

# **CLASS SIZE WAIVER COMPLIANCE ACTION PLAN**

## **DALLAS ISD 2020-21**

### **Background Information**

The district is required to conduct a class size enrollment survey for Kindergarten-Grade 4 and submit a class size waiver request for each K-4 classroom that exceeds the allowable class size limits of 22:1 to the state Waiver Unit as outlined in the Texas Education Code (TEC). The district reviewed the code for the current provisions and requirements.

The District developed a process for complying with the annual class size requirements.

- Identify K-4 classes that exceed the 22:1 student to teacher ratio
- Identify and utilize alternatives that will minimize or eliminate class size waiver requests.

### **Class Size Waivers**

The two main reasons for the need for Class Size Waivers are Unanticipated Enrollment Growth and a Shortage of Bilingual Teachers.

### **Class Size Waiver Plan**

Human Capital Management will be implementing specific recruitment strategies to attract more teachers to the District, thereby reducing the need for Class Size Waivers in the future. These strategies which are outlined in the attached Recruitment plan include:

- Recruitment travel
- Job Fairs
- Financial Incentives
- Marketing and advertising
- Use of Social Media
- Alternative Certification program
- Early Contracts
- Student Teaching Programs

In addition, HCM will focus on Financial Incentives, University Recruitments, International Recruitment and Visa Program and Virtual Campus tours to attract teachers to the District.

# **Dallas ISD Recruitment Plan**

## **OVERVIEW**

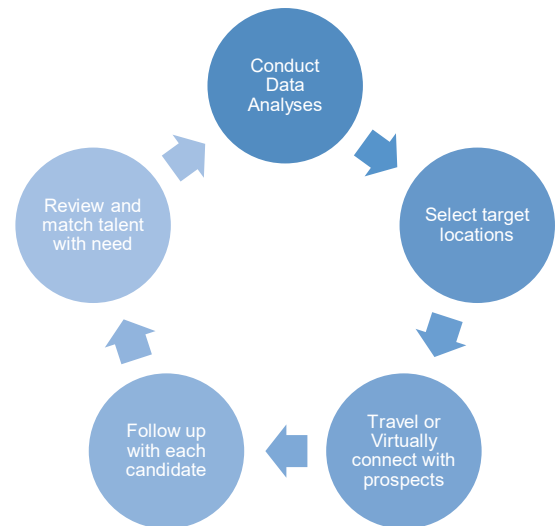
The following document outlines Dallas ISD's recruitment plan, including all digital recruitment strategies and implementation of the selection model. The recruitment efforts will focus on providing a talent pipeline of highly qualified educators to fill all district teaching vacancies. Several important strategies will be undertaken in order to meet that goal. Some of these tasks include the following:

- Building and developing strong partnerships with college and university teacher preparation programs at a state, national, and international level.
- Establishing and maintaining ongoing communication with prospective teacher applicants and candidates.
- Collecting and analyzing data on state and national teacher preparation programs in order to select the premium recruitment locations for quality candidates.
- Maintaining accurate data of all recruitment events in order to analyze results of past efforts and tailor future recruitment activities to meet the goals of the District.
- Planning and executing both virtual and in person large-scale teacher hiring events.
- Attending local, state, and nationwide career fairs hosted at secondary sites to recruit top talent.
- Upholding the integrity of the District's teacher selection model and ensuring alignment between candidates and district goals.
- Creating attractive marketing and advertising materials that engage the targeted candidate demographic.
- Maintaining a strong student teacher program to encourage local teaching graduates to remain as teachers in Dallas ISD.
- Prescreening teacher candidates through a detailed and comprehensive interview process and electronically tracking candidate performance.
- Maintaining strong communication between HCM and campus administrators and hiring teams to determine specific staffing needs and to help with hard-to-staff areas.
- Providing additional support to high needs campuses and ensuring that all Dallas ISD schools have the support and guidance needed to have a teacher in every classroom for the first day of the school year.

## SELECTION PROCESS

In order to build a large pool of talented educators, the recruiters complete a thorough selection model. A brief overview of the process is outlined below:

1. The Recruitment and Selection Coordinators and the Student Teacher Coordinators make initial contact with the teaching candidates in various forms. They attend third-party virtual and in person hiring events, plan and host their own virtual and in person hiring events and visit university campuses to generate interest in the District.
2. Once the candidates are interested in working with the district, they are encouraged to submit an application via the online application system. With an active application on file, the candidate screening process begins.
3. The recruitment team completes an initial screening of the candidate's resume and conducts a formal interview through Zoom/Phone and notates candidate performance in an electronic rubric.
4. All candidates are tiered and prioritized based off of their interview performance. Once the review is complete, resume and application information is shared directly with principals.
5. Principals then contacts candidates, either on their own or through the assistance of the recruiters, to schedule interviews and make hiring decisions.



## STRATEGIES

In order to attract candidates to Dallas ISD, various digital and in person strategies are employed. See the chart below for a brief overview of recruitment tools the team uses.

Event Date	Strategy	Event Date	Tactic	Event Type
	Recruitment Travel (See Appendix for recruitment event schedule)		<ul style="list-style-type: none"> <li>• Travel and virtually attend local and nationwide recruitment events</li> <li>• Seek and target universities with large, high-quality education programs</li> <li>• Use applicant and new hire data to determine future recruitment locations</li> <li>• Interview and pre-screen candidates onsite at recruitment events</li> <li>• Explore new recruitment markets based on the needs of the district</li> <li>• Host information sessions and regional events in locations where candidates may be unfamiliar with Dallas, the district, or its policies</li> <li>• Contact deans of instruction, career services centers, and university department heads to establish partnerships between the universities and the district</li> </ul>	
	Job Fairs		<ul style="list-style-type: none"> <li>• Plan and execute a series of job fairs and hiring events in order to connect principals</li> </ul>	

	<p>with candidates for virtual and in person interviews</p> <ul style="list-style-type: none"> <li>• Provide Staffing assistance onsite to immediately begin processing of all recommended candidates in order to expedite the hiring process</li> <li>• Provide guided resources to candidates regarding teaching credentialing</li> </ul>
Marketing and Advertising	<ul style="list-style-type: none"> <li>• Work closely with Communications Department to develop attractive flyers, TV commercials, radio ads, and websites</li> <li>• Use cutting edge promotional materials and handouts at recruiting events to compete with other districts</li> <li>• Identify and contact print, radio, and TV media outlets in mass media markets</li> </ul>
Social Media	<ul style="list-style-type: none"> <li>• Promote recruiting events and teaching hiring opportunities on all social media platforms on an ongoing basis</li> <li>• Use Facebook, Twitter and Instagram to correspond with candidates, answer questions, and generally promote the district</li> <li>• Use LinkedIn to post opportunities and correspond with candidates</li> <li>• Utilize online job boards, such as Handshake and DiversityJobs.com to post advertisements to targeted communities</li> </ul>
Alternative Certification Program	<ul style="list-style-type: none"> <li>• Recruit local career professionals who are interested in teaching in order to build a homegrown talent pipeline of candidates</li> <li>• Train recruited candidates using District and State requirements to ensure high-quality AC teachers</li> <li>• Work closely with Dallas AC to ensure equitable distribution in HPC of candidates</li> </ul>
Recruitment Incentives	<ul style="list-style-type: none"> <li>• Include information about recruitment incentives in all advertisements and marketing materials</li> <li>• Research incentives in neighboring districts in order to leverage the knowledge during university visits, career fairs, and other recruitment events</li> </ul>
Early Contracts	<ul style="list-style-type: none"> <li>• Offer conditional offers, known as “early contracts,” to candidates who are certified in critical shortage areas</li> <li>• Thoroughly vet candidates through an interview and application process to ensure the best candidates are secured for the District</li> </ul>

	<ul style="list-style-type: none"> <li>• Provide the offers in the spring when competition is highest so that candidates are confirmed for hire in Dallas ISD</li> </ul>
Student Teaching Program	<ul style="list-style-type: none"> <li>• Provide a high-quality student teaching program to encourage local university graduates to choose Dallas ISD upon completing their degree</li> <li>• Work closely with university partners to increase the pool of student teachers who select Dallas ISD as their internship location</li> <li>• Provide ample interview opportunities to connect student teachers with jobs</li> </ul>

## JOB FAIRS

In addition to attending third party job fairs, the team will plan and execute a series of virtual and in person job fairs. This provides an opportunity to connect the collective pool of qualified candidates with the campus hiring teams. Candidates who have applied and been screened by the recruitment team will be directly invited to participate. The Principals, along with their campus hiring teams, will then have the opportunity to meet the candidate pool for a series of virtual and in-person interviews.

## MARKETING AND ADVERTISING

In order to create innovative, attractive advertisements, the Talent Acquisition team will work closely with the Communications Department to advertise using the following methods: print advertisements, online advertisements, digital billboards, website development, and public service announcements.

## FINANCIAL INCENTIVES

In order to remain competitive with other Texas school districts, additional financial packages have been utilized to encourage critical shortage candidates to select Dallas ISD as their career location. The following incentives were approved for the current school year:

- **Signing Incentives:** \$4,000 for Elementary Bilingual, \$3,000 for Secondary Science, Math, Special Education and CTE
- **Stipends:** \$4,000 paid annually for Elementary Bilingual

## STUDENT TEACHER PROGRAMS

Student Teaching has had a steady presence in the District. The student teaching office has a relationship with local universities that consists of receiving and placing students in campuses across the district. Additionally, the student teacher coordinators offer a series of professional development sessions aimed at topics that assist student teachers to be better prepared to serve Dallas ISD students. We extend early contracts to all student teachers with principal recommendation. The team also provides ample opportunities for the entire student teacher pool to tour the district and interview with multiple principals. The overarching goal is for more local student teachers to remain in the district upon completing their practicum and program requirements.

## EARLY CONTRACTS

Early contracts target our highest-needs areas, such as elementary bilingual, secondary math, and secondary science. However, principals will also have some flexibility to offer early contracts to their specific campus' needs. For example, if one campus has a high need for an ELAR/ESL dual-certified teacher, they can use an early contract to secure that teacher for their campus for the coming year.

Early contracts will be utilized in the fall and spring to secure candidates for the coming school year. Data shows that candidate quality is highest in early spring, so early contracts will be utilized to secure the best candidates as early as possible.

## UNIVERSITY RECRUITMENT

In an effort to build stronger relationships with university partners, our team has made a concerted effort to narrow down the universities that we want to target the most over the coming year. A thorough analysis of all past recruiting events, hiring data, and program offerings was completed in order to select the most beneficial university partnerships from across the nation. It is the intent of the initiative that these schools will receive additional recruiting efforts in order to build relationships and true pipelines of high-quality teachers. Rather than participating in all university events, we will be intentional on recruiting from teacher focused education preparation programs, including those who produce higher talent, those with historical partnerships with the district, and those with the highest-number of critical shortage candidates.

## INTERNATIONAL RECRUITMENT AND VISA PROGRAM

The need for bilingual teachers in Dallas ISD continues to grow each year. While the recruitment team makes a concerted effort to recruit bilingual teachers from local programs, the universities and alternative certification programs simply do not produce enough bilingual teachers to meet District needs. This leads to the Talent Acquisition team recruiting outside of the continental United States, such as Spain, Mexico and Puerto Rico. The three different locations have vastly different methodologies behind them.

Event Date	Initiative	Event Date	Tactic	Event Type
	<b>Spain</b> The district has an ongoing partnership that began over ten years ago with the Spanish Consulate and Texas Education Agency (TEA). The official partnership is called the Texas-Spain Initiative, and it serves as a cultural exchange program to bring bilingual teachers from Spain to Dallas ISD for up to 5 years under a J1 visa. The Spanish Consulate recruits and preselects experienced teacher candidates from across Spain to interview with districts across Texas.		<ul style="list-style-type: none"> <li>The program is nearly cost-neutral for the District as the Spanish Consulate pays for all airfare and lodging expenses.</li> <li>District representatives travel to Madrid and source over 100 and interview up to 50 applicants.</li> <li>The team interviews candidates using the District-established interview rubric, completes a TEA-established English proficiency exam, and selects the highest-quality candidates each day.</li> <li>The Director of the Texas-Spain Initiative is notified of each selection at the end of each day and teachers are informed of their results.</li> <li>An online information session about Dallas ISD is provided to selected teachers.</li> <li>A total of 20-50 teachers are selected at the end of recruiting event.</li> </ul>	

<p><b>Puerto Rico</b></p> <p>The Talent Acquisition team travels to San Juan, Puerto Rico to recruit experienced teachers and working professionals for the district. This location provides a very large pool of interested, qualified teachers who meet the bilingual education needs of the District.</p>	<ul style="list-style-type: none"> <li>• Dallas ISD Talent Acquisition interviews are typically conducted virtually and in person.</li> <li>• Candidates are interviewed using the District-established interview rubric.</li> <li>• If the candidate passes the interview screening, he or she is offered an early contract for the upcoming school year contingent on the fact that all the requirements for TEA and the contract are met.</li> <li>• Approximately 20-40 teachers are selected from Puerto Rico each year.</li> </ul>
<p><b>Mexico</b></p> <p>The team creates targeted advertising to cultivate a pool of interested candidates in various locations around Mexico. After the initial pool is created, the team travels to Mexico to interview and select experienced teachers to move to Dallas and work for the District under our H1B visa program.</p>	<ul style="list-style-type: none"> <li>• Digital and print advertising are placed in various locations around Mexico, including Monterrey and Mexico City. Candidates are encouraged to sign up for an information session and/or interview.</li> <li>• Dallas ISD Talent Acquisition interviews are typically conducted virtually and in person.</li> <li>• Candidates are interviewed using the District-established interview rubric.</li> <li>• If the candidate passes the interview screening, he or she is offered an early contract for the upcoming school year contingent on the fact that all the requirements for TEA and the contract are met.</li> <li>• Information sessions are hosted to explain the visa process.</li> <li>• The selected candidates then begin the process to get certified in Texas and, pending passing all exams, receive an H1B visa, which is valid for 6 years.</li> <li>• The District also provides the possibility for permanent residency sponsorship, contingent upon the teachers' years of service in the District and their performance under TEI.</li> <li>• Approximately 30-80 teachers are selected from Mexico each year.</li> </ul>

### **“EXPLORE DALLAS ISD” VIRTUAL CAMPUS TOURS**

In order to fully educate candidates on the many exciting initiatives taking place in Dallas ISD, the recruitment team offers will offer a series of virtual campus tours. For this initiative, candidates are invited to connect via zoom to explore our classrooms and facilities. This allows for a meaningful glimpse of their soon to be professional setting, an opportunity for them to see various curricular models and an opportunity to learn more about district initiatives. Previously, candidate feedback on

these campus invitations have proven to be highly effective in changing perceptions about our district and convincing candidates to choose Dallas ISD for their teaching careers.

### **CONCLUSION**

This plan is an overview of the methods used to recruit and select teachers for the district. The recruitment process is ongoing, and the efforts are implemented year-round. The Talent Acquisition team continually works to employ new, innovative ideas in order to support the campuses of the district and help them fill their vacancies for the school year.

**APPENDIX\***

<b>Event Date</b>	<b>Recruitment Event</b>	<b>Event Type</b>
9/2/20	Texas Teachers	Virtual Job Fair
9/10/20	University of Houston - Downtown BESO Presentation	Virtual Job Fair
9/16/20	iTeach Virtual Teacher Job Fair	Virtual Job Fair
10/7/20	UNT Employer Panel 5 p.m.-6 p.m.	Virtual Panel & Student Teacher Events
10/8/20	University of Mary Hardin-Baylor	Virtual Job Fair
10/9/20	Stephen F. Austin State University	Virtual Job Fair
10/9/20	UTD Job Hunt Panel 2 pm to 3:30 pm	Virtual Panel & Student Teacher Events
10/14/20	University of Texas - Dallas	Virtual Job Fair
10/15/20	University of Houston - Dallas - Student Recruiting Initiatives	Virtual Job Fair
10/15/20	Dallas College El Centro Campus	Virtual Job Fair
10/27/20	University of Louisiana at Lafayette	Virtual Job Fair
10/28/20	EDWeek Online Job Fair	Virtual Job Fair
10/28/20	Louisiana State University	Virtual Job Fair
10/28/20	UNT TNT (Teach North Texas)	Virtual Panel & Student Teacher Events
10/28/20	Sam Houston State University	Virtual Job Fair
10/29/20	University of Texas at Tyler	Virtual Job Fair
11/3/20	Texas State University	Virtual Job Fair
11/4/20	University of Texas - Austin	Virtual Job Fair
11/4/20	Alabama A&M	Virtual Job Fair
11/4/20	Texas State University BESO Event	Virtual Job Fair
11/6/20	University of Texas - Rio Grande Valley	Virtual Job Fair
11/6/20	University of North Texas & Texas Woman's University	Virtual Job Fair
11/6/20	University North Texas - Dallas	Virtual Job Fair
11/9-12/20	University of Texas - El Paso	Virtual Job Fair
11/10/20	University of Texas - San Antonio	Virtual Job Fair
11/11/20	Texas A&M University - Corpus Christi	Virtual Job Fair
11/13/20	University of Texas - El Paso	Virtual Job Fair
11/18/20	Criswell College Job Panel from 11 pm to noon	Virtual Panel & Student Teacher Events
11/18/20	Texas A&M University-Commerce	Virtual Job Fair

12/8/20	Texas Teachers Virtual Job Fair	Virtual Job Fair
2/18-19/20	TABSE Educator Job Fair	Conference - In Person
3/16/21	MOJOE - Missouri Job Opportunities in Education	Virtual Job Fair
3/30/21	Texas A&M University - College Station	University Job Fair - In Person
3/31/21	University of Oklahoma	Virtual Job Fair
4/8/21	Tri-University Teacher Job Fair (Abilene Christian University, Hardin Simmons University, and McMurry University)	University Job Fair - In Person
4/16/21	UTEP Teacher Job Fair	University Job Fair - In Person
4/16/21	Texas A&M University-Commerce	Virtual Job Fair

**\*Note:** The recruitment schedule is still in development as some universities have not yet released their spring job fair dates. Additional recruitment events will be added as dates become available.