

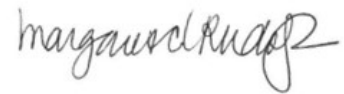
AFFIDAVIT OF MARGARET C. RUDOLPH, MLHR
Chief Human Resources Officer
School District of Pittsburgh

I, Margaret C. Rudolph, Chief Human Resources Officer, the School District of Pittsburgh, on this day of March 25, 2026, hereby solemnly swear and affirm, under penalty of perjury of law, that the following is true and accurate to the best of my information and belief:

1. I bring 27 years of human resources experience to this position.
2. After conducting a search for responsive records, the Office of Human Resources does not classify teacher evaluation criteria by subject matter. All educators are held to the same standard and evaluation measures. Accordingly, records exclusively tailored to the evaluation measures of World Language Teachers do not exist.
3. By way of further response, as Chief Human Resources Officer for the District, I manage school and centrally-based staffing processes to fill vacancies with well-qualified applicants who help advance the District's goals for students. Additionally, I work cross-departmentally to facilitate the use of performance information to differentiate support for professional learning and assist with certification inquiries.
4. The Human Resources Department ascertains hiring needs and feasibility based on two factors: 1) each individual school's site-based budget and 2) the known employee separations (from retirements and resignations).
5. This is not only work our Department performed, on a projected basis, for the Future Ready Facilities Plan, but work the Department routinely performs on an ongoing basis.
6. Additionally, as Chief of the Human Resources Department, I am intimately familiar with the national educator shortage. The District is facing critical staffing needs, especially with relation to significant staffing shortages in Special Education (SPED) and English Language Development (ELD), despite the growing population of students in both camps, in fact, students requiring ELD services has increased by 48%.
7. To this end, I ensure the District is taking action on both a continual, and when necessary, heightened and an as-needed basis to address this problem.

8. For example, I participate in discussions with other public leaders to discuss this issue, such as when I spoke during a Point Park University roundtable regarding the educator shortage, and when available, attend the PA Needs Teachers Summit in Harrisburg, PA.
9. Moreover, I ensure I am signed up for email updates from national entities, like the American Association of School Personnel Administrators, to stay abreast of educator shortages on a national level.
10. Closer to home, the District also does as much outreach as is possible. I am proud to report the District is currently engaged in multiple School District University Collaborative (SDUC) agreements, including, agreements with Carlow University, Duquesne University School of Education and Local Educational Association, Grand Canyon University, Indiana University of Pennsylvania, Robert Morris University.
11. I am further honored to report the District was approved in January 2026 to launch its Educator Registered Apprenticeship Program (ERAP) this year. This is a new “grow-your own” educator pipeline, which will be designed to address critical staffing needs while expanding across the teaching profession.
12. Our apprenticeship program will launch in the 2026-2027 school year and is supported by the \$362,409 award as part of the Commonwealth’s \$7.76 million statewide investment in teacher apprenticeship programs and is fully funded through the Workforce Innovation and Opportunity Act.
13. The ERAP was developed in partnership with the Pittsburgh Federation of Teachers, the program is part of Pennsylvania’s Supporting Certified Teacher Registered Apprenticeship (CTRA) initiative, administered by the Pennsylvania Department of Labor & Industry in collaboration with the Pennsylvania Department of Education.
14. The District also takes great ownership and interest in ensuring all of our teaching staff maintains proper certification pursuant to Section 51.34 of the Pennsylvania Code. In furtherance of certification compliance, the District maintains an account with the Pennsylvania Department of Education (PDE).
15. Upon every new teaching professional hire, the District logs into its online PDE account to verify whether the individual’s certification is valid and current.
16. If there is a unique situation where certification is urgently needed for a specialty issue, the District will submit a request for emergency certification with PDE.

17. As the District's Chief Human Resources Officer, I also lead our Department in assisting schools in their hiring processes by providing instructional guidance, which the Department has designed in compliance with the PDE.
18. The Department ensures all teaching professionals are evaluated annually.
19. Transparency and engagement regarding any school changes, especially ones implicating closure, are paramount for our Department and District at large.
20. In furtherance of this interest, last year, I spearheaded an "HR Roadshow" where my team and I met with educators at 39 of schools for a question and answer discussion regarding the Future Ready Facilities Plan.



Margaret C. Rudolph
Chief Human Resources Officer
School District of Pittsburgh