

Alaska's cost of teacher turnover

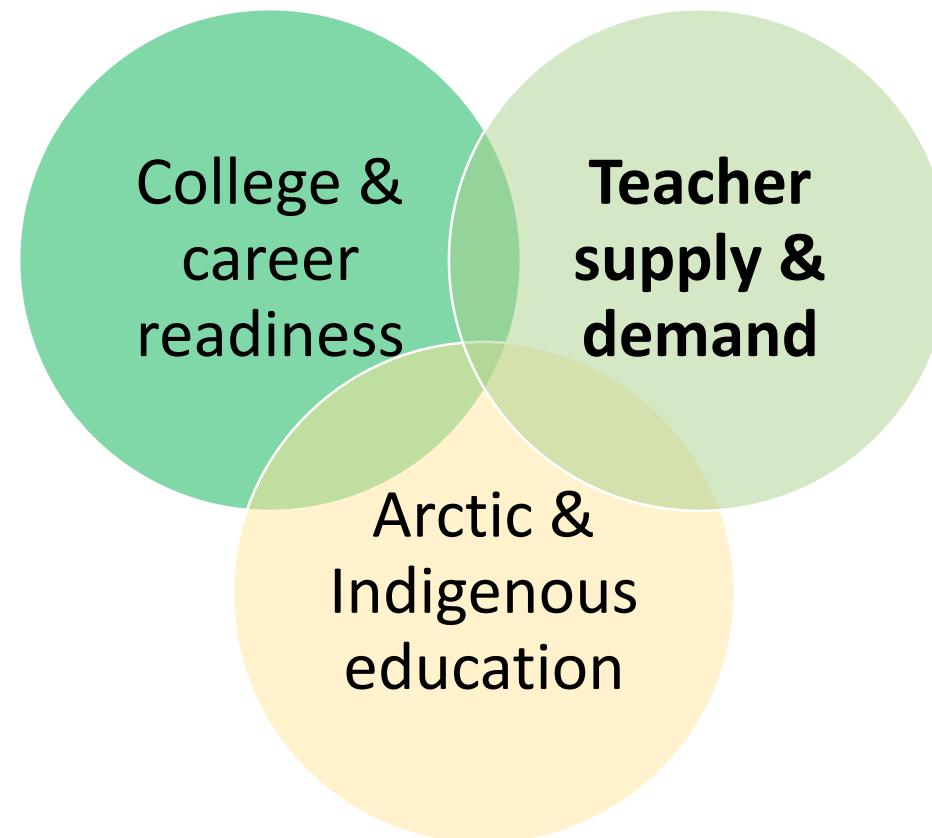
Dayna Jean DeFeo & Trang Tran

Diane Hirshberg, Dale Cope, Pam Cravez



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Current CAEPR research focus



The familiar AK TT trend

Stevens & Pierson, 2017

2015-2016

School-level turnover

- Urban – 14%
- Urban fringe – 16%
- Rural hub – 21%
- Rural remote: 31%

Total: 22.0% of teachers new to their school

Hill & Hirshberg, 2013

2004-2013

District-level turnover

- Rural: 20%
 - 12 districts at 30%
- Urban (big 5): 10%
- Teachers prepared in Alaska stay longer



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Types of teacher turnover (TT)

Retirement

- Teacher ends teaching professional career, usually at certain age or years of service

Attrition

- Teacher leaves profession entirely, premature to retirement

Migration

- Teacher leaves current job for teaching position in new district

Transfer

- Practicing teacher moves to new subject area.





Alaska's perfect storm

- Alaska economic downturn
 - Budget cuts to school districts – teacher salaries less competitive
- Teacher shortage in lower 48
 - Decrease in teacher production nationwide
 - 80% of new teacher hires in Alaska are from outside
 - Salaries increase with shortage
- Economic boom lower 48
 - Districts more able to pay better

More difficult to recruit

Our objective:

Calculate average per-teacher turnover cost

- What resources are directed at TT activities?
 - How much \$ are districts truly spending?
 - \$ that could be put into teaching & learning?
- What would ROI of teacher retention be?

TT costs

Separation

- Administrative tasks
- Exit interviews

Recruitment

- Job fairs: travel, registration, per diem
- Advertising

Hiring

- Applications, interviews, background checks
- HR processing

Orientation & training

- New teacher orientation & mentoring
- Professional development

Preparation

- Coursework, field placement
- Certification

Teacher productivity

- Student learning



Method

What we did

- “Ingredients” method
- Interviews with 37 superintendents (or designees)
- Code turnover tasks
- Estimate time
- Classify staff into common names/roles
- Estimate wage
 - AASB, NEA-Alaska, ALARI
- Estimate fixed costs
- Calculate total cost
- Weight total cost

Parameters

- District as unit of analysis
 - Excludes school & state-level costs
- Exclude:
 - Lost productivity
 - Preparation
 - Extreme & infrequent circumstances



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District-level TT expenditures in 6 cost categories

	Separation	Recruitment	Hiring	Orientation & training	Performance productivity	Preparation
Our per-teacher cost calculation	\$2,448.95	\$1,910.35*	\$4901.91	\$11,169.86	(not calculated)	(not calculated)
Percent of our total cost calculation	11.99%	9.35%	23.99%	54.67%		
Estimate includes	Administrative, maintenance, and security tasks	Job fairs, advertising	Screening applicants, interviews, and administrative processes	Professional development, onboarding, and new teacher support		
Our total calculated cost: \$20,431.08						

*Excludes wages – material costs only



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Additional TT costs not represented in our analysis

	School-level costs	District-level costs	State costs	Teacher costs	Community costs
Separation	Impact on schedules & school climate	Terminations, teachers leaving mid-year, contracted services, benefits			
Recruitment		Wages & benefits	ATP \$110,000/year		
Hiring	Teachers & principals serve in hiring process	Benefits			Elders & parents serve on hiring committees
Orientation & training	Senior teachers & principals mentor new hires	Benefits	ASMP \$750,000/year		
Performance productivity	Student achievement	Student achievement	Student achievement, workforce preparation		Student achievement, workforce preparation
Preparation			\$55,912/4-year degree	\$25,822/4-year degree	



So what?

Implications

- The cost of TT is considerable.
- Not all TT is bad, nor are all turnover costs.
- Retention pays off.
- Reducing costs in one area may create additional costs elsewhere.

Recommendations

- Better track TT costs at multiple levels.
 - Explore conditions impacting TT.
- Explore how to reduce costs.*
- Increase Alaska-prepared teacher supply.
- Improve teacher supports.
- Recruit on community strengths.
- Ongoing research.



For more information

Visit our website: <http://www.iser.uaa.alaska.edu/CAEPR/>

Read the full report: <http://www.iser.uaa.alaska.edu/Publications/2017-CostTeacher.pdf>

Contact the researchers:

Dayna Jean DeFeo

djdefeo@alaska.edu

907.786.5494

Trang Tran

tctran@alaska.edu

907.786.6727

Diane Hirshberg

dbhirshberg@alaska.edu

907.786.5413

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