

**LCS Task Force on the Future of Education
Talent Management Committee
Meeting Minutes
Friday, November 08, 2019, 2 pm**

This meeting of the LCS Task Force on the Future of Education Talent Management Committee was held in room 106 of the Central Virginia Governor's School. The meeting began at 2:02 pm.

Committee members in attendance included **Pat Price (Committee Chair), Scott Douglass, Lea Ingram, Chris Rhoades, and Steve Smith.** Also in attendance was Task Force member **Randy Nelson.**

Committee members not in attendance included **Marie Gee, Atul Gupta, Larry Jones, Gloria Simon, and Consuella Woods.**

1. Introductions

Committee members introduced themselves and described their relationship to the City of Lynchburg and the Lynchburg City Schools.

2. Approval of minutes from October 23 meeting

The minutes from the October 23 meeting were approved.

3. Presentation by Scott Douglass on his dissertation research

Scott provided a brief summary of his research, a study focused on teacher retention, and shared other articles which were consistent with his findings that dissatisfaction associated with stress, salary, and perceived administrative support were significant factors to consider.

Scott showed committee members both a 2017 report from the Virginia Secretary of Education on strategies to address teacher shortages

(<https://www.education.virginia.gov/media/governorviriniagov/secretary-of-education/pdf/final-acts-report.pdf>) and a sample of survey items the National Center for Educational Statistics website (https://nces.ed.gov/surveys/ntps/pdf/1718/Teacher_Questionnaire_2017-18.pdf).

Scott then walked through a sample of survey items that the NCES uses in data collection related to teacher job satisfaction and retention. Any of these items could be used for a survey of LCS teachers.

Scott also shared that salaries of teachers in Virginia are lower than the national average, and teacher salaries in LCS are lower than the Virginia average.

4. Response to request for information from the Lynchburg City Schools Administration

Pat shared copies of the response from Marie Gee, Director of Personnel with the Lynchburg City Schools to the committee's request for information (Attachment A).

Members of the committee noted that while the response was helpful, it raised several questions. However, since Marie was unable to attend the meeting, those items would need to be typed into a follow up request for information.

The committee discussed why teachers might be leaving LCS and, if they are leaving for other teaching jobs in the counties, why that was the case. Members of the committee questioned whether motivation to leave related to salaries or stressors like student behaviors, extra duties, and perceived lack of administrative support. The committee had a lack of clarity on turnover rates for different teacher groups in LCS, and so clarification on how the values are calculated was to be added to the request for information. There was discussion of the cost of incentives and reducing stressors for new teachers as compared to the cost of recruiting and training teachers.

Possible reasons for high teacher turnover were mentioned, as well as a number of ideas to address the issue. Topics included teacher training, alternative education options for students, special pull-in programs across the division, special programs within schools, community programs for parents, and collaborations with some of the 6 local colleges and universities. Pat refocused the group at this point, as the crossover with the work of other committees was clear, and this committee needed to try to focus as directly as possible on core talent management issues.

5. Second request for information from the Lynchburg City Schools Administration

After considerable discussion, the committee is requesting:

- 1) clarification on the bulleted list to indicate which items were used in 2018-19 and which are new initiatives. For example, is the bonus for employees who identify and commit to retiring by February something that happened last year? If so, how much money was provided, and how many people accessed it? The committee is also seeking basic supporting documentation for each strategy. For example, how many teachers accessed tuition assistance for college coursework last year, and how many administrative subs were used and for how long? Other examples include the following: how many instructional coaches and supervisors were there in 2018-19 for each level, and how much time did they spend per week last year supporting new and struggling teachers? What is the structure of the mentoring program, how are mentors selected, how are they compensated, how is meeting time for the mentor and mentee provided, and how is the program's efficacy measured?
- 2) the race/ethnicity demographics for certificated employees by level (elementary, middle, high, central office) and by job classification (teacher or administrator), and the number of teachers currently on each step of the pay table.
- 3) percentages of full-time teacher turnover for the last 3 years and how that number is calculated. Ideally this would be broken out by experience level and elementary, middle, and high school.
- 4) a copy of the current items for the upcoming school climate and culture survey,
- 5) related to Recruitment,
 - a) a list of all recruiting trips in 2018-19 including the location, who from LCS attended, and the number of new hires working in 2019-20 who attended that college or university,
 - b) information related to the selection process for the LCS staff for each trip and any training they were provided,
 - c) one copy of each of the marketing materials/handouts used on those trips, and
 - d) a copy of any list of questions or prompts used with candidate on those visits.

6. Next Talent Management Committee Meeting

The committee will meet again on **Monday, December 16 at 2 pm in room 106 at the Central Virginia Governor's School.**

Attachment A

Recruitment:

- Career fairs – Local, state and out of state (HBCU's) that might yield potential candidates
- Digital advertising, radio ads, newspapers,
- Direct contact with colleges
- Extend our reach for student teachers to increase number from teacher colleges like JMU, Longwood, Norfolk State, etc.
- Teach for Tomorrow program at both high schools and partner with these types of programs at local colleges
- Bonus for employees who identify and commit early (by February) that they will be resigning or retiring. Allows for hiring on the spot at job fairs and making early offers
- Assistance with licensure for non-traditional candidates and those that may not have everything they need coursework wise – Currently have several “to be teachers” serving as Long Term subs until they pass the praxis II for their area. At that time, they will be eligible for a provisional license
- Call Me Mister program with Longwood partnership (increase the number of black male teachers)
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Retention:

- Increased support for new and struggling teachers from Instructional coaches, supervisors, etc.
- Mentoring program
- Mini student teaching experience for non-traditional candidates entering the classroom. They would work with a teacher to observe/teach for several weeks prior to taking over their own classroom. Provide additional support with extended use of a sub for the initial entry.
- Increase salaries and incentives to market teaching and LCS
- Reinstate the tuition assistance program encouraging staff to obtain higher or initial degrees

Training:

- Individual, school or division wide PD should be based on identified areas of need determined through observations, scores, and strategic plan goals
- Collaboration with local colleges for specific courses or workshops to be offered to staff at no or a reduced cost
- Tuition assistance for college coursework for specific areas of need (Classroom Management, Reading at the Secondary Level, Integrating technology into Math, Science, etc., Making Math Fun, etc.)

Support:

- Administrative subs for when principals are out of the building or new and just need some assistance or guidance
- Employee Assistance Program – available to all employees at no cost for counseling on a variety of topics including – Mental wellness, Financial, Child care, etc.