)
  - 8 regions, each meet monthly
  - All 8 meet together 4X per year
  - Address recruitment and retention needs at local level
- KS Education and Employment Board (KEEB) – recruitment
  - Free to all LEAs with specific SE recruitment
  - Prescriptive feeds for candidates to specific regions/content
  - LEAs expressed need and state followed up
- KS Early Educator portal (KEEP) – retention
  - Top 3 issues for early career SE and how they want content delivered
  - Top 3 issues for SE directors and superintendents and how they want content delivered
  - Attrition study, including related services personnel

# RETENTION

## Louisiana

### ▶ *Administrative Support*

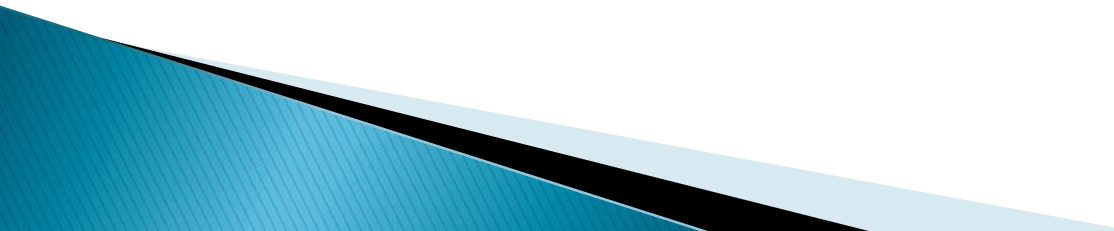
- The Louisiana Statewide Staffing Initiative in partnership with the New Teacher Project will help low-performing schools in four districts build strong instructional teams and open the school year fully staffed, as ~50% of non-certified teachers are in SE.
  - Reforming Central Office Human Capital practice
    - Remove policy barriers to efficient practices
  - Training principals on effective hiring/staffing practices
    - Marketing schools using websites
    - Job fairs
    - Competency-based selection/Effective interviewing
    - Induction programs

# RETENTION

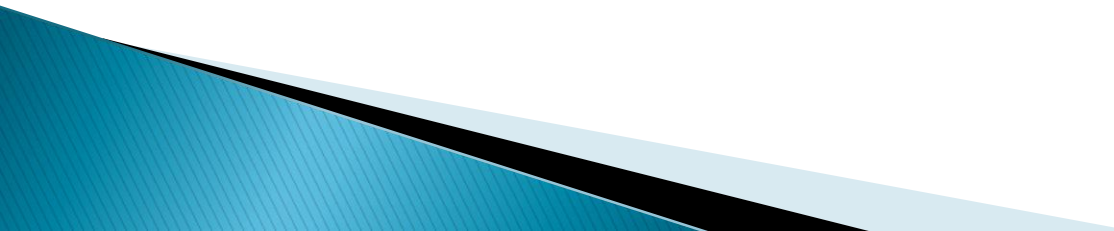
## California

- ▶ ***Improved Working Conditions***
  - Special Education Supports Module (SESM)
  - Workbook on Improving School Climate – Special Education Section
  - California Comprehensive Center LEA–level Demonstration Site

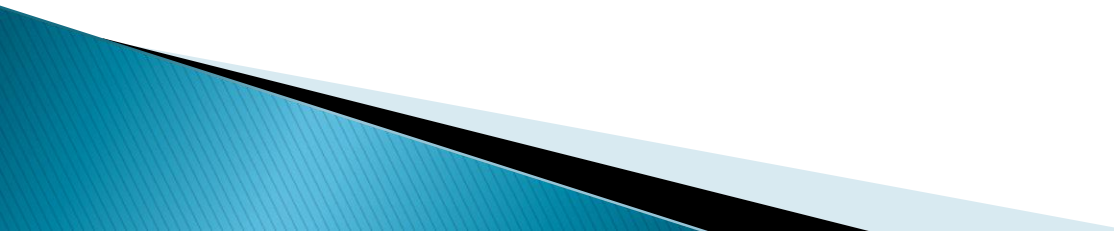
# Challenges

- ▶ Difficulty in hiring and retaining SEA staff who are well-versed in best practices and specific regional needs. (KS)
  - ▶ A lack of teaming and cross-training at the local level to ensure continuity of initiatives over time. (LA)
  - ▶ An inability to provide state-level support and/or guidance in local-control states. (LA)
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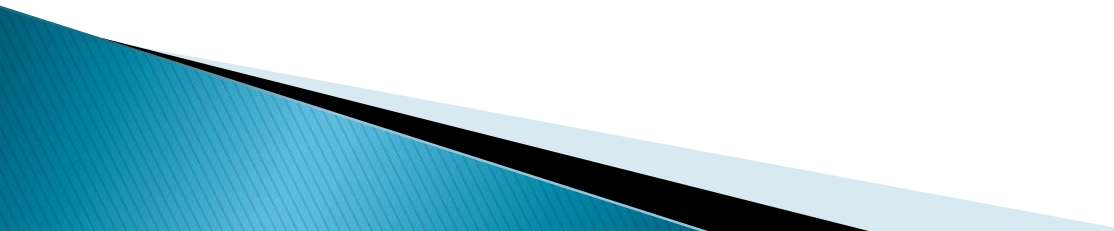
# Challenges

- ▶ A lack of up-to-date workforce data enabling IHEs to conduct targeted recruitment for personnel preparation programs. (UT)
  - ▶ Ensuring that online job sites include proper information about necessary certification and/or other qualifications. (AZ)
  - ▶ A lack of adequate funding due to current economic recession and resulting budget shortfalls prevent many initiatives from being fully realized. (SC)
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# Recommendations

- ▶ Work closely with LEAs in order to be responsive to the needs of the field.
  - ▶ Communicate with IHEs to be sure they are preparing teachers to meet state personnel needs.
  - ▶ Nurture relationships between LEAs and IHEs.
  - ▶ Develop local business partnerships to improve community infrastructure and support for teachers.
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# Recommendations

- ▶ Make data-driven decisions.
  - ▶ Be knowledgeable of, and promoting, best practices.
  - ▶ Provide a foundation for recruitment and retention based on well-crafted laws and effective regulations.
  - ▶ Gain local programs' buy-in and trust as states move from a compliance model to a support model.
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# Questions? or Comments



# Contact Us

## ▶ Project Forum

- [paula.burdette@nasdse.org](mailto:paula.burdette@nasdse.org)
- [www.projectforum.org](http://www.projectforum.org)

## ▶ Personnel Improvement Center

- [phoebe.gillespie@nasdse.org](mailto:phoebe.gillespie@nasdse.org)
- [www.personnelcenter.org](http://www.personnelcenter.org)

# Resources

## Arizona:

- ▶ Arizona Education Employment Board (AEEB)  
[www.arizonaeducationjobs.com/](http://www.arizonaeducationjobs.com/)
- ▶ Teach in Arizona [www.teachinaz.com/](http://www.teachinaz.com/)
- ▶ Arizona Promising Practices  
<http://azpromisingpractices.com/>

## California:

- ▶ Special Education Supports Information System (SEIS)  
[http://cscs.wested.org/survey\\_content/seis](http://cscs.wested.org/survey_content/seis)

## Kansas:

- ▶ KSDE Technical Assistance Network [www.ksdetasn.org/cms](http://www.ksdetasn.org/cms)
- ▶ KEEP [www.kansasteacherretention.com/](http://www.kansasteacherretention.com/)
- ▶ KEEB [www.kansasteachingjobs.com](http://www.kansasteachingjobs.com)

# Resources (cont.)

## Louisiana:

- ▶ Administrative support  
[www.teachlouisiana.net](http://www.teachlouisiana.net)  
[Andrew.vaughan@LA.gov](mailto:Andrew.vaughan@LA.gov)

## North Dakota:

- ▶ Mentoring–Special Education Mentoring Toolkit  
[www.dpi.state.nd.us/speced/general/chpt1.pdf](http://www.dpi.state.nd.us/speced/general/chpt1.pdf) Chapter 1  
[www.dpi.state.nd.us/speced/general/chpt2.pdf](http://www.dpi.state.nd.us/speced/general/chpt2.pdf) Chapter 2  
[www.dpi.state.nd.us/speced/general/chpt3.pdf](http://www.dpi.state.nd.us/speced/general/chpt3.pdf) Chapter 3  
[www.dpi.state.nd.us/speced/general/chpt4.pdf](http://www.dpi.state.nd.us/speced/general/chpt4.pdf) Chapter 4  
[www.dpi.state.nd.us/speced/general/chpt5.pdf](http://www.dpi.state.nd.us/speced/general/chpt5.pdf) Chapter 5  
[www.dpi.state.nd.us/speced/general/chpt6.pdf](http://www.dpi.state.nd.us/speced/general/chpt6.pdf) Chapter 6

# Resources (cont.)

## South Carolina (cont.):

- ▶ The Teacher Cadet Program [www.teachercadets.com/](http://www.teachercadets.com/)
- ▶ The Teaching Fellows Scholarship <http://cerra.org/teachingFellows>
- ▶ Project CREATE [www.sccreate.org/](http://www.sccreate.org/)
- ▶ Project SLP – Recruitment and Retention in Schools (SLP–RRS) <http://ed.sc.gov/agency/Standards-and-Learning/Exceptional-Children/Speech-Language-Impairment/ProjectSpeech-LanguagePathologistRRS.html>
- ▶ The South Carolina Teacher Loan Program [www.scstudentloan.org/students/loanprograms/scteachersloanprograms.aspx](http://www.scstudentloan.org/students/loanprograms/scteachersloanprograms.aspx)
- ▶ South Carolina Teacher Advancement Program (TAP) [www.scteachers.org/tadvance/advance.cfm](http://www.scteachers.org/tadvance/advance.cfm)

# Resources, con't

## Utah

- ▶ IHE Symposium 2011
  - [www.updc.org/personnel-prep/](http://www.updc.org/personnel-prep/)