

Chapman
Hart
Work ENVIR

KPBSD Strategic Plan Assignment

Independently: Choose at least one domain you would like to be a reference.

Problem Statement: Schools and districts across the country are struggling to recruit and retain teachers and administrators—a challenge that is associated with negative student outcomes. Alaska's efforts are complicated by the state's unique characteristics, including geographic remoteness. The study found that 36 percent of teachers and 38 percent of principals working in a rural-remote school did not return to their school the following year, compared to 19 percent for both teachers and principals working in an urban school. Moreover, teachers and principals who were prepared outside Alaska had higher turnover rates than educators who were prepared in Alaska, and those rates were even higher in remote and rural schools. (Jan 8, 2020 REL report *Educator Retention and Turnover under the Midnight Sun: Examining Trends and Relationships in Teacher, Principal, and Superintendent Movement in Alaska*:

<https://ies.ed.gov/ncee/edlabs/regions/northwest/news/ak-educator-turnover.asp>)

Moreover, the cost of teacher recruitment and training has been estimated at more than 20,000, and high teacher turnover in districts is associated with lower student learning outcomes. (UAA ppt. *Retention and Turnover of Teachers in Alaska: Why it Matters*:

https://scholarworks.alaska.edu/bitstream/handle/11122/11108/AML_workforce_presentation_Hirshberg.pdf?sequence=1&isAllowed=y)

- 1) **Workforce Environment**—building the capacity and stability of the team.
I would like to focus on increasing the capacity and stability and retention of my educational team by improving teacher working conditions, and self-reported career satisfaction.
- 2) **If you could create one school goal** that would impact this goal, what would this goal be?
I would set a goal of no more than 10% teacher turnover, and no more than 10% support staff turnover for my building.

3) Is this a goal you are currently working on in your building? Please share your school goal. What metrics are you using to measure your goal?
New to Chapman, I have not yet began to work on my goal for next year. Thinking about it yes. The metric would be the year over year teacher turnover, and year over year staff turnover percentage.

4) Which area is your biggest concern for 2022-2027?
My biggest concern is hiring and retaining a quality staff, and preventing year over year turnover.

5) Do you have additional information you would like to share?
I would like to suggest that at the district level, every person that leaves the district take an exit survey along the lines of asking: What was the biggest factor in your decision to leave Kenai? What could the district do to retain teachers/ staff going forward? And similar questions...I would ask these at the Chapman building level.

6) Do you have specific data you would like to have access to in order to assist with supporting the Domains in your building to be better informed as we move forward with the development with the KPBSD Strategic Plan? *I would be interested in the recent Kenai turnover data; the Chapman turnover data; and whether the district does exit surveys for all people who leave the district? If not, could they?*

7) Do you have clarifying questions? *How might I measure subjective self-reported job satisfaction? Not just objective measurement of yearly turnover. How can I best support new staff, and develop their capacity, and job satisfaction so that they are likely to stay?*

Thank you Kari,

Eric Hart

SUSAN B
JONSSON

Kari Dendurent

From: Scott Jonsson
Sent: Wednesday, March 23, 2022 10:16 AM
To: Kari Dendurent
Subject: KPBSD Strategic Plan Activity

ENV.

KPBSD Strategic Plan

Independently: Choose at least one domain you would like to be a reference.

Student Success

School Climate and Safety

Family and Community Engagement

Workforce Environment

Organizational and Resource Management

I will choose Workforce Environment. *

If you could create one school goal that would impact this goal, what would this goal be?

I assume by "this goal", you mean "the domain I chose".

On a school level, the goal is to fill a vacancy for a multi-grade elementary teacher for FY23 by overcoming the following hurdles:

- 1. Access to adequate housing, upon arrival into the community.**
- 2. Salary increase for Cost of Living Allowance based on remote locations.**

On a district level (HR), opening up the possibility of interviewing out-of-country candidates (such as what is currently being done, hiring Filipino teachers in Western/Northern Alaska School Districts for remote schools)

Is this a goal you are currently working on in your building? Please share your school goal. What metrics are you using to measure your goal?

I am waiting for the multi-grade elementary teacher position to be posted to Frontline. In my own case, I have a winter rental from Sept. 15- May 15; and I am living in my sailboat during the other times; however, I am on the look-out for year-round housing (rental in particular), and I intend to locate something for our new teacher first. The metric would be obtaining a rental agreement for our teacher that is adequate for our new teacher's needs.

Which area is your biggest concern for 2022-2027?

Teachers need an incentive to push through the difficulties of the profession on a year-to-year basis, as well as an incentive to push through those difficulties in Alaska (instead of moving to other states). An optional defined benefit program may or may not do the trick, but a mandatory defined benefit program identical to Tier I or Tier II would probably do the trick.

Do you have additional information you would like to share?

No.

Do you have specific data you would like to have access to in order to assist with supporting the Domains in your building to be better informed as we move forward with the development with the KPBSD Strategic Plan?

I would like to access the number of teachers in remote locations (in other school districts) who have been hired from out-of-country. I would like to access the Cost of Living Allowance adjustments that would apply to remote schools in KPBSD. I would like to access information about any remote schools that are already providing teacher housing.

Do you have clarifying questions?

No.

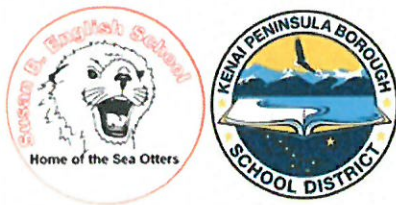
Email your response to Kari Dendurent.

Scott Jonsson

Principal: Susan B. English School - Seldovia, Alaska

(907) 234-7616 ext. 7601

SJonsson@kpbsd.k12.ak.us



District Office
SPED
BRANTLEY
WORK ENV

KPBSD Strategic Plan

Independently: Choose at least one domain you would like to be a reference.

Student Success

School Climate and Safety

Family and Community Engagement

Workforce Environment

Organizational and Resource Management

If you could create one school goal that would impact this goal, what would this goal be?

Workforce environment is important. There are many aspects of this domain that are extremely important. I am also thinking about this goal coming from my new position. One major area is recruitment. Its getting harder to retain and recruit teachers in our district. Do not just attract new teachers, but allow teachers from other districts or states to be able to carry over their years of experience.

Also another aspect of retaining teachers allowing them to be successful. Teachers need more times to observe other teachers. Being in my current position I have been allowed to observe many programs. Without a doubt I know a large part of my success in the classroom is from being able to observe many teachers and utilize their lessons, activities, strategies, etc. in my own classroom.

Is this a goal you are currently working on in your building? Please share your school goal. What metrics are you using to measure your goal?

This is definitely something that is a concern over at student support services.

Which area is your biggest concern for 2022-2027?

Making sure that we are moving in the direction of retaining and recruiting staff. Our district isn't as attractive as it used to be when I first started teaching. That is for many reasons. But it is becoming harder to fill positions.

Do you have additional information you would like to share?

I spent a year recruiting nurses and directors at our local hospital. It is important to stay competitive in state, but making it worth while for out of state teachers to want to come here.

Do you have specific data you would like to have access to in order to assist with supporting the Domains in your building to be better informed as we move forward with the development with the KPBSD Strategic Plan?

Do you have clarifying questions?

Email your response to Kari Dendurent.

Mantain View
Dolphin

Kari Dendurent

From: Hannah Dolphin
Sent: Wednesday, March 23, 2022 10:27 AM
To: Kari Dendurent
Cc: Karl Kircher
Subject: Strategic Plan Activity

ENV

KPBSD Strategic Plan

Independently: Choose at least one domain you would like to be a reference.

* Workforce Environment (Professional Development)

- **If you could create one school goal that would impact this goal, what would this goal be?** All staff participate in on-going professional development in the science of reading in addition to training for mandated district curriculum materials.
- **Is this a goal you are currently working on in your building? Please share your school goal. What metrics are you using to measure your goal?** This is a direction we are working on taking our school, but haven't yet established a specific goal. We are hoping to get LETRS training for our staff.
- **Which area is your biggest concern for 2022-2027?** My greatest concern is filling the gaps in student learning created by the pandemic- specifically in reading. Reading is the foundation for all other skills and for general student success. I know we are choosing to plan ahead and not react to the pandemic- but the reality is that a great portion of our students are behind academically. We can't afford to wait for the state to make these decisions for us. Inaction in implementing development for staff in reading science is hurting our students. "Informed teachers are our best insurance against reading failure. While programs are very helpful tools, programs don't teach; teachers do." – Louisa Moats
- **Do you have additional information you would like to share?** Many teachers have shared that their teacher-prep programs did not prepare them with the necessary knowledge to meet students' reading needs. Teaching students to read is no longer just a K-2 skill. Most of our district professional development is in reaction to adopted materials or programs (F&P, Math Curriculum, Write Tools, Canvas, etc.). These are important staff trainings, but are only beneficial for as long as those materials are adopted. Teachers need skills that transcend adopted materials. In the pandemic era, professional development opportunities have been online in a "learn as you teach model". Teachers feel as if they are

building the plane in the air. We need to set aside time for teachers to be trained in materials and programs *before* they are expected to use them, with on-going support and supplements. Additional (mandatory) in-service days set aside just for professional development at the beginning of the school year (or at the end of the preceding school year) added to teacher contracts can ensure that all staff receive the same level of development and training.

- **Do you have specific data you would like to have access to in order to assist with supporting the Domains in your building to be better informed as we move forward with the development with the KPBSD Strategic Plan?**
 - Survey Data: Teacher satisfaction with current PD practices
 - Survey Data: Teacher preparedness and background knowledge in the science of reading.
 - Assessment Data: What percentage of our students are in or above the proficient range in reading?

- **Do you have clarifying questions?**

Hannah Dolphin

Assistant Principal

Mountain View Elementary

(907)283-8600

Seward HS
Burns
ENG.

Seward High School

Henry Burns

KPBSD Strategic Plan

Independently: Choose at least one domain you would like to be a reference.

Family and Community Engagement

Creating a SEL events that brings in the community and builds relationships with stakeholders

Starts small with movie nights, then fall festivals, spring festivals and SEL events during the school day. Getting the students body and staff involved is paramount in the activities success. Activities can be yoga, painting, massage outdoor activities and music and art professionals in the building to share techniques and ways to overcome obstacles in life. So far this year it has been very successful and 100% engagement in the student body and highlights what is great about Seward High School.

If you could create one school goal that would impact this goal, what would this goal be?

Goal is to have at least 3 SEL events during the school year. Having a fall, spring and end of the year to bring balance to the school year and reduce stress and anxiety for staff and students.

Is this a goal you are currently working on in your building? Please share your school goal. What metrics are you using to measure your goal? We started with a 80% participation goal and got a 100% participation for the two events so far.

Which area is your biggest concern for 2022-2027? Housing and keeping staff available for courses to teach.

Do you have additional information you would like to share? N/A

Do you have specific data you would like to have access to in order to assist with supporting the Domains in your building to be better informed as we move forward with the development with the KPBSD Strategic Plan? Courses offered in similar geographical locations to create a even playing field.

Do you have clarifying questions? Have HR communicate to the schools and not wait almost two weeks to get an answer.

Email your response to Kari Dendurent.

SOHI
Blades

Kari Dendurent

From: Tabitha Blades
Sent: Wednesday, March 23, 2022 10:22 AM
To: Kari Dendurent
Subject: Strategic Plan Activity

Climate

KPBSD Strategic Plan

Independently: Choose at least one domain you would like to be a reference.

Student Success

* School Climate and Safety

Family and Community Engagement

* Workforce Environment—Rename to Capacity Building?

Organizational and Resource Management

If you could create one school goal that would impact this goal, what would this goal be? Every student at Soldotna High School will graduate with at least one professionally recognized certification in the CTE realm that will make them a more marketable graduate in their future endeavors, regardless of their pathway.

Is this a goal you are currently working on in your building? Please share your school goal. Yes. We are actively making this a priority in the process of new hires as well as prioritizing new trainings for current staff to revitalize their lessons and provide a higher level of relevancy to the student and the teachers.

What metrics are you using to measure your goal? Teacher trainings, PLCs, student-earned certifications, etc., student data (academics, attendance, behavior), etc.

Which area is your biggest concern for 2022-2027? Growing this program with this year's funding and consistently growing it and ensuring it is as up to date as possible with budget fluctuations imminent. Also, revitalizing workforce offerings is particularly pressing, but we also want to keep our academic and university-bound curriculum rigorous and relevant to those students as well. Whatever their path, our school should be challenging them to grow.

Do you have additional information you would like to share? Students at SOHI are extremely excited about the upcoming changes to course offerings and have already begun to talk a great deal with counselors, admin, and teachers about the prospect of having high quality skills upon graduation. The students say they feel like we are listening and that immediately impacts school climate in a positive way.

Do you have specific data you would like to have access to in order to assist with supporting the Domains in your building to be better informed as we move forward with the development with the KPBSD Strategic Plan? Certifications earned should be something we can track in PowerSchool so that we can acknowledge these students appropriately.

Do you have clarifying questions?

Email your response to Kari Dendurent.

Tabitha Blades
Assistant Principal
Soldotna High School

Rez
Sturm
ENV.

Teacher Retention at Razdolna School

A study, analysis and attempted solutions

**Domains addressed:
Workforce Environment
Family and Community Engagement**

Goal 1: Within 2 years Razdolna School will have a full roster of teachers whose philosophies align with the school mission and values, who are excited and willing to stay for a tenure of 5 years or more.

Goal 2: Improve the school community relations in order to address attendance and academic performance for all Razdolna students.

Goal 1 and Goal 2 are tied closely together. I am focusing this year on building a school climate that is conducive to a supported, confident and capable workforce. This will impact our community relations through consistency and familiarity. Community relations are already improving this

Intro / Statement of the Problem

- Razdolna School has 7 teaching positions
- Three years ago 4 teachers left- transferred to other schools or positions in the district.
- Two years ago 3 teachers left- transferred to other schools or left the state.
- Last year 3 teachers left and one was not retained. - transferred schools or left the profession
- Historically, Razdolna has a turnover rate greater than the district average
- This year I spent 84 hours of the summer hiring 3 teachers. The last position was not filled until September, a month after students were in school.

Theory of Action

- If we improve on-campus relationships and rebuild relationships with the village
 - Then we will increase attendance and grades while making the school the bright and vibrant place to work it once was.
- If we improve teamwork and mentorship
 - We will have better support for our new teachers, more comradery, more rigorous instruction and a lower likelihood of burnout and turnover.
- If we improve the communication channels between teacher and administration
 - Teachers will feel they have a voice in the affairs and progress of the school. Employees will feel valued, aid in pushing the school toward its greatest potential and thus be invested in the mission of the school

Review of Relevant Literature

- Numerous studies demonstrate that a **consistently high attrition rate among teaching staff has a direct link to negative learning outcomes for students** such as lower grades, lower test scores and poorer self-management abilities (*Appleman 2009, Hallam et al., 2012, Ronfeldt et al., 2013, Kavenuke, 2013*)
- **The Reasons Teachers Leave:** working conditions, collaboration (including mentorship and induction), and relationships with principal and leadership. (*Achinstein et al., 2010, Allensworth et al., 2009, Appleman, 2009, Hallam et al. 2012, Ronfeldt et al., 2013*).

IN SUM: Improved teacher resilience is a result of mentoring within the school, a positive, two-way communication relationship with leadership, a positive workplace experience and safe working conditions.

Improvement Plan in Progress

- **Improved communication**
 - I talk to every teacher nearly every day before work starts and my door is always open.
 - Positive feedback at every observation! (Even if it is mixed with things to work on)
- **Improved interpersonal relationships**
 - We BBQ at most faculty meetings making them enjoyable and providing scheduled time to chat and collaborate.
 - Started a "SUNSHINE COMMITTEE" who schedule celebrations for birthdays and important life events.
- **Improved interview process**
 - Changed interview questions to ensure a match between a teacher's personal philosophy and the school mission.
 - Provide Old Believer literature before the interview.
- **Mentorship**
 - Buddy system, each person has a partner to plan and communicate with. The have allocated collaboration time and attend PDs together.

Mid Year Data / Plan Adjustment

1. Mid year data shows that 2 teachers are planning on leaving
 - a. One teacher feels she is not a good fit for the village. One the other has a long term medical need she cannot have treatment for here.
2. Grades are up across all grade levels.
 - a. Good teachers who are a good fit with the village engage students and enhance learning outcomes
3. Attendance has improved from 72% at quarter 1 to 93% at quarter 3
 - a. Teacher attitude is noticeably better, burnout and stress levels are low and this can be seen and felt by students. School is a fun place to be.
4. Teachers are planning large project based learning activities for students quarterly
5. Teacher's enjoyment of their job has "Improved or Greatly improved" for all teachers
6. Plan adjustment:
 - a. None. However, my long range goal for more CTE based courses at the secondary level has become a my passion project and is gaining district support.

Outcomes of Teacher Retention Strategies at Razdolna School 2021-2022

- It is likely that Razdolna School will lose two of the great teachers we have this year, based on survey data and contract returns.
- Teacher morale is up based on survey data and the general vibe of the school and the amount of laughter at faculty meetings.
- Student grades are improving
- Student attendance is improving slowly
- Feedback on my work as principal have been positive from staff, students, community and district administration.

Discussion

- **Personal Mission**
 - Lead by example and when unavoidable carry more than my share of the load
 - Advocate for my teachers/ staff at district and school board.
- **Success of Mentorship Program**
- **Faculty Meetings + Support**
 - Short and potent
 - Schedule time for decompression and collaboration
 - Allow people to take personal leave without an interrogation.
 - Open and straightforward with communication to faculty and village

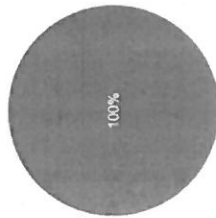
*** Notes for later***TIE TO IMPACT ON KIDS

References

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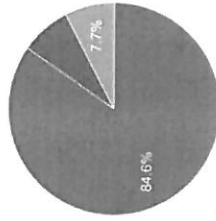
Artifacts

Do you enjoy coming to work each day?
13 responses



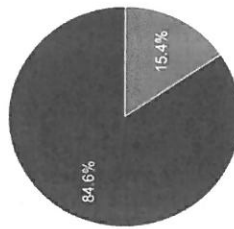
● Yes
● No
● Sometimes

4. Do you plan to return to Razdolna School next school year?
13 responses



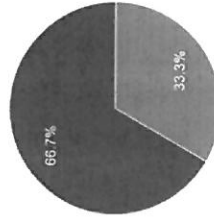
● Yes
● No
● Undecided

I can go to my principal to discuss student issues when they arise.
13 responses



● Strongly disagree
● Disagree
● Neutral
● Agree
● Strongly agree

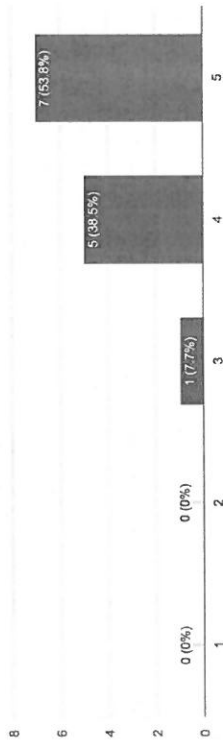
I can go to my principal to discuss staff issues when they arise.
12 responses



● Strongly disagree
● Disagree
● Neutral
● Agree
● Strongly agree

Artifacts

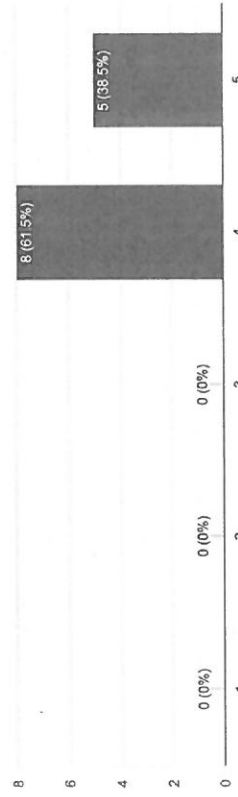
9. How satisfied are you with your current work-life balance?
13 responses



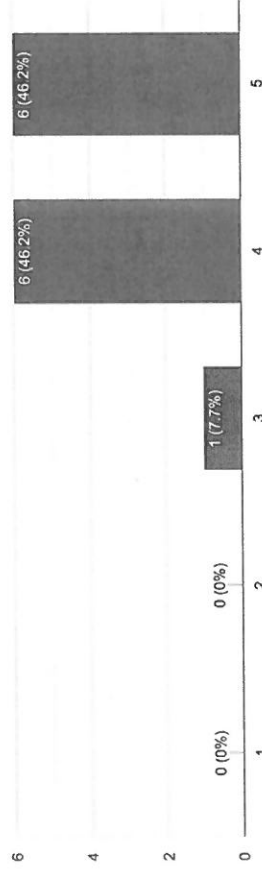
8. How well would you say the employees in your building(s) work as a team?
13 responses



7. How well do your job responsibilities match your strengths?
13 responses

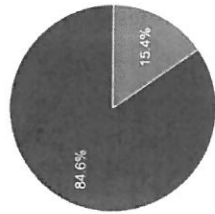


5. Overall, how much do you enjoy working at Razdolna School?
13 responses



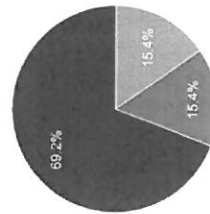
Artifacts

I can propose ideas to change or try new school systems and they will be considered by my principal.
13 responses



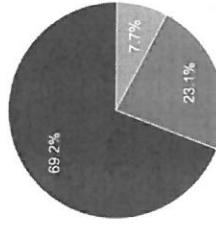
- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

The principal gives me enough autonomy over my curriculum and classroom
13 responses



- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

I have a voice in school staff meetings.
13 responses



- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Please share honest feedback about my leadership! Elaborate on your responses about any of the categories above.
6 responses

I am sure that being a first year principal is difficult for most that move into administration but I particularly appreciate your involvement and experience teaching in the classroom. It allows you to empathize with your staff in a way that others may not be able to. We appreciate you Dr. Sturm!

I cannot believe what a perfect fit you are for the school out there. I hope you feel full and happy, and when you start to feel drained, it will be time to look outside of Raz for a job. I think that really thinking outside the box for how education can work for the community.

I wish I had more constructive feedback for you, but I am pretty content with how you doin' it!

I appreciate that you are always available to answer questions. I also appreciate the fact that the evaluation process was definitely less stressful than the previous years. Keep up the great work!

Clear and realistic expectations are important.

Mike has created an environment where I feel very comfortable to express concerns or ideas. He is reliable and prompt to assist with any needs.

Additional Needs

Training on in-house mentoring.

Data on the last 10 years of teacher turnover rates both at Razdolna and district wide.

District level exit interview data from the last 5 years (if these don't exist we should start)

Training on recruitment and retention