“Ensure a High Quality Pool through Modernized Teacher Recruitment”

Presentation to Maryland Commission on Innovation and Excellence in Education

Zachary Levine
Executive Director, TEACH.org

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Today’s presentation ties to Building Block 5

Top-performing systems believe it will be impossible to deliver to all their students the kind and quality of education formerly reserved for their elites unless they are able to put a highly skilled teacher in front of all their students.

In order to ensure that all teachers in a system are highly skilled, and that qualification systems prepare teachers who can do what is described above, top-performing systems put policies in place to:

• Ensure a high quality of pool of aspirants for admittance to schools of education;

• Ensure that their teacher preparation educates teachers so that they have a sound understanding of the content and structure of the subjects they will teach, and the craft of teaching those subjects; and,

• Ensure that all teachers exit preparation and enter their professions having met the same high standards for preparation.
Three take-aways from today’s presentation

1. The UK, the Army, and other best practice research on recruitment provide valuable lessons about how to modernize teacher recruitment.

2. Modernizing recruitment will involve both marketing and technology.

3. State has a role to play in enabling a modern recruitment system in MD, due to scale barriers and scale benefits related to the marketing and technology.
TEACH has conducted in-depth research

**RESEARCH TOPICS**

- What do Millennials want?
- How do they perceive teaching?
- Messages that work with them?
- Ways they communicate?

**SOURCES**

- 16 focus groups
- Surveys (>3,000 undergrads)
- Lit review of Millennials & Gen Z
- Best practices in recruitment

How do you increase quantity, quality, diversity of new teachers?
Best practices in recruitment

- Enlist blue-chip ad agencies → inform with in-depth research of target audience
- Recruitment is a long-term multiple touch process
- Database and digital communication tools to track and enable multi-touch over time
- Three types of touches persuade prospects: info & messaging, role models, experiences

Not for distribution
UK teacher recruitment campaign

Math – New entrants
- 1999: 1,120
- 2000: 1,321
- 2001: 1,452
- 2002: 1,890
- 2003: 2,078
- 2004: 2,506
- 2005: 2,551

Science – New entrants
- 1999: 2,279
- 2000: 2,395
- 2001: 2,623
- 2002: 3,103
- 2003: 3,249
- 2004: 3,578
- 2005: 3,523

+125% increase in Math
+55% increase in Science
40% interested = major opportunity

Interest in Teaching among College Students

- 40% interested
- 21%
- 20%
- 10%
- 9%

Source: TEACH benchmark survey (2013); N = 1,000
### Perception barriers

% agree/strongly agree that teaching rates highly:

<table>
<thead>
<tr>
<th>Most valued job attributes:</th>
<th>Don’t plan to teach</th>
<th>Plan to teach</th>
<th>1.5-2x more likely to have positive perceptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Co-workers</td>
<td>39%</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>2 Proud to tell people</td>
<td>66%</td>
<td>92%</td>
<td></td>
</tr>
<tr>
<td>3 Intellectual challenge</td>
<td>59%</td>
<td>92%</td>
<td></td>
</tr>
<tr>
<td>4 Growth and ability to succeed</td>
<td>40%</td>
<td>69%</td>
<td></td>
</tr>
<tr>
<td>5 Work environment</td>
<td>33%</td>
<td>65%</td>
<td></td>
</tr>
<tr>
<td>6 Financial rewards</td>
<td>13%</td>
<td>*</td>
<td></td>
</tr>
</tbody>
</table>

Source: Closing the Talent Gap, McKinsey, 2010

* = not ranked in top 15 attributes
# Changing perceptions to rebrand teaching

<table>
<thead>
<tr>
<th>MARTYR</th>
<th>ENTREPRENEURIAL LEADER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Babysitting</td>
<td>Leadership</td>
</tr>
<tr>
<td>Not “smart”</td>
<td>Intellectually challenging</td>
</tr>
<tr>
<td>Repetitious</td>
<td>Entrepreneurial, creative</td>
</tr>
<tr>
<td>Stuck in one job forever</td>
<td>Growth, career path options</td>
</tr>
<tr>
<td>Isolation</td>
<td>Collaborate w/ cool co-workers</td>
</tr>
</tbody>
</table>
Entry barriers: Four sources of friction

1. **Teacher prep programs**: Difficulty researching teacher prep programs and finding one that meets needs

2. **Financial**: Perceived unaffordability of teacher prep programs

3. **Credential process**: Not understanding or being on top of the process to apply to TPPs and get credentialed

4. **Licensure exams**: Not passing the licensure exams
Multiple touches occur over three stages: “The Recruitment Funnel”

**IDENTIFY & INSPIRE***
- Identify the 40% interested prospects
- Inspire them and subscribe them to email

Key metric: # of subscribers

**CULTIVATE***
- Cultivate their interest
- Overcome perception barriers

Key metric: # increased interest in teaching

**CONVERT***
- Convert to teacher prep program applicants
- Reduce entry friction

Key metric: # new pre-service teachers

* Priority placed on recruiting diverse new teacher supply and high-need subjects
Three stages happen via PSA + DRP + OTG

<table>
<thead>
<tr>
<th>PSA campaign (PSA)</th>
<th>Digital Recruitment Platform (DRP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Powered by $20 million+ in donated media: TV, radio, outdoor, digital, social media</td>
<td>Cutting-edge digital technology to track, communicate with, persuade prospects, and connect them to TPPs and school employers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>On-the-ground activities (OTG)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEAs, LEAs, IHEs, nonprofits, and other stakeholders provide in-person and on-the-ground activities</td>
</tr>
</tbody>
</table>
### Three stages happen via PSA + DRP + OTG

<table>
<thead>
<tr>
<th>IDENTIFY &amp; INSPIRE*</th>
<th>CULTIVATE*</th>
<th>CONVERT*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Traditional media</strong></td>
<td><strong>Info &amp; messaging</strong></td>
<td><strong>Overall process</strong></td>
</tr>
<tr>
<td>- TV</td>
<td>- Multimedia &amp; video</td>
<td>- Steps required</td>
</tr>
<tr>
<td>- Radio</td>
<td>- Interactive online exercises</td>
<td>- Timeline</td>
</tr>
<tr>
<td>- Out-of-home</td>
<td>- Webinars</td>
<td>- Personalized to-do list &amp; alerts</td>
</tr>
<tr>
<td><strong>New media</strong></td>
<td><strong>Role models</strong></td>
<td><strong>Teacher prep &amp; affordability</strong></td>
</tr>
<tr>
<td>- Social media</td>
<td>- Talk-to-a-Teacher</td>
<td>- National TPP Directory</td>
</tr>
<tr>
<td>- Web &amp; mobile phone ads</td>
<td>- Teacher panels</td>
<td>- How to choose</td>
</tr>
<tr>
<td>- Search engines</td>
<td>- Film screenings (TEACH documentary)</td>
<td>- Financial aid tools</td>
</tr>
<tr>
<td><strong>Direct outreach</strong></td>
<td><strong>Experiences</strong></td>
<td><strong>Credential &amp; Job</strong></td>
</tr>
<tr>
<td>- Survey of HS students</td>
<td>- Summer internships</td>
<td>- Credential requirements</td>
</tr>
<tr>
<td>- Campus outreach</td>
<td>- Extracurriculars</td>
<td>- Test prep for license exams</td>
</tr>
<tr>
<td>- Teacher nominations</td>
<td>- Gateway coursework</td>
<td>- Connections to employers</td>
</tr>
</tbody>
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*Priority placed on recruiting diverse new teacher supply and high-need subjects*
PUBLIC SERVICE AWARENESS (PSA) CAMPAIGN
First campaign results

**REACH**
- $90 million+ donated media
- 14 billion+ impressions

**AWARENESS**
- 46% recognition

**IMPACT**
- 7 million+ website sessions
- 72% makes profession more attractive
# Traditional Media

<table>
<thead>
<tr>
<th>TV</th>
<th>Radio</th>
<th>Out-of-home</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.png" alt="Education" /></td>
<td><img src="image2.png" alt="Radio" /></td>
<td><img src="image3.png" alt="Billboards" /></td>
</tr>
<tr>
<td><img src="image4.png" alt="Education" /></td>
<td><img src="image5.png" alt="Bus shelters" /></td>
<td></td>
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</table>

Not for distribution
Digital/social media

CAROUSEL AD
Unit retargets video viewers, using multiple photos to deliver the "I dare you" messaging in sequence.

I dare you

Teaching changes lives. Especially yours.

You Could Blow Their Minds
One good teacher makes all the difference.

You Could Make A Real Impact
You might be the teacher they’ll never forget.

You Could Teach Them
Just think about it. You could be amazing.

facebook

Instagram

LinkedIn
World-class marketing agencies

The nation’s pre-eminent producer of public service announcement campaigns for the past 70 years.

Strong connections to media outlets in all 50 states and national media partners.

Ranked as one of the top 10 marketing agencies in the world.

Client list includes American Express, Whirlpool, Taco Bell, and Sony.
National media partnerships

Promote TEACH PSA assets in games, through broadcast partners, through web and social media properties

Provide donations and strategies for TEACH to reach Facebook users through Facebook ads; enables targeting of people of color

Provide donations for TEACH to reach LinkedIn users through LinkedIn ads

Promote TEACH PSA ads through their stations; overindexes in Latino audiences
DIGITAL RECRUITING PLATFORM (DRP)
DRP is a set of integrated technologies...

- Web portal
- Email
- Social Media
- Text messaging
- Talk-to-a-Teacher
- Grow Your Own direct outreach
- Online chat
- Mobile app
- Database & Analytics
... that accomplish cultivate/convert objectives

<table>
<thead>
<tr>
<th>Activity</th>
<th>Web</th>
<th>Email</th>
<th>Social Media</th>
<th>Text msg</th>
<th>Database</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capture contact info of people who see ads or receive direct outreach</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Engage prospects with multimedia and messaging to cultivate their interest – target the key barriers</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Connect prospects with role model teachers (e.g. Talk to a Teacher)</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Connect prospects with hands-on experiences with teaching</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<td>✔</td>
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<tr>
<td>Provide tools to reduce sources of friction</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Connect prospects with teacher prep programs</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
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Branded for each state

Customized with content specific to the state (plus shared content)

Built on a shared technical infrastructure to share costs
Scale Barriers and Benefits

- Upfront investment and expertise to build technology and marketing campaign too large for school district, IHE, or teacher prep program

- States can provide marketing and technology to share statewide

- TEACH enables costs to be shared across states
Prospect’s typical experience looks like...

**INSPIRE**
- Visit www.Teach[Region].org and browse multimedia content
- Subscribe to email, social media, and/or text messaging

**CULTIVATE**
- Receive email/social media with persuasive messaging aimed at 10 key beliefs
- Return to website to sign up for webinar
- Return to website to sign up for Talk to a Teacher
- Sign up and participate in offline program
- Use Teacher Prep Program (TPP) Guide

**CONVERT**
- Use TPP cost calculator
- Sign up for application deadline reminders
- Apply to TPP
Carlos is a senior in high school, when he completes the TEACH.org questionnaire, indicating that he is somewhat interested in teaching (3 on a 5-point scale). His number one career interest is becoming a doctor.

He attends UMD and, first semester, declares biology and starts the pre-med track. He receives emails from TEACH Louisiana once a month, but largely ignores all of them.

Then, sophomore year, he decides he no longer wants to be a doctor. He opens a TEACH email and it advertises a webinar entitled, “Sharing Your Passion for Science.” He loves biology, so this webinar catches his interest. He signs up. After hearing how three biology teachers, one of them who has a Ph.D. in biology, are training the next generation of biologists, he starts thinking more seriously about teaching.

Next month, he receives an email about summer internships as a teacher. He doesn’t have a summer internship and knows he needs one, so he signs up. He loves it and ends the summer convinced he wants to become a teacher.

He spends junior year holding firm, but by the time he gets to senior year, he has new reservations. His parents have not been supportive, and while he doesn’t necessarily feel he needs their approval, some of their arguments about teachers not making enough money are causing Carlos to doubt his choice. He gets an email from TEACH about free one-on-one counseling and decides to sign up. He gets matched with a Latino biology teacher. He really clicks with this teacher, who relates to the parental pressure. Mr. Viejas tells Carlos that, while he sometimes wishes he made more money, he and his wife are able to raise two kids and feel like they have a good life. He loves his job for many reasons, including the fact that he gets to give back to the neighborhood where he grew up.

After the call, TEACH sends Carlos an email offering to help him plan out his “Senior Year Action Plan” for becoming a teacher. Carlos signs up, follows the action plan, and ends up enrolling in the UMD Master’s program.