



Blueprint 2030
Staffing/Recruitment & Retention Planning
January 2020

Scope/Scale of Project

Data pull that reflects current and 3-year trend data on key recruitment/retention indicators
Comparison data (to other like-size/like-type districts-where appropriate)
Cost of project- 0

In-House vs. 3rd Party Assessment

An in-house assessment will be sufficient for this study. Over the last three years, HR has had audit/assessment done by Council of Great City Schools, TNTF and HR advisor, Dan Cochran. Utilizing relevant data from these three sources, as well as the data that we continue to track and monitor as a department, an in-house assessment conducted by the HR Department would adequately serve the purposes of this study.

Recruitment Data/Analysis

Findings/Implications

- Strong relationships with Missouri Schools of Education must be strengthened and leveraged as we seek to hire their teacher candidates
- Partnerships are critical to viability of the teacher pipeline
- Alternative methods of obtaining teacher certification are necessary
- KC-PLUS is reliable Principal pipeline partner as evidenced in our successful administrative placements
- Early offer/contract is an effective strategy for filling teacher positions
- It requires a multi-pronged approach to successfully address and decrease start of the year teacher vacancies

HIGHEST YIELD UNIVERSITIES SY19/20

Top Universities		First Year Teachers Hired	
UMKC	28	MU	8
UCM	19	UCM	6
Park University	12	Park University	6 (KCTR)
MU	12	UMKC	5
Missouri State	7	Missouri State	2
Total New Teachers Hired	195	Total 1 st year Teachers Hired	43

PROGRAMS/PARTNERSHIPS

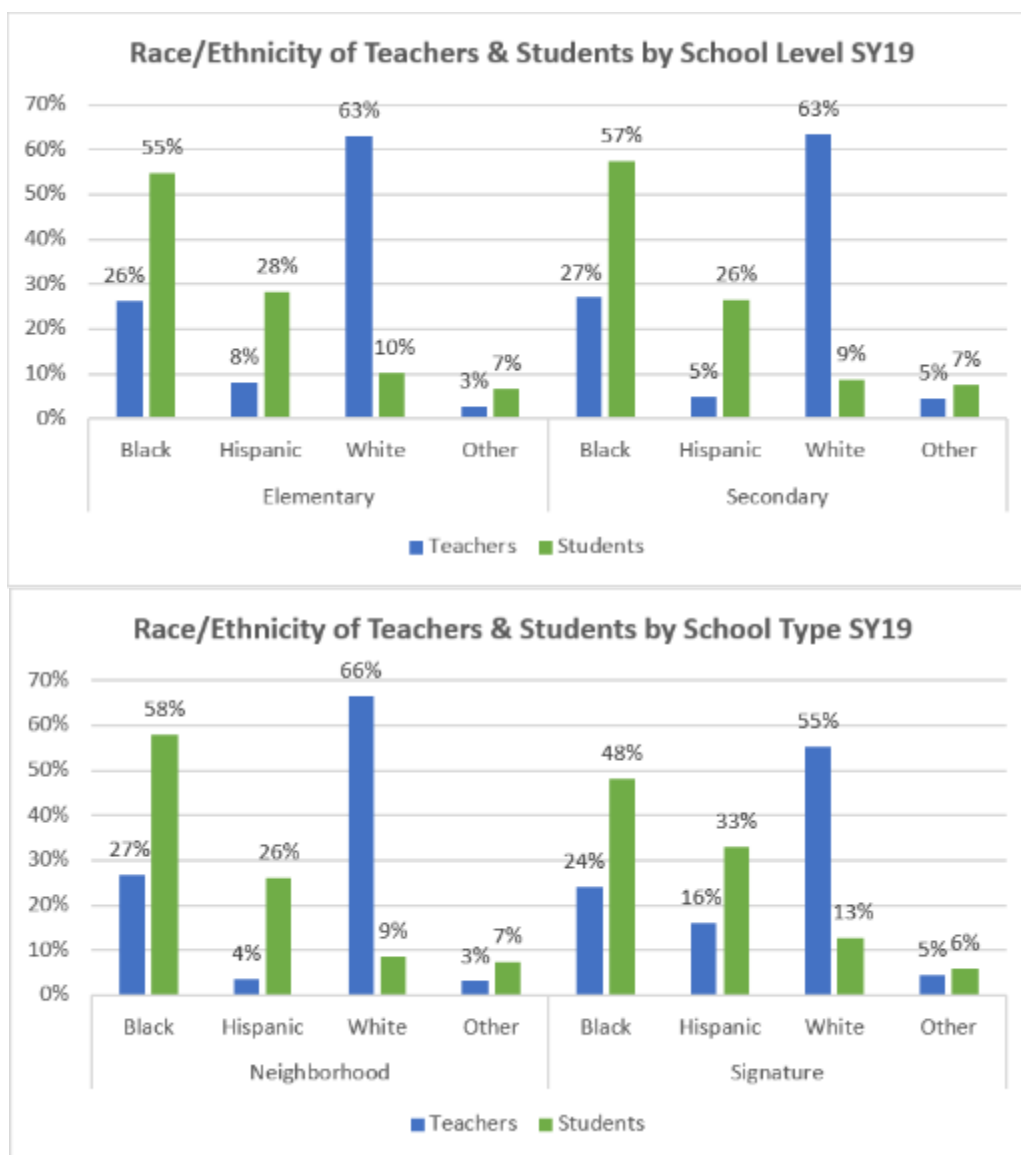
Kansas City Teacher Residency	Cohort 1	67% Retention / Proficient Evaluation Rating
	Cohort 2	75% Retention / Developing Evaluation Rating
	Cohorts 3 & 4	No data at this time
Teach For America	2017 Cohort	
	'17	88% Retention / Developing Rating
	'18	63% Retention / Proficient Rating
	'19	38% Retention / Proficient Rating
	2018 Cohort	
	'18	100% Retention / Proficient Rating
	'19	100% Retention / Proficient Rating
	2019 Cohort	
	'19	92% Retention / Proficient Rating
Kansas City PLUS	Cohort 1 (5)	80% Retention
		3 - VP positions
		1 – Associate Principal
	Cohort 2 (7)	86% Retention
		1 – Principal position
		3 – VP positions
		1 – Resident
		1 – Instruction Coach
		1 – Returned as Dean of Culture and Climate
	Cohort 3 (11)	1 – VP
		10 - Residents

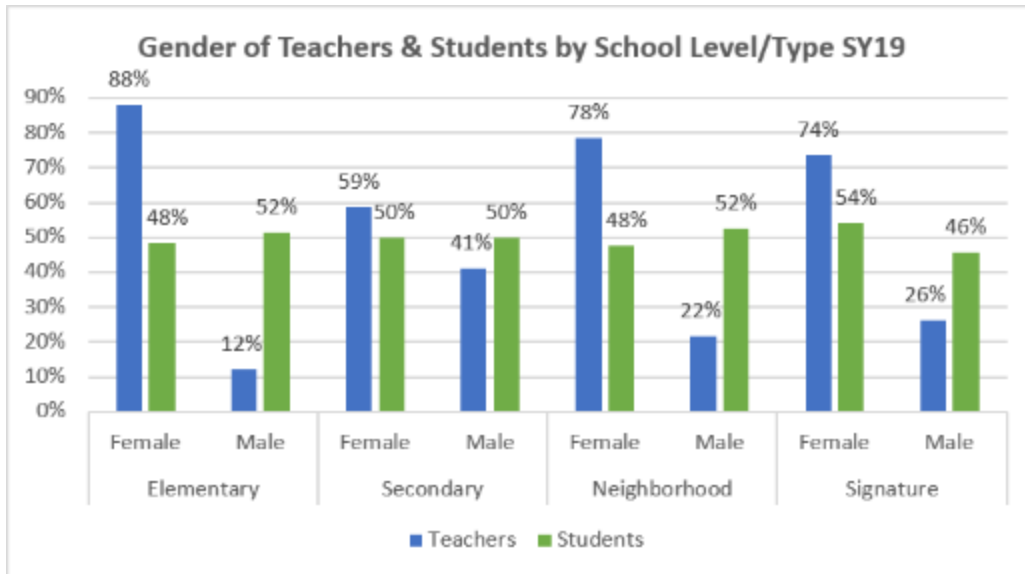
		2017	2018	2019
Job Fair - Offers & Signed Contracts			26/53 accepted (49%)	32/38 accepted (84%)
Hard-To-Fill Positions	Math	1	3	
	Science	2	2	
	SPED	2	2	
	ELL	7		
Vacancies at Start of School Year <i>(see attached documentation)</i>		26	13	7.4

GENDER/ ETHNICITY DATA OF CLASSROOM TEACHERS (SY19)

Findings/Implications

- The majority of our teachers are white (63%) and female (77%), while our student demographic is majority students of color and male
- Our African-American teacher representation (26%) is concerning given that the majority of students are African-American (58%)
- Equally as concerning, is our Latinx teacher population (7%) as this is our fastest growing student demographic (28%)
- Teachers of color tend to be concentrated in our secondary schools, with the exception of a few elementary schools. (i.e. African Centered, Banneker, Hartman and King, Troost, FLA and Carver Dual Language)
- Race/ethnicity of signature school staff are more representative of race/ethnicity of their students than neighborhood school staff





For additional data by school, see Attachment.

GENDER/ ETHNICITY DATA OF NEW CLASSROOM TEACHERS (SY19)

Findings/Implications

- The % of males for all new teacher hires (33%) is higher than the % of males for all KCPS teachers (23%)
- The % of teachers of color for new teacher hires (31%) is lower with our current teacher demographic data (37%)
- The % of teachers of color is not increasing with this new teacher cohort, but remains steady

New SY19 Classroom Teachers	Gender		Race/Ethnicity					Total
	Female	Male	American Indian or Alaskan Native	Asian or Pacific Islander	Black	Hispanic	White	
Grand Total	128	63	1	6	42	10	132	191
Percentage	67.0%	33.0%	0.5%	3.1%	22.0%	5.2%	69.1%	100.0%

For additional data by school, see Attachment.

STAFF TRANSFERS

Findings/Implications

- Transfer requests doubled from SY17 to SY18 and remained at that level during SY19
- One of the middle schools had the highest number of transfer requests for two consecutive years (SY18 and SY19)

Transfer Data by School (SY17-SY19)

2017			2018			2019		
Request	Rcvd	Depart	Request	Rcvd	Depart	Request	Rcvd	Depart
25	27	25	56	11	31	53	18	16

For additional data by school, see Attachment.

TEACHER RETENTION

Findings/Implications

- Numbers may be a bit misleading as a \$20K buyout was offered for retirement-eligible teachers as we prepared for a reduction of FTEs for the following school year
- Schools falling below the average 80% retention rate for SY18: AC Prep, Rogers, James, NEM, Wheatley, Garcia
- Schools falling below the average 80% retention rate for SY19: Banneker, Border Star, Central Academy, Central Middle, Faxon, Longfellow, NEHS, NEM, Paseo, Garcia, SEHS, Trailwoods
- Two schools falling below the average 80% retention rate for both SY18 and SY19: NEMS and Garcia
- The number of teachers departing during the school year increased significantly between SY18 and SY19
- It is unfair to use SY17 retention numbers, due to the \$20K buyout. Recommend that we collect data for an additional year before we determine official retention trends for schools

Teacher Retention by School Year

SY2017				SY2018				SY2019			
Depart During Year	Res/ RT/ Term #	Total Teacher #	Retention Rate %	Depart During Year	Res/ RT/ Term #	Total Teacher #	Retention Rate %	Depart During Year	Res/ RT/ Term #	Total Teacher #	Retention Rate %
39	209	1047	80.0%	41	198	1053	81.2%	58	205	1085	81.1%

For additional data by school, see Attachment.

PRINCIPAL/ ASSISTANT PRINCIPAL RETENTION

Findings/Implications

- Building leadership retention lags behind overall teacher retention for SY17* (\$20K buyout) and SY19
- 4 of the 6 separations from SY18 were due to promotions

Principal/ Assistant Principal Retention

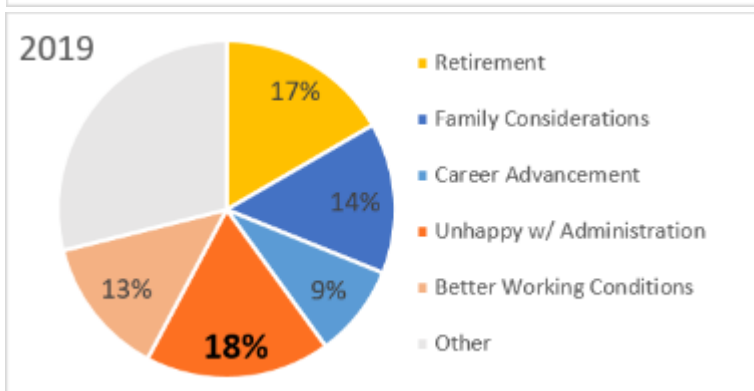
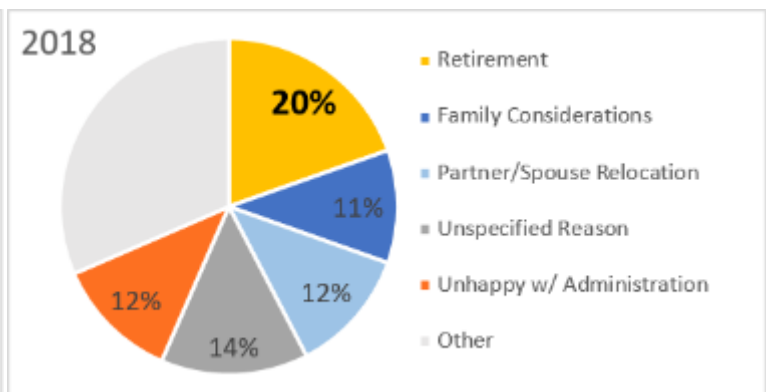
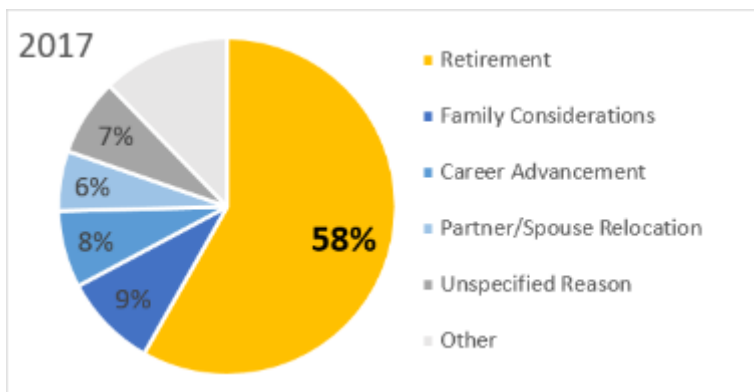
		Principals			Assistant Principals			Total	
		Elementary	Middle	High	Elementary	Middle	High	#	%
2017	Separations	3	1	3	4	1	2	14	22%
	<i>Resignations</i>	1	1	2	4			8	
	<i>Retirements</i>	2		1		1	1	5	
	<i>Non-Renewals</i>						1		
	Promotions	2	0	0	0	0	0	2	3%
	Returns	18	1	4	10	3	12	48	75%
2018	Separations	0	1	1	0	0	0	2	3%
	<i>Resignations</i>		1	1				2	
	<i>Retirements</i>							0	
	Promotions	1	0	0	1	0	2	4	7%
	Returns	22	1	6	8	5	12	54	90%
2019	Separations	3	2	2	0	2	3	12	17%
	<i>Resignations</i>	1	2	1		1	1	6	
	<i>Retirements</i>	2		1			1	4	
	<i>Non-Renewals</i>						1	1	
	<i>Transfers</i>					1		1	
	Promotions	1	0	0	2	1	0	4	6%
	Returns	20	1	6	11	3	15	56	78%

EXIT INTERVIEWS (3 YEAR TREND)

Findings/Implications

- “Retirement” and “Family Considerations” as reported reasons for separation were in the top 5 for three consecutive years
- “Unhappy with Administration” advanced from the #3 separation reason in SY18 to the #1 separation reason in SY19 (suggests that we must dig deeper into this reason to better understand how we can support district/school administrators to meet the needs of teachers)
- % of separating teacher respondents has decreased over the last 3 years (HR will need to review our process for administering exit surveys and find solutions to increase the response rate of separating teachers)

	Separations (resigned/retired/ non-renewed)		Exit Survey Respondents	
	Total	% of Total Teacher Corp.	Total	% of Total Separated Teachers
2017	209	20%	122	58%
2018	198	19%	92	46%
2019	205	19%	90	44%



ATTACHMENT

Staffing Recruitment & Retention Report

Additional Data

GENDER/ ETHNICITY DATA OF CLASSROOM TEACHERS (All)

All SY19 Classroom Teachers	Gender		Race/Ethnicity					Total
	Female	Male	American Indian or Alaskan Native	Asian or Pacific Islander	Black	Hispanic	White	
African Centered Elementary Academy	26	6			22	1	9	32
Benjamin Banneker Elementary	22	3		1	14		10	25
Border Star Montessori	19	3	1		5	2	14	22
Carver Dual Language Elementary	25	3			1	14	13	28
Central High	19	20		1	19	1	18	39
Central Middle	20	13		1	13	2	17	33
Direct Services Exceptional Education	1						1	1
East High School	46	29	1	4	11	4	55	75
Faxon Elementary	20	2		1	5		16	22
Foreign Language Academy	43	7		4	4	19	23	50
Garfield Elementary	28	4	1	2	7	2	20	32
George Melcher Elementary	23	3			9		17	26
Gladstone Elementary	33	2			3	1	31	35
Hale Cook Elementary	18	1			1		18	19
Harold L Holliday Sr Montessori	17	4			7		14	21
J A Rogers Elementary	33	3	1	1	2	2	30	36
James Elementary	21	4			6	1	18	25
John T Hartman Elementary	22	1			12		11	23
Language Services	1						1	1
Lincoln College Prep Academy	27	22		3	10	3	33	49
Lincoln Middle School	11	9		2	3	2	13	20
Longfellow Elementary	19	1		1	7		12	20
Manual Career & Technical Cent	4	3			4	1	2	7
Martin Luther King Jr Elementary	30	2			20	1	11	32
Northeast High School	21	17			8	2	28	38
Northeast Middle	41	13		3	8	1	42	54
Paseo Academy of Performing Arts	25	15	1	1	11	1	26	40
Phillis Wheatley Elementary	31	5		1	7		28	36
Pitcher Elementary	20	3			2		21	23
Primitivo Garcia Elementary	20	4		1	4	1	18	24
Richardson Elementary	3				1		2	3
Southeast High School	19	19	1		17	2	18	38
Success Academy at Anderson	4	7		1	5	1	4	11
Success Academy at Knotts	10	2			3	1	8	12
Trailwoods Elementary	22	4		1	3	2	20	26
Troost Elementary	23	6			11	2	16	29
Wendell Phillips Elementary	19	1			7	1	12	20
Whittier Elementary	25	4	1	1	7	3	17	29
Woodland Early Learning Community	3						3	3
Grand Total	814	245	7	30	279	73	670	1059
Percentage	76.9%	23.1%	0.7%	2.8%	26.4%	6.9%	63.3%	100.0%

GENDER/ ETHNICITY DATA OF CLASSROOM TEACHERS (NEW HIRES)

New SY19 Classroom Teachers	Gender		Race/Ethnicity					Total
	Female	Male	American Indian or Alaskan Native	Asian or Pacific Islander	Black	Hispanic	White	
African Centered Elementary Academy	7	1			5		3	8
Benjamin Banneker Elementary	3				1		2	3
Border Star Montessori	2						2	2
Carver Dual Language Elementary	4						4	4
Central High	6	5		1	5		5	11
Central Middle	6	3			1	1	7	9
Direct Services Exceptional Education								
East High School	9	8			2		15	17
Faxon Elementary	4						4	4
Foreign Language Academy	3	1				1	3	4
Garfield Elementary	1						1	1
George Melcher Elementary	4				2		2	4
Gladstone Elementary	6	1			1		6	7
Hale Cook Elementary	1						1	1
Harold L Holliday Sr Montessori	2						2	2
J A Rogers Elementary								
James Elementary	3						3	3
John T Hartman Elementary		1					1	1
Language Services	1						1	1
Lincoln College Prep Academy	3	4		1		1	5	7
Lincoln Middle School	3	2			1	1	3	5
Longfellow Elementary	8			1	3		4	8
Manual Career & Technical Cent		1				1		1
Martin Luther King Jr Elementary	3						3	3
Northeast High School	2	5			1		6	7
Northeast Middle	7	5			2		10	12
Paseo Academy of Performing Arts	6	7		1	3	1	8	13
Phillis Wheatley Elementary	5	2			1		6	7
Pitcher Elementary	1						1	1
Primitivo Garcia Elementary	7			1			6	7
Richardson Elementary	2				1		1	2
Southeast High School	6	6	1		4		7	12
Success Academy at Anderson		4		1	1	1	1	4
Success Academy at Knotts	2	1			1	1	1	3
Trailwoods Elementary	5	2				2	5	7
Troost Elementary	4	1			3		2	5
Wendell Phillips Elementary	1				1			1
Whittier Elementary	1	3			3		1	4
Woodland Early Learning Community								
Grand Total	128	63	1	6	42	10	132	191
Percentage	67.0%	33.0%	0.5%	3.1%	22.0%	5.2%	69.1%	100.0%

SY19 Classroom Teacher & Student Demographics

SY19 Classroom Teachers & Students		Gender		Race/Ethnicity						Total
		Female	Male	American Indian or Alaskan Native	Asian or Pacific Islander	Black	Hispanic	Multi-Racial	White	
Elementary	Teachers	569	78	4	14	169	53		407	647
	Students	4124	4384	13	353	4667	2409	196	870	8508
Secondary	Teachers	237	167	3	16	109	20		256	404
	Students	2880	2865	13	335	3292	1522	78	505	5745
Neighborhood	Teachers	595	164	5	19	203	28		504	759
	Students	5013	5536	20	557	6097	2761	195	919	10549
Signature	Teachers	193	69	2	10	63	42		145	262
	Students	1891	1605	6	129	1678	1158	74	451	3496

SY19 Classroom Teachers & Students		Gender		Race/Ethnicity						Total
		Female	Male	American Indian or Alaskan Native	Asian or Pacific Islander	Black	Hispanic	Multi-Racial	White	
Elementary	Teachers	88%	12%	0.6%	2%	26%	8%	0.0%	63%	647
	Students	48%	52%	0.2%	4%	55%	28%	2.3%	10%	8508
Secondary	Teachers	59%	41%	0.7%	4%	27%	5%	0.0%	63%	404
	Students	50%	50%	0.2%	6%	57%	26%	1.4%	9%	5745
Neighborhood	Teachers	78%	22%	0.7%	3%	27%	4%	0.0%	66%	759
	Students	48%	52%	0.2%	5%	58%	26%	1.8%	9%	10549
Signature	Teachers	74%	26%	0.8%	4%	24%	16%	0.0%	55%	262
	Students	54%	46%	0.2%	4%	48%	33%	2.1%	13%	3496

Staff Transfer Data by School (SY17-SY19)

School	2017			2018			2019		
	Request	Rcvd	Depart	Request	Rcvd	Depart	Request	Rcvd	Depart
AC Prep	3	0	3	2	1	0	1	2	1
Anderson	0	1	0	1	0	1	0	0	1
Banneker	3	3	3	1	0	1	3	1	1
Border Star	1	2	1	1	0	1	1	2	1
Carver	0	0	0	2	0	1	1	0	0
Central HS	2	0	2	2	0	1	3	0	1
CMS	0	0	0	4	0	1	3	0	0
East	3	2	3	0	1	0	2	0	2
Faxon	2	0	2	3	0	1	2	0	0
FLA	1	0	1	1	1	1	1	3	0
Garcia	0	0	0	2	0	1	1	0	0
Garfield	0	1	0	3	0	1	0	0	0
Gladstone	0	1	0	1	0	1	1	0	1
H.Cook	0	2	0	0	2	0	0	0	0
Hartman	0	0	0	0	0	1	0	0	0
Holliday	1	1	1	0	0	1	1	0	1
James	0	0	0	2	0	1	0	0	0
King	1	1	1	4	1	1	0	1	0
knotts	0	0	0	2	0	1	2	0	0
Legal	0	0	0	0	0	1	0	0	0
Linc Mid	0	0	0	0	0	0	0	5	0
Lincoln	1	3	1	1	2	1	0	3	0
Longfellow	0	0	0	0	1	0	2	0	0
Manual	0	0	0	0	0	1	0	0	1
Melcher	1	0	1	4	0	1	1	0	0
NEHS	3	3	3	0	0	1	2	0	1
NEMS	0	0	0	8	0	1	11	0	2
Paseo	1	1	1	1	1	0	0	0	0
Phillips	0	0	0	0	0	1	1	0	0
Pitcher	0	1	0	1	0	1	1	0	0
Richardson	0	0	0	0	0	0	0	0	0
Rogers	0	0	0	0	1	1	0	0	0
SEHS	0	2	0	6	0	1	3	0	0
Sped	0	0	0	0	0	1	0	0	0
Trailwoods	2	0	2	0	0	1	1	0	1
Troost	0	0	0	3	0	1	3	0	1
Wheatley	0	3	0	1	0	1	4	0	1
Whittier	0	0	0	0	1	0	2	1	0
Woodland	0	0	0	0	0	1	0	0	0
Totals	25	27	25	56	11	31	53	18	16

Teacher Retention by Year by School	2017				2018				2019			
	During Year Departure	Res/RT/ Term #	Total Teacher #	Ret rate %	During Year Departure	Res/RT/ Term #	Total Teacher #	Ret rate %	During Year Departure	Res/RT/ Term #	Total Teacher #	Ret rate %
African Centered Elementary Academy	0		14	100.0%	0	5	22	77.3%	0	1	27	96.3%
Benjamin Banneker Elementary	0	11	28	60.7%	1	5	27	81.5%	3	11	33	66.7%
Border Star Montessori	0	3	25	88.0%	1	4	26	84.6%	1	7	27	74.1%
Carver Dual Language Elementary	0	7	29	75.9%	0	4	28	85.7%	2	6	30	80.0%
Central Academy of Excellence	0	6	28	78.6%	4	7	36	80.6%	2	11	32	65.6%
Central Middle	1	11	35	68.6%	0	6	32	81.3%	6	8	33	75.8%
Director/Exceptional Education	1	6	12	50.0%	2	6	10	40.0%	1	1	4	75.0%
District Legal Counsel	4	8	22	63.6%	1	10	19	47.4%	7	16	16	0.0%
Early Childhood Education	0		2	100.0%	0	1	1	0.0%				
East High School	4	17	62	72.6%	4	12	65	81.5%	2	12	70	82.9%
Faxon Elementary	3	4	23	82.6%	0	4	21	81.0%	0	5	23	78.3%
Foreign Language Academy	0	5	41	87.8%	0	8	45	82.2%	0	2	47	95.7%
Garfield Elementary	0	2	32	93.8%	1	3	31	90.3%	1	2	33	93.9%
George Melcher Elementary	1	5	20	75.0%	0	3	22	86.4%	0	2	24	91.7%
Gladstone Elementary	0	7	36	80.6%	0	2	35	94.3%	0	5	34	85.3%
Hale Cook Elementary	0	2	20	90.0%	1	2	21	90.5%	1	3	22	86.4%
Harold L Holliday Sr Montessori	2	3	21	85.7%	3	3	25	88.0%	2	3	24	87.5%
J A Rogers Elementary	2	7	46	84.8%	1	9	43	79.1%	0	7	43	83.7%
James Elementary	0	5	27	81.5%	0	6	28	78.6%	1	2	25	92.0%
John T Hartman Elementary	0	7	27	74.1%	2	4	24	83.3%	1	2	24	91.7%
Language Services	0		3	100.0%	1	1	3	66.7%	0		1	100.0%
Lincoln College Prep Academy	1	6	63	90.5%	1	4	63	93.7%	0	6	63	90.5%
Longfellow Elementary	0	4	17	76.5%	0	5	20	75.0%	2	4	17	76.5%
Manual Career & Technical Center	0		15	100.0%	1	2	13	84.6%	1	3	15	80.0%
Martin Luther King Jr Elementary	1	1	28	96.4%	1	5	29	82.8%	2	3	33	90.9%
Northeast High School	3	11	39	71.8%	5	7	40	82.5%	4	12	43	72.1%
Northeast Middle	4	12	55	78.2%	2	19	56	66.1%	6	16	55	70.9%
Paseo Academy of Performing Arts	1	4	34	88.2%	1	3	34	91.2%	2	9	38	76.3%
Phillis Wheatley Elementary	4	13	35	62.9%	2	7	34	79.4%	2	5	34	85.3%
Pitcher Elementary	0	5	25	80.0%	1	3	25	88.0%	0		22	100.0%
Primitivo Garcia Elementary	1	5	25	80.0%	2	5	23	78.3%	2	12	27	55.6%
Richardson Elementary	0	2	2	0.0%								
Southeast High School	0	7	34	79.4%	2	7	35	80.0%	4	10	36	72.2%
Success Academy at Anderson	0	2	6	66.7%	0	3	7	57.1%	1	3	9	66.7%
Success Academy at Knotts	1	3	13	76.9%	0	5	10	50.0%	0		11	100.0%
Trailwoods Elementary	1	5	24	79.2%	1	5	24	79.2%	1	6	25	76.0%
Troost Elementary	1	4	24	83.3%	0	4	23	82.6%	0	3	28	89.3%
Wendell Phillips Elementary	1	4	22	81.8%	0	4	20	80.0%	0	2	24	91.7%
Whittier Elementary	1	4	29	86.2%	0	4	29	86.2%	1	5	30	83.3%
Woodland Early Learning Community	1	1	4	75.0%	0	1	4	75.0%	0		3	100.0%
Grand Total	39	209	1047	80.0%	41	198	1053	81.2%	58	205	1085	81.1%