

A person wearing a green short-sleeved shirt and glasses is standing in a classroom, pointing towards a whiteboard. The background shows classroom furniture like desks and a blackboard.

Increase concentration of highly-effective teachers and leaders

Felecia Lester (Interim Chief Human Resources Officer)
Tommy Usher (Chief of Schools)

One District. One Goal. Every Child.

Our Strength is Our Team

Atlanta's students will have effective and engaged teachers, leaders, and staff.

- ▶ Increase concentration of highly-effective teachers and leaders
- ▶ Prioritize engagement and retention for staff
- ▶ Grow and promote strong teachers, leaders, and staff

Our Responsibility Is Shared

Atlanta's students will have supportive families, communities, and partners.

- ▶ Build meaningful partnerships
- ▶ Expand Atlanta Partners for Education (APFE) impact
- ▶ Increase access and engagement for families and communities

Our System Is Efficient & Effective

Atlanta's students will have the schools and resources they need to succeed.

- ▶ Maximize facility usage for the student and community good
- ▶ Leverage data to drive strategic financial investments
- ▶ Implement sustainability initiatives

We Are Strengthening Our Instructional Core

Atlanta's students will have high-quality instruction, materials, and targeted support.

- ▶ Implement high-quality, relevant, and engaging instructional materials and professional learning in all core content areas
- ▶ Target resources towards subgroups (e.g. exceptional education, economically-disadvantaged)
- ▶ Accelerate early learning

We Are Caring For Every Child

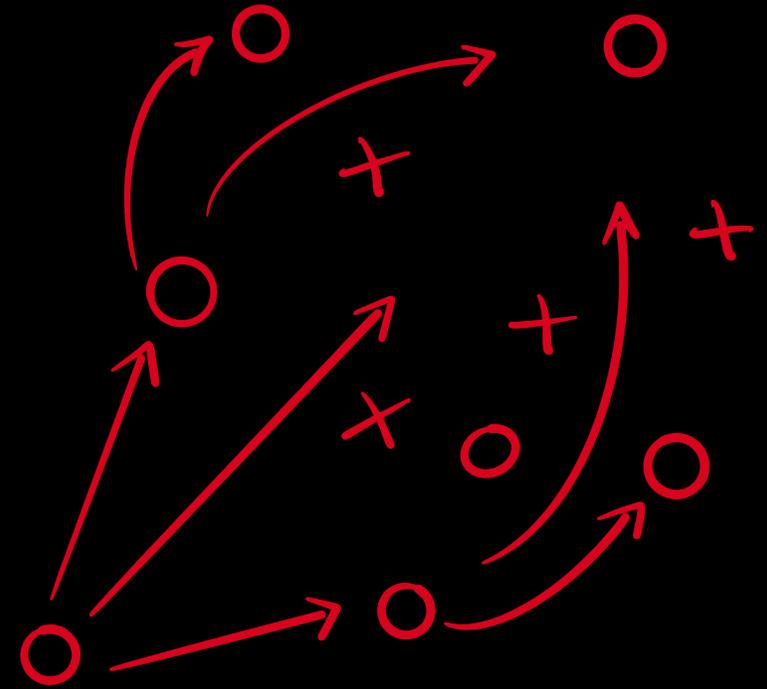
Atlanta's students will have trusted, supportive adults meeting their unique needs.

- ▶ Expand strategies that reduce chronic absenteeism and disproportionate discipline
- ▶ Implement systematic culture and climate strategies
- ▶ Increase student access to trusted and reliable adults (e.g. mentors, coaches, counselors)

We Are Sparking Student Curiosity

Atlanta's students will have access to explore and expand their passions and interests.

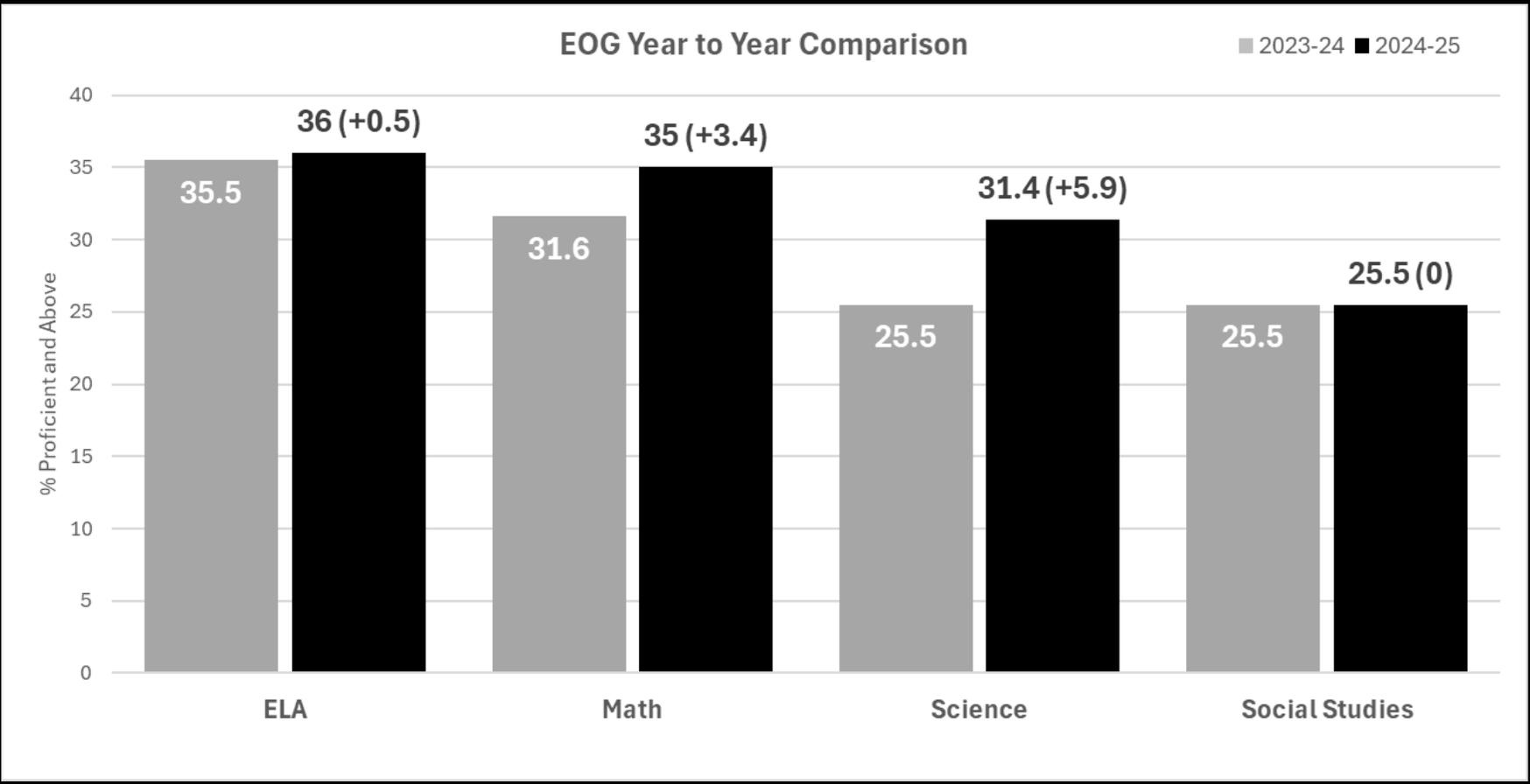
- ▶ Promote robust arts, athletics, world language, and enrichment offerings
- ▶ Expand access to high-interest and workforce-ready offerings (e.g. career programs and pathways, advanced coursework)
- ▶ Explore specialized and innovative school models (e.g. School of the Arts)



Effective Teaching + Effective Leadership = Accelerated Student Learning

- The Wallace Foundation

EOG Year-Over-Year Comparison All Students Districtwide



Science data above does not include Physical Science results



Focus Area:

Our Strength is Our Team

Objective:

Increase concentration of highly-effective teachers and leaders

Key Performance Indicators

Actual (2025)

Target (2026)

Target (2030)

84%

Teacher Experience

% of teachers with more than 3 years of experience

85.2%

90%

85%

Retention

% of teachers returning the following year

86%

90%

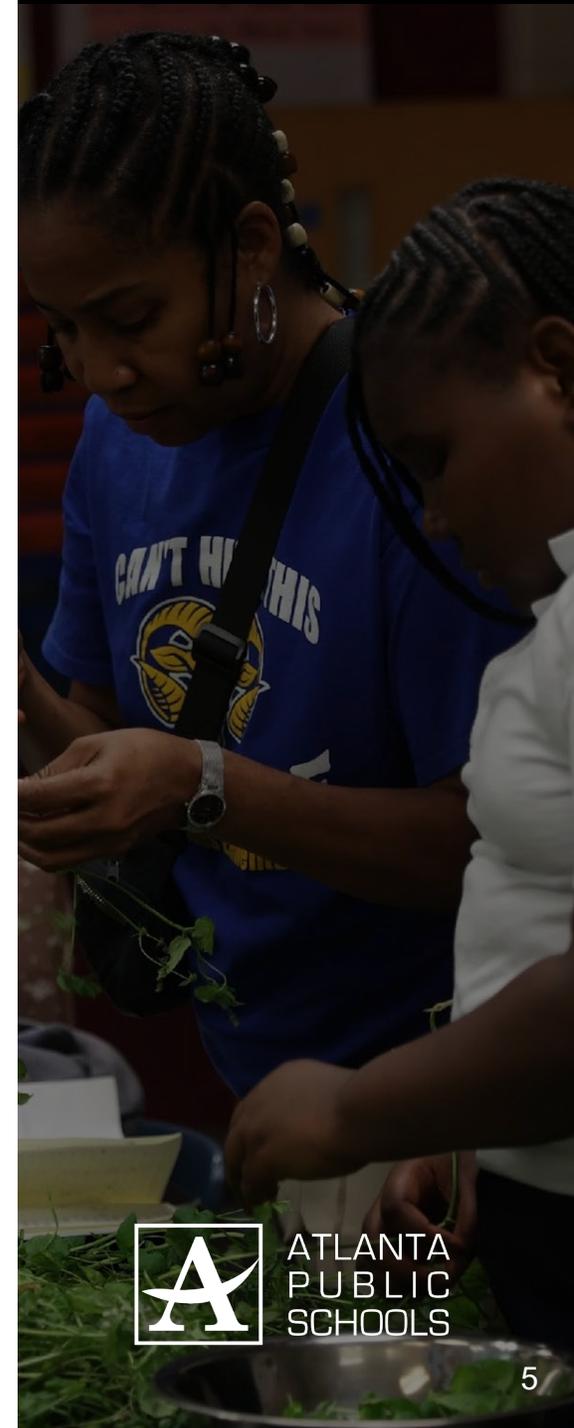
\$88,840

Compensation

Average teacher salary

\$91,072

\$100,000





Focus Area:

Our Strength is Our Team

Objective:

Increase concentration of highly-effective teachers and leaders

Strategies

1

**Strategic Recruitment,
Selection, and Development**

2

**Competitive Total Rewards Strategy to
Attract and Retain High-Performing Talent**



Strategy 1: Strategic Recruitment, Selection, and Development

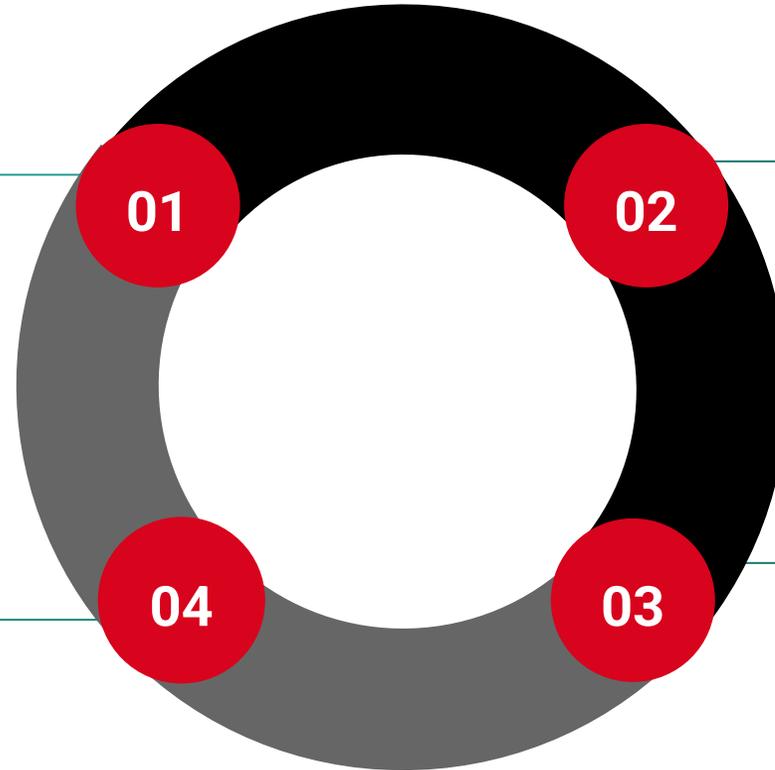
1

Strategic Recruitment, Selection, and Development

Actions

Leverage data-driven recruitment and hiring practices to attract and retain highly qualified educators

Ensure students benefit from strong instruction and leadership through cross-functional collaboration.



Strategically position talent where it will have the greatest impact

Invest in continuous development to support educator growth



1

Strategic Recruitment, Selection, and Development

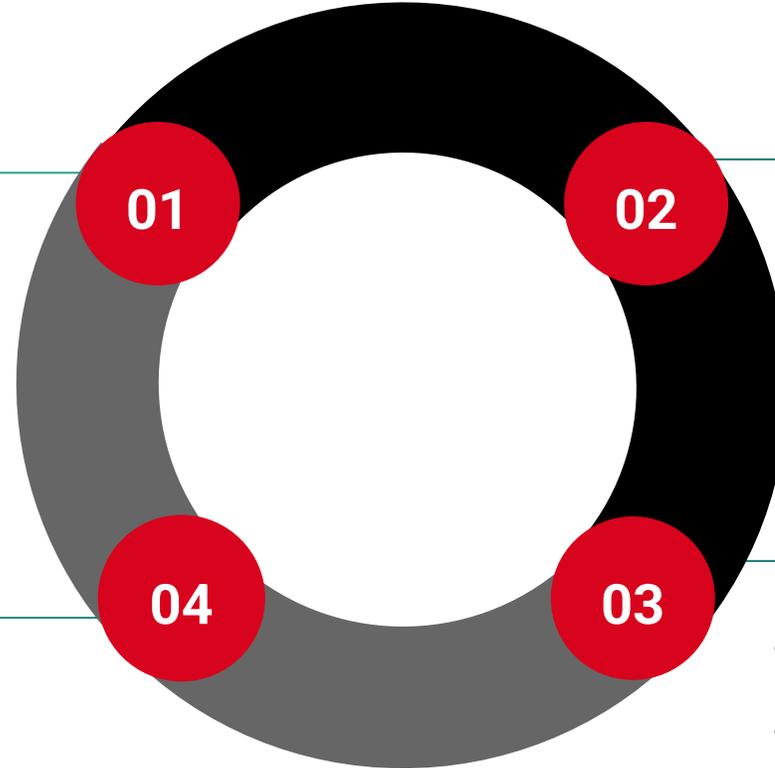
Actions

Leverage data-driven recruitment and hiring practices to attract and retain highly qualified educators

- 99% of school-based staff were in place by Day One
- Strengthened hiring and candidate screening practices
- Revamped principal selection process

Ensure students benefit from strong instruction and leadership through cross-functional collaboration.

- Customized recruitment, selection and development strategies for:
 - Schools with state designations
 - Schools with specialized student needs



Strategically position talent where it will have the greatest impact

- 53% of FY26 assistant principals were recruited internally
- 60% of FY26 principals were promoted from within

Invest in continuous development to support educator growth

- Offered 325 teachers endorsement and credentialing opportunities
- Redesigned leadership development portfolio focused on educator readiness and growth



1

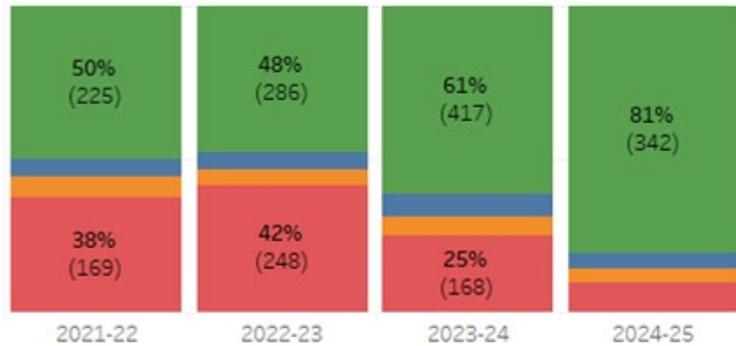
Strategic Recruitment, Selection, and Development

Our Data: Growth in Experienced-Teacher Hiring and Distribution

New Hires

Years of Teaching Experience

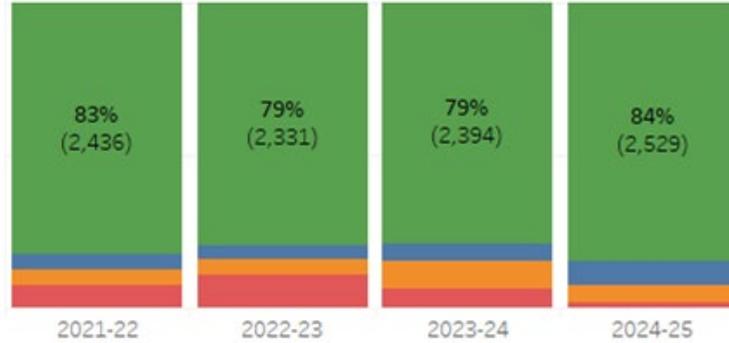
- Four+
- Third
- Second
- First



All Teachers

Years of Teaching Experience

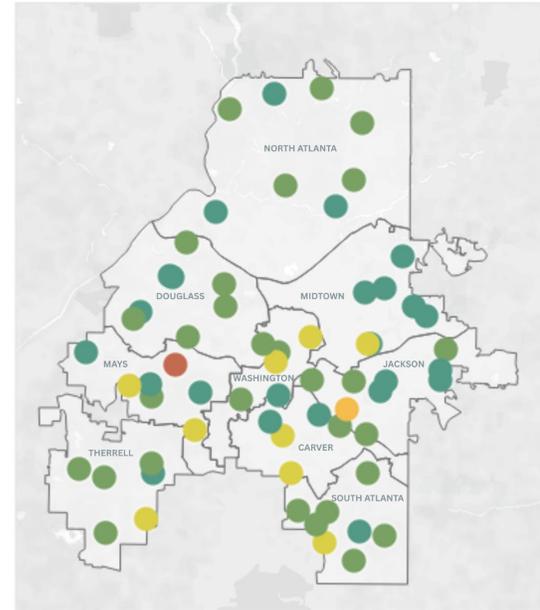
- Four+
- Third
- Second
- First



Experience Distribution (SY24-25)

% of teachers with 3+ years teaching experience

- % 3+ Teaching
- School Year for Map: 2024-25



1

Strategic Recruitment, Selection, and Development

Next Steps

Expected Completion

Tier Schools to Drive Targeted Talent Strategy

Use performance, staffing, and student-need data to group schools and define teacher profiles. Tailor recruitment, selection, and development efforts accordingly, with added support for CSI, ATSI, and TSI schools.

Ongoing

Close Experienced-Educator Distribution Gaps

Prioritize talent selection in schools facing high turnover, low experience levels, or leadership transitions to promote greater stability and instructional quality.

Ongoing

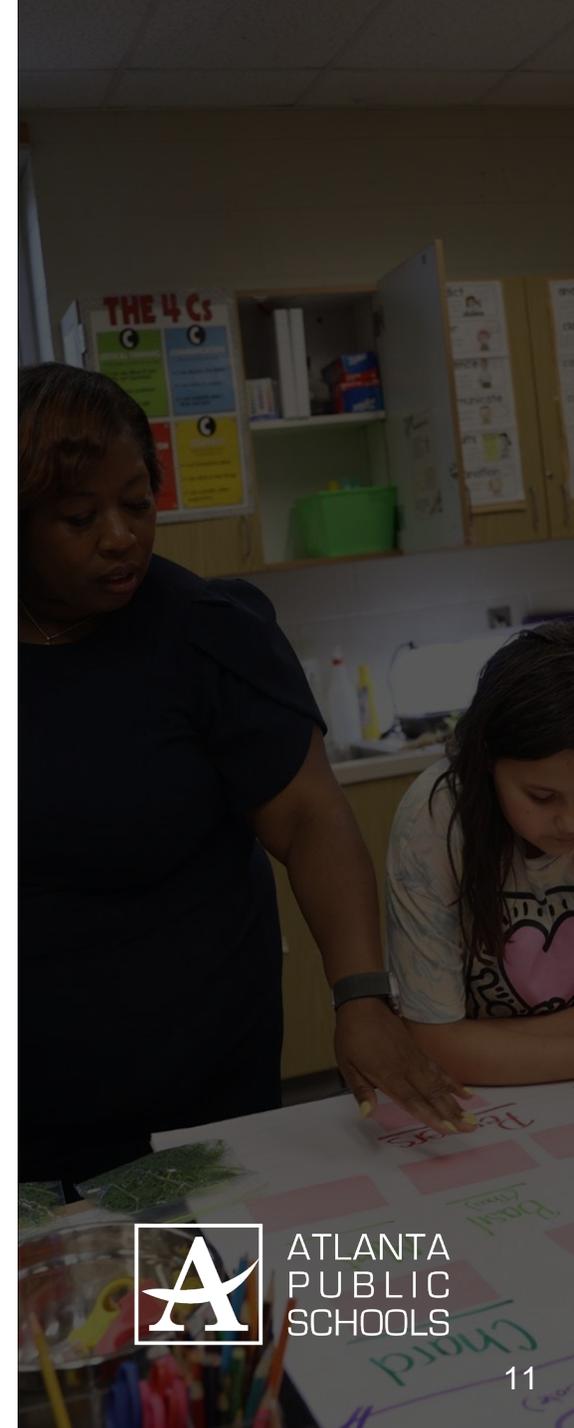
Launch the APS Academy for Building Leaders in Education (ABLE)

Launch APS is ABLE as a key succession planning strategy to identify, develop, and retain aspiring school leaders. The program will strengthen the district's leadership bench by preparing teacher leaders, assistant principals, and principals to serve across our schools.

January 2026



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Strategy 2: Competitive Total Rewards Strategy to Attract and Retain High-Performing

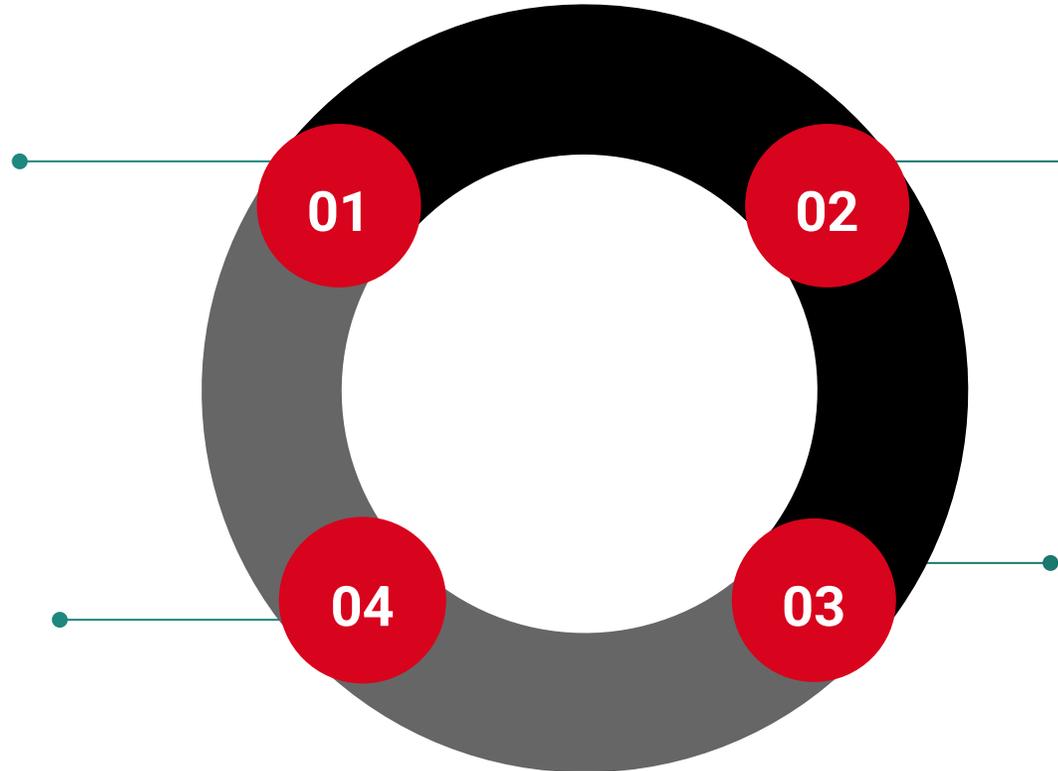
2

Competitive Total Rewards Strategy to Attract and Retain High-Performing Talent

Actions

Maintain a Competitive Compensation Framework

Offer Additional Earning Opportunities through District and School-Funded Stipends



Broaden the Narrative Around APS Compensation to Reflect Total Rewards and Perks

Align Educator Development Investments to School Needs



2

Competitive Total Rewards Strategy to Attract and Retain High-Performing Talent

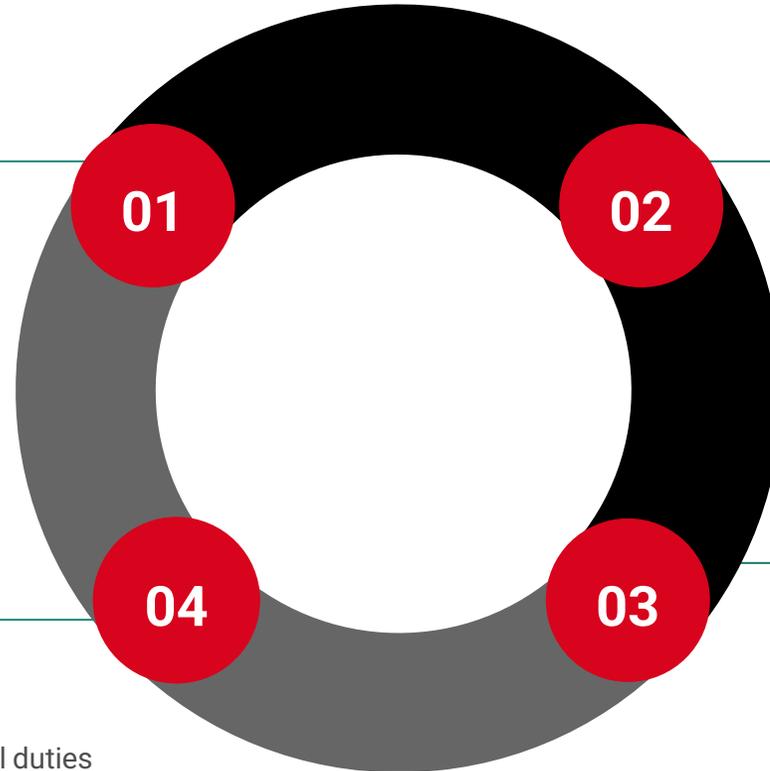
Actions

Maintain a Competitive Compensation Framework

- Regularly review market data to ensure salary scales stay regionally competitive
- Prioritize predictable, stable base pay over one-time bonuses

Offer Additional Earning Opportunities through District and School-Funded Stipends

- Review and update district-funded stipends for supplemental duties and secondary assignments
- Support leaders in designing custom stipend opportunities from their school budgets



Broaden the Narrative Around APS Compensation to Reflect Total Rewards and Perks

- Launch internal and external campaigns highlighting benefits, career growth, and recognition
- Emphasize the full value of working at APS, beyond salary

Align Educator Development Investments to School Needs

- Target high-need schools for expanded support and leadership development
- Link endorsements and credentials to school-level priorities



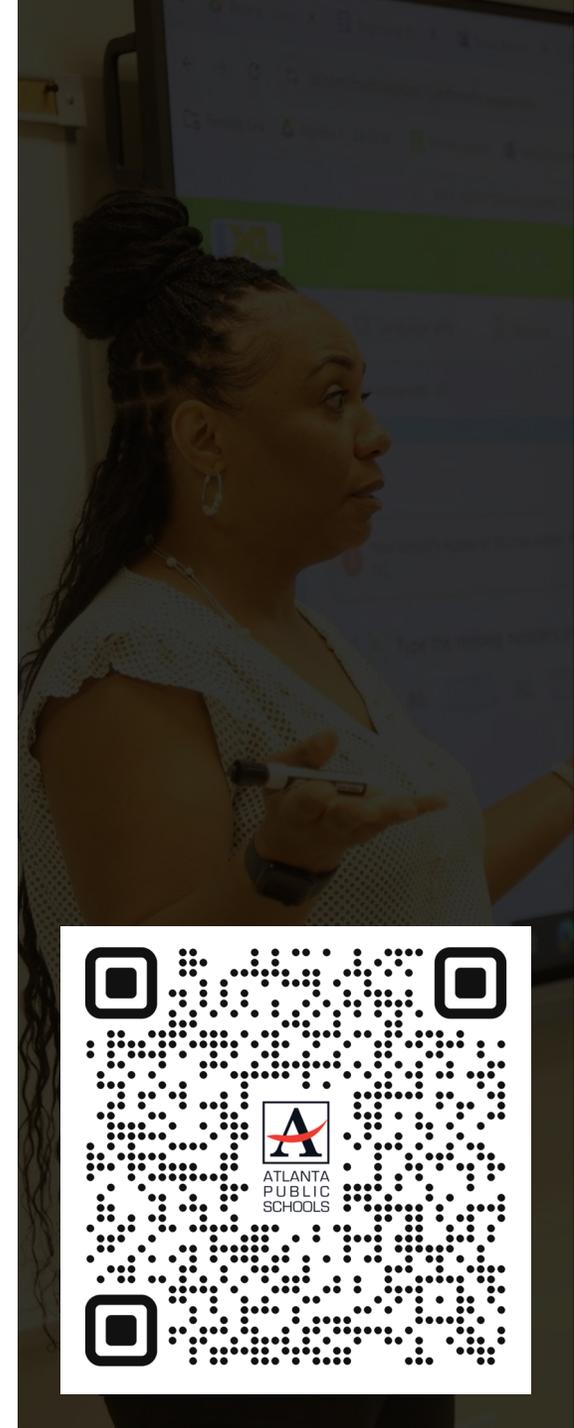
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Competitive Total Rewards Strategy to Attract and Retain High-Performing Talent

Bright Spots

- APS leads the Metro Atlanta area in teacher compensation, **with base salaries ranging from \$61,000 to \$127,000 and an average salary of \$88,840.**
- Current salary structures, shaped by the 2023 Comprehensive Compensation Study, are designed to support APS's goal of reaching a **\$100,000 average teacher salary by 2030.**
- In SY24–25, **APS invested in the targeted development of over 1,000 teachers, fully funding advanced degrees, endorsements, certification prep, mentorship, and micro-credentials.**
- Our **next compensation study is scheduled for 2028** to ensure continued alignment with our market and talent strategy.

 atlantapublicschools.us/salaries



2

Competitive Total Rewards Strategy to Attract and Retain High-Performing Talent

Next Steps

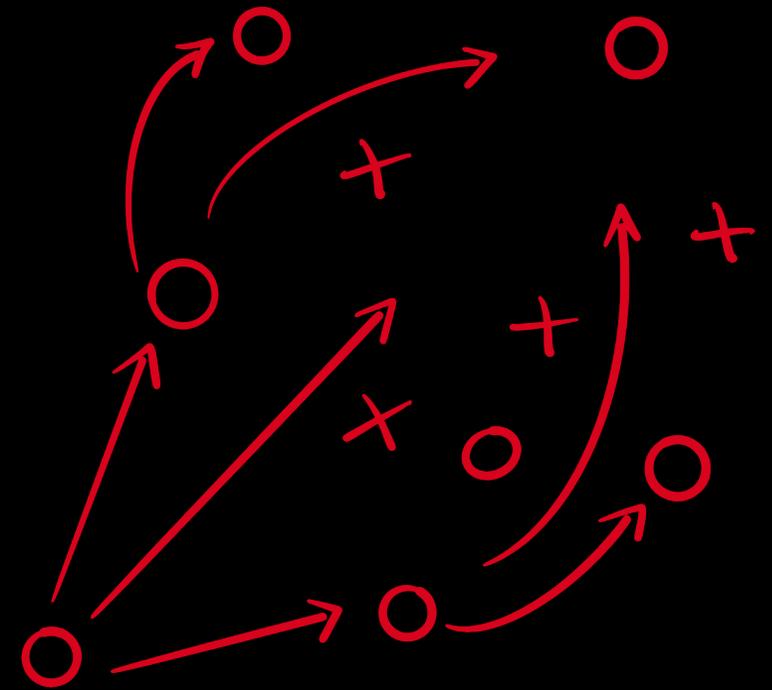
	Expected Completion
Track Retention and Exit Trends Evaluate FY25 compensation changes, analyzing exit and retention data, with special focus on the impact of removing hiring and site-based incentives.	October 2025
Launch APS Total Rewards Campaign Position APS as a destination district for experienced teachers and leaders by showcasing the full value of employment, including salary, benefits, and career perks.	November 2025 (Launch)





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**Thank you for your
engagement!**



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Increasing the concentration of highly-effective teachers and leaders

Felecia Lester, Ed.S., eHCLE
Interim Chief of Human Resources