



EAB

The Threat of Low Teacher Morale on District Success

District Leadership Forum

Joining You Today...

Meet Your Panelists



Caleb Campbell
*Managing Director,
Partner Development, EAB*



Georgeanne Warnock
*Superintendent, Terrell
Independent School
District, Texas*



Olivia Rios
*Associate Director,
Research, EAB*



Neal Dickstein
*Superintendent, Freehold
Township School District,
New Jersey*

EAB Helps Schools to Support Students From Kindergarten to Careers

Research-Based Solutions to Systemic Challenges Across K-12, Higher Education, and Adult Learning

Founded in 2007, EAB is a mission-driven organization based in Washington DC.

Everything we do stems from research, with the purpose of helping institutions to support students at every stage of their journey



Research and Insights

8,000+ peer reviewed best practices identified and 500+ innovations tested annually



Year-Round Strategic Advising

2,100+ institutions served throughout the US and across the globe



Research-Based Technologies

9.5 million students supported by our student success management system

Many Thanks to the Advisors of this Work

Teacher Morale Advisory Council

Session #1 Participants



Crete Public Schools, Nebraska

Josh McDowell, *Superintendent*



Coxsackie-Athens Central SD, New York

Randy Squier, *Superintendent*



Goddard Public Schools, Kansas

Justin Henry, *Superintendent*



Iowa City Community SD, Iowa

Matt Degner, *Superintendent*



Perry Local SD, Ohio

Kelly Schooler, *Superintendent*



Salem City Schools, Virginia

Curtis Hicks, *Superintendent*

Districts Profiled in Research



Arkport Central SD, New York

Jesse Harper, *Superintendent*



Harvard CUSD, Illinois

Corey Tafoya, *Superintendent*



Norton Public Schools, Massachusetts

- Joseph Baeta, *Superintendent*
- Jen O'Neill, *ASI Teaching & Learning*



Parkway Public Schools, Missouri

- Keith Marty, *Superintendent*
- Chelsea Watson, *Deputy Superintendent*



Prosper ISD, Texas

Bernadette Gerace, *ED Human Resources*



Republic School District, Missouri

Matt Pearce, *Superintendent*

Working in Schools Just Keeps Getting Harder

Not Only Are District Leaders' Jobs Harder Than Ever...

Evergreen Challenges Worsen

- Expanding academic gaps and needs
- State accountability and mandates
- Decreasing funds

New Challenges Always Emerging

- COVID closures
- Mask and vaccine conflicts
- Mental health crisis
- CRT and other polarization

But the Teaching Profession Keeps Getting Harder, Too.



Tackling Teacher Morale Is Best Bet for Progress



Limits on What District Leaders Can Do to Improve Situation



Hire More Teachers?



Nearly 30% of teacher education programs saw **a decline in enrollment** this year.



Increase Salaries?



Public school dollars are tight, finances are highly regulated, and **competitive pay is a long way off.**



Reinvent Public Perception?



"What we need is a public figure to be to teachers **what Ronald Reagan was for the American soldier.**"

Improving Morale Only Remaining Lever

“

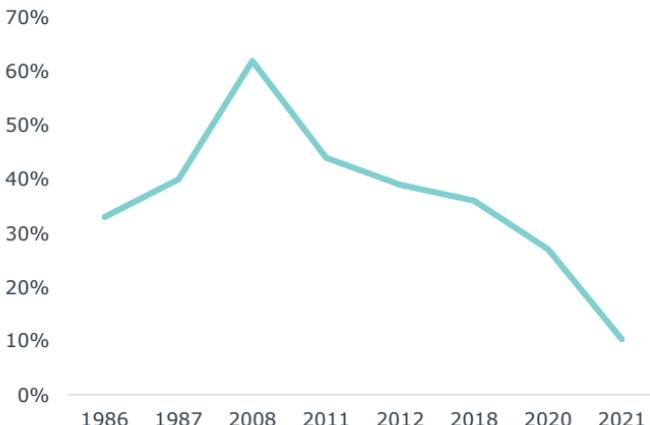
What we can do is make sure [teachers] have as much of a positive experience at school as possible. That is what we are trying to do-- show teachers they are valued and appreciated since they are doing so much.”

Sources: Goldberg, Emma, The New York Times, [As Pandemic Upends Teaching, Fewer Students Want to Pursue It](#), 4.7.21; Walker, Tim, NEA, [Teacher Pay Rises Modestly: 'Now Isn't the Time to Rest'](#), 4.26.21; EAB interviews and analysis.

Morale Will Not Improve Without Action

The Decline of Teacher Morale Over Time

Data from NCES, MetLife, and EAB¹



88%

Of district leaders agree teacher morale is **worse today** than five years ago²

75%

Of teachers report **morale is lower** than pre-pandemic³

70%

Of teachers agreed they are **not able to be the best teacher** they can be for students²

And the Future of Morale, As It Is, Discouraging

- Teacher responsibilities keep increasing
- Data trends on morale over past 20 years unpromising
- Crises (e.g., COVID) that exacerbate low morale will likely evolve into new crises

1) N = 4,000; n = 1,000; n = 2400

2) Data from EAB's Teacher Morale Survey, 2021

3) Data from EdWeek

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Sources: Educators for Excellence, "Voices from the Classroom," 2020; Gallup, State of America's Schools, 2014; Kurtz & Herold, "Opinion of DeVos Plunging, Truancy Rising: 10 Key Findings From Latest EdWeek Survey," Education Week, April 28, 2020; MetLife, The Survey of the American Teacher, 2013; NCES, U.S. Highlighted Results From the 2018 Teaching and Learning International Survey (TALIS), 2018; EAB interviews, surveys, and analysis.

Low Morale Is Bad for Students, Bad for Districts



Negative Impacts on Districts

~80%

Of partners agree that initiative fatigue has led them to postpone their learning acceleration plans until next year.

~50%

Of partners report an increase in mid-year resignations this year.

Negative Impacts on Students

70%

Of relevant studies concluded that teachers with the lowest morale also had the lowest academic student outcomes across core subjects.

78%

Of middle and high school students report feeling less interested in class when their teachers appear “unenergized” or “disengaged.”

At A Time When...



Students Academic and SEL Needs at All-Time High



Growing Substitute and Teacher Shortages



Public Perception of Public K12 Is Strained

Sources: Buttner, Annie, Frontline Education, [The Teacher Shortage, 2021 Edition](#), 4.19.21; Gallup, [The Powerful Relationship Between Employee Engagement and Team Performance, 2020](#); Madigan, Daniel; Kim, Lisa, International Journal of Educational Research, [Does teacher burnout affect students..., November 2020](#); Will, Madeline, Education Week, [As Teacher Morale Hits a New Low, Schools Look for Ways to Give Breaks](#), Restoration, 1.6.21; EAB interviews and analysis.

An Ethical Imperative to Protect Health and Well-being

Mental and Physical Health in Jeopardy

Increased Physical Health Risks

23%

Increase in chances of a heart attack



Tied to higher likelihood of Type 2 diabetes, coronary heart disease, headaches, respiratory and gastrointestinal issues.¹

Increased Mental Health Risks

10%

Increase in chances of a major depressive episode

WHO Acknowledges Threat to Health

In 2019, WHO categorized the extreme form of low morale, burnout (defined as chronic, unmanaged workplace stress) as “**an occupational health hazard**” for the first time because of its known negative impact on individual health and wellbeing.

¹ Additionally tied to a higher likelihood of cardiovascular disorder, prolonged fatigue, gastrointestinal issues, respiratory problems, severe injuries, and mortality below the age of 45 years.

Sources: Patel, Chandani, M.D., ABC News, [Job Stress Linked to Increased Heart-Attack Risk](#), September 2012; Salvagioni, Denise Albieri Jodas et al. “[Physical, psychological and occupational consequences of job burnout: A systematic review of prospective studies](#).” PLoS one vol. 12,10 e0185781. 4 Oct. 2017, doi:10.1371/journal.pone.0185781; Turner, Ashley, CNBC, [The World Health Organization recognizes...](#), May 2019; Wang, Jianli, National Library of Medicine, [Work stress as a risk factor for major depressive episode\(s\)](#), June 2005; EAB interviews and analysis.

Districts' Current Efforts to Improve Morale Fall Flat



Wellness And Teacher Appreciation Most Common Strategies To Improve Morale



80%

Of partner districts offer **wellness supports** to employees as their #1 strategy for improving morale



95%

Of partners share that **increasing teacher appreciation efforts** is the #2 most important part of their strategy

But Despite Good Intentions, Morale Has Stayed Low

“Despite our efforts, this is probably the worst years we have seen for teacher morale. We are doing what we can, but **we are kind of at a loss.**”

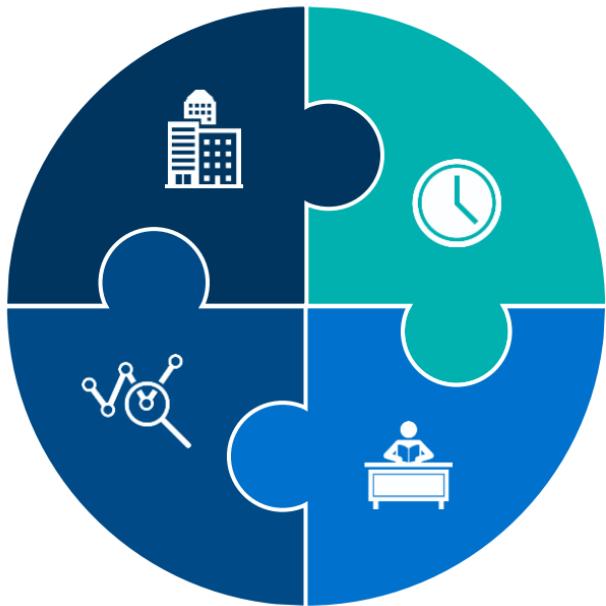


*Superintendent
Midwestern School District*



EAB's Four-Part Research Methodology

Exploring Beyond K-12 to Uncover the Secret to Success



Review Existing Research

50+ years of research on psychology of motivation, morale, and engagement studied

Conduct Nationwide Survey

2600+ teachers and district/school leaders surveyed by EAB to capture current state of morale and engagement

Analyze Critical Factors

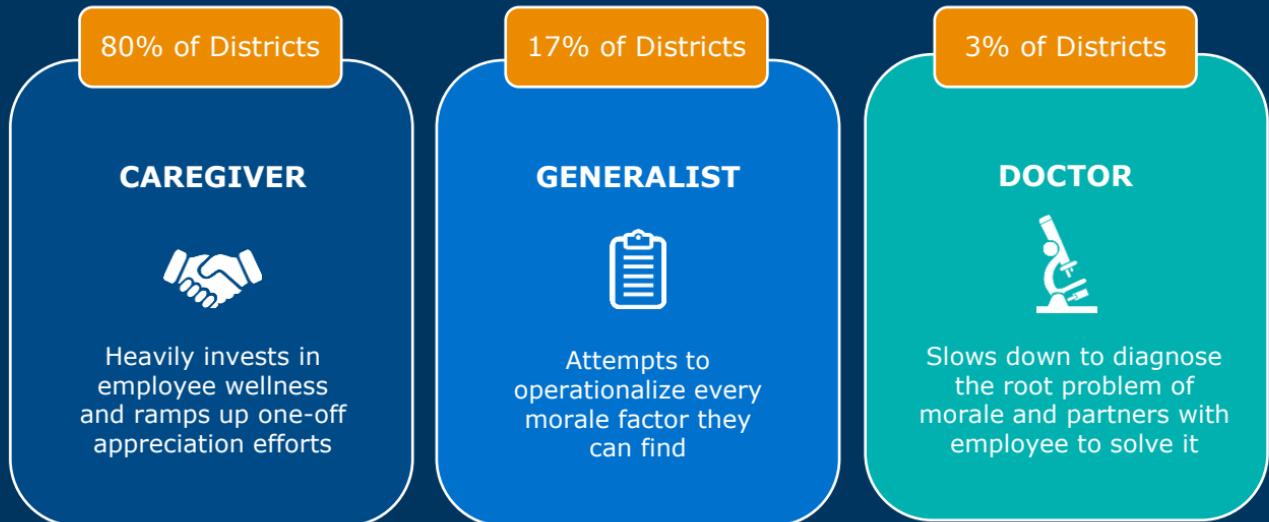
130+ key factors analyzed for impact on teacher morale

Search for Aligned Best Practices

100+ organizations examined for best practices to raise employee morale and engagement

'Doctor' Archetype Most Likely to Improve Morale

...But Also, Least Common in Public Education



Making the Shift From Strategies to a System



Five Reasons Why the Momentum Loop Improves Morale



Diagnoses the root of morale issues rather than treating symptoms



Addresses 1-2 root issues at a time



Partners with teachers to design solutions



Provides agility to respond to any new or unforeseen disruptions to morale



Shifts focus from low morale to sustained investment in improved working conditions

Panel Discussion



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Join the Morale Movement

Join Districts Across the Country Improving Teacher Morale in Their Schools

Teacher Morale Collaborative for District Leaders *2023 Cohorts Now Open*

-  **Diagnose why morale is low** by collecting teacher input

-  **Prioritize threats** and possible remedies to low morale

-  **Involve teachers in co-designing solutions** by lowering participation barriers



The materials you provide are amazing! There is no way we could do all of this on our own. We appreciate our partnership with EAB so much!"

Assistant Superintendent



Listening to others—learning from other district leaders—it is helpful to hear new ideas and consider ways those may be impactful in our schools."

Superintendent



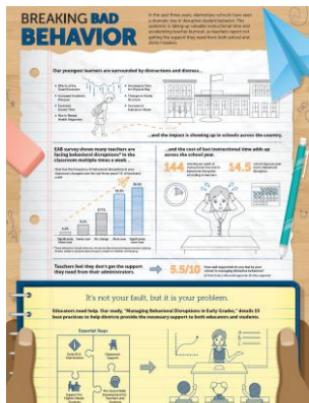
LOVE the structure of everything. It's taking a messy process and making it feel doable and possible!"

Instructional Coach

Registration Open for 2023 Start Dates: Limited Seats Available!

Teacher and District Leader Survey on Student Behavior

Then: Creating Conditions for Positive Behavior in Early Grades



Now: Nationwide Survey on Student Behavior



EAB | 2022 Student Behavior Survey

Thank you for participating in EAB's research initiative on creating conditions for positive student behaviors. EAB is a research firm that serves K-12 educational institutions across the country. The results of this survey will provide schools like yours trends on the prevalence and types of student behaviors causing concern and the barriers teachers and districts face in trying to address these concerns. Participants will be eligible to receive early insights from the survey data.

This survey will take less than 10 minutes to complete and is anonymous.

- Take the survey before **November 1** to have your voice be heard
- Visit the [survey site](#) on [eab.com](#) to share it with your district's teachers, school leaders, and administrators

- Addressing the challenge of disruptive classrooms
- Building social-emotional skills
- Promoting positive adult-student connections

How Else Can We Help?

I'd like to speak with someone further about...

- 1 Joining the nationwide Teacher Morale Collaborative
- 2 How to diagnose causes of low morale to understand teachers' actual needs and wants
- 3 Prioritizing morale threats to effectively tackle and act on root causes
- 4 EAB's research on promoting positive student behaviors
- 5 Something else? Choose this option and we will follow up with you



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