

THE SCHOOL BOARD OF ALACHUA COUNTY, FLORIDA  
APPROVED MINUTES  
**Recruitment/Retention/Diversity**  
December 15, 2015

The Board met in a workshop session duly called at 3 p.m. in the Boardroom, 620 East University Ave., Gainesville, Florida. Present were: Eileen Roy, Chairman; Rob Hyatt, Vice-Chairman; April Griffin, Leannetta McNealy, and Gunnar Paulson, Board members; Owen Roberts, Superintendent; staff members; and David Delaney, Board Attorney.

The workshop was called to order by Chairman Roy.

Mr. Paul White, Assistant Superintendent, Operations, conducted a presentation: *Comprehensive Strategy to Stabilize and Improve Our Human Capital*. Among the topics and data reviewed were:

- Critical need for hiring highly effective teachers
- Obstacles: Declining Enrollment in Education majors, problem retaining teachers at high need schools; teacher attrition, fewer veteran teachers, fewer 'career changers
- DROP data by teacher subject areas, including critical teaching positions exiting.
- Districts that have designated recruiters
- Teacher salary comparison
- Administrative staff exiting
- Post-Retirement employment
- Retaining experienced administrators
- Essential Education Support Professionals
- Superintendent Recommendations

Discussion included:

Dr. Roberts stated that it needs to be affirmed that DROP extension approval is the responsibility of the Superintendent.

Regarding a recruiter, Dr. Paulson pointed out that all but one county cited as examples by Mr. White are much larger than Alachua. He also stated that when the Board prioritizes the Strategic Plan is when funding will be designated, whether salaries or recruiting. Therefore, nothing can be decided at this time.

Regarding the teacher shortage, Dr. McNealy stated that most of the state is facing the same situation and it's not enough to put a small ad in a national publication. She also added that it's necessary to go beyond Florida's historically black colleges. She believes a recruiter is needed.

Mrs. Roy stated that she has reviewed the Scope of Services in the proposed recruiter contract and that a lot of it is already being done. She believes we already have the answers to what is needed, and she is not convinced that a recruiter is needed.

Mr. Hyatt doesn't doubt heroic efforts from HR but believes it does come down to money and felt it might be good to consider a recruiter.

Mrs. Griffin believes we do need a person to recruit but that it should be our own person, who works only for SBAC. This would not only be less costly, it would enable the person in that position to offer assistance with such things as relocation concerns. She stated that it would be shortsighted to hire someone for six months.

Mrs. Roy stated that her mind is still open on the recruitment issue, but she does like Mrs. Griffin's idea.

Mr. White showed a Teacher Salary Schedule Comparison from Alachua to another county and discussion was held. Dr. Paulson stated that if employees who used DES in the past had been put on the mid-point of the salary schedule, the district would have saved over \$1million.

Mrs. Karen Clarke, Assistant Superintendent Curriculum/Instruction, reported on a succession model that will be used to develop an admin pool. She presented ideas for minimizing the period of time for completing all necessary training.

Dr. Paulson commented on an article that was published some years ago about DES stifling the growth of young administrators. Dr. McNealy noted that DES can allow the district to benefit in a time of need for specific experience. Mr. Hyatt pointed out that DROP is Deferred Retirement; when papers are signed, everyone is aware that it is for five years.

Dr. Roberts commented on situations that occasionally arise and call for retaining the experience of an employee.

Mrs. Griffin commented that we seem to be in a transition period where not enough employees are entering the system to make up for those leaving. She is concerned that adequate training time be provided for replacement employees.

Dr. Paulson commented on mid-point as the possible pay rate to set for DES employees.

Mrs. Finley informed the Board that DES employees pay for their own benefits, which the Board may want to consider when setting their pay rate.

Board members thanked the HR division for a very thorough report.

Mrs. Griffin believes DES/DROP rules should be the same for administrator/ESPs as it is for teachers.

Dr. McNealy reminded the Board that 'the clock is ticking' on the teacher shortage issue.

Mrs. Roy stated that she believes a large part of the recruitment problem is salaries.

ACEA President Karen McCann addressed the Board regarding a survey that was sent to union and non-union teachers. The two biggest issues are money and morale, but teachers overwhelmingly say that working conditions are even more important than money. The new Appraisal system and discipline were shown to be major factors. Mrs. McCann will share the entire survey with the Board.

Dr. Roberts commended Mr. White and his team on today's presentation and commented on the work that needs to be done to continue the progress toward developing a succession plan, increasing salaries, and improving recruitment/retention.

The meeting was adjourned at 4:50 p.m.