

STICK AROUND: MAKING FIRST IMPRESSIONS COUNT FOR TEACHER RETENTION

TURNING DATA INTO ACTIONABLE STEPS THAT IMPROVE RETENTION & BUILD A STRONGER WORKFORCE

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THE TEAM

PROJECT TEAM

Heidi Shanor

Director of
Educational Leadership

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Human Resources
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*Special thanks to Superintendent Dr. Robert F. Hill
for professional support and to the Experience
Management Institute (EXMI) for offering
their expertise.*



BY THE NUMBERS

SPRINGFIELD CITY SCHOOL DISTRICT

SPRINGFIELD

12th
LARGEST
CITY IN
OHIO

LEGACY CITY



\$118

Per-pupil Revenue Raised
By One Mill Property Tax

591 of 607 in the state

\$117,956

Assessed Property
Valuation Per Pupil

591 of 607 in the state

\$31,858

SCSD District Median Income (TY22)
Springfield Median Income (2023): \$45,054
Ohio Median Income (2023): \$67,769

583 of 607 in the state

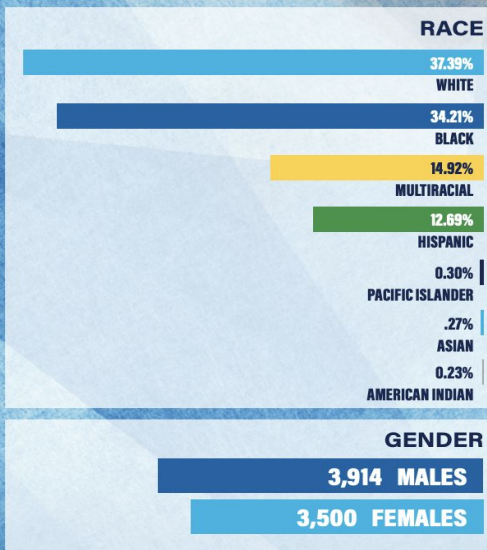


BY THE NUMBERS

SPRINGFIELD CITY SCHOOL DISTRICT

About Our Students

The Springfield City School District is the most opportunity-rich, diverse and welcoming district in Clark County, Ohio. Serving 7,414 students across 17 buildings, our students enjoy Division I athletic programs, Esports, extensive clubs, including a mock-trial team, Marine Junior Reserve Officers' Training Corps (MJROTC), and orchestra. The SCSD alumni consists of rocket scientists, physicians, lawyers, and many other successful professions. The community joins the district in celebrating our students as they attend Ivy League institutions, 4-year state universities, 2-year colleges, enlist in the military or find local employment.



- 366 Clark Preschool
- 443 Fulton Elementary
- 486 Kenton Elementary
- 404 Kenwood Elementary
- 370 Lagonda Elementary
- 403 Lincoln Elementary
- 440 Horace Mann Elementary
- 373 Perrin Woods Elementary
- 419 Snowhill Elementary
- 367 Snyder Park Elementary
- 428 Warder Park Wayne Elementary
- 364 Hayward Middle School
- 419 Roosevelt Middle School
- 274 Schaefer Middle School
- 1,706 Springfield High School
- 131 School of Innovation
- 21 Springfield Online

7,414
ENROLLED STUDENTS
 2024-2025
 SCHOOL YEAR





BY THE NUMBERS

SPRINGFIELD CITY SCHOOL DISTRICT

District Data

16.7% 1,237 of our students are
ENGLISH LEARNERS

100% **ECONOMICALLY DISADVANTAGED**

All Students (7,414) Qualify for Free Breakfast and Lunch Under the Federal Community Eligibility Program

3.5% 258 students identified as
GIFTED

67.6% **MEDICAID ELIGIBLE**
5,002 students

3.1% **HOMELESS**
233 students

2.3% **OPEN ENROLLED**
172 students

17.7% 1,312 students have
DISABILITIES

5.0% **COURT PLACED**
370 students

THE PROJECT GOAL

GOALS

The district will reduce teacher turnover by an additional year two

3%

The district will reduce teacher turnover by an an dditional 7% by end of year two

7%



This reduction in turnover will save costs related to recruitment and training while also building a more stable, epienced teaching force that ultimately improves student learning outcomes

THE CHALLENGE

Challenges in Teacher Recruitment & Retention



TEACHER SHORTAGE



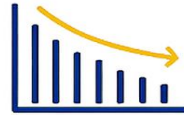
BURNOUT



HIGH TURNOVER



**DISTRICTS COMPETING
TO HIRE TEACHERS**



**DECLINING ENROLLMENT
IN TEACHER PREP
PROGRAMS**



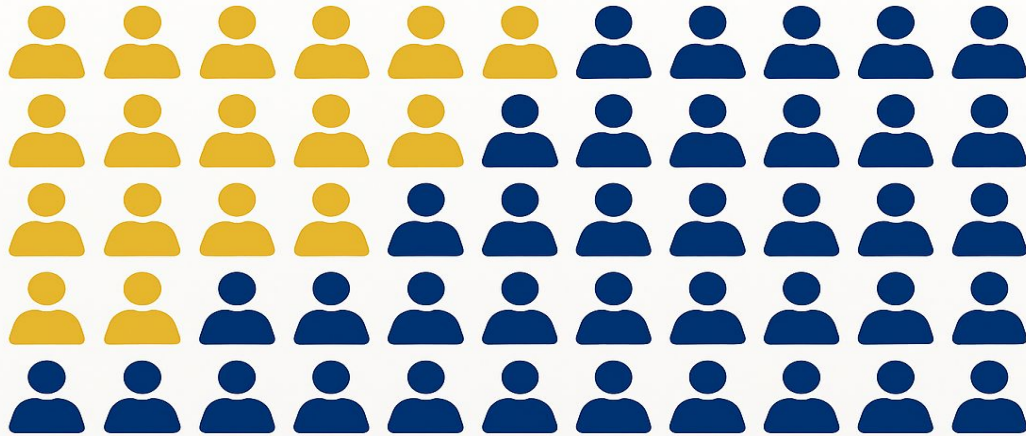
**SHORTAGE OF
EDUCATION MAJORS**

REALITY CHECK

23%↑

SCSD data has shown that it loses 23% of certificated teachers to competitors each year.

REALITY CHECK



**23 OUT OF EVERY 100
SCSD TEACHERS
LEAVE TO WORK ELSEWHERE**

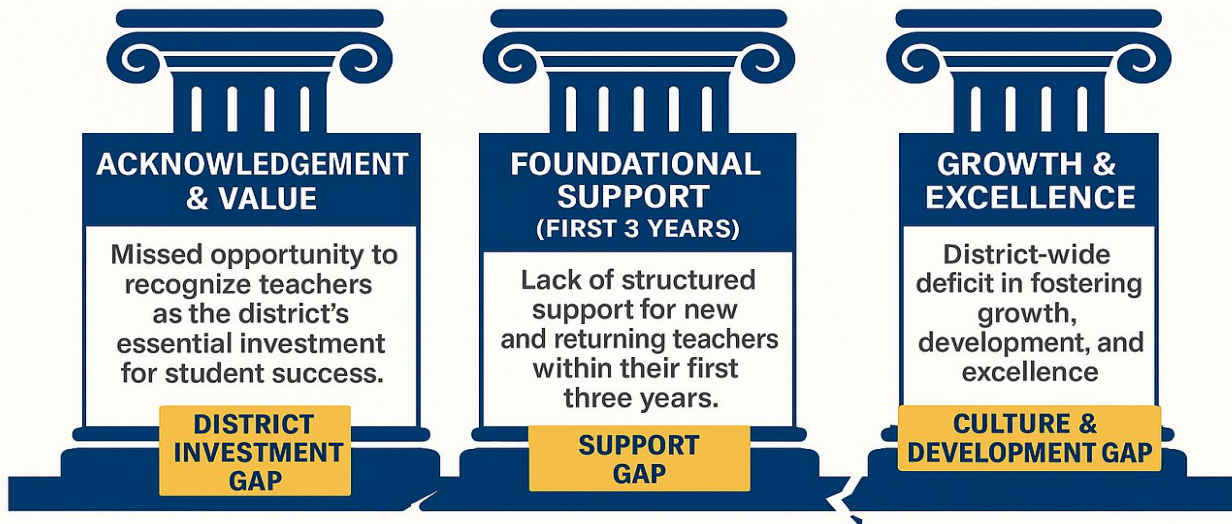
REALITY CHECK

**OVER 5 YEARS
IT EQUATES TO
690
EMPLOYEES**

SCSD
employs a total of
600
Certificated teaching
positions

THE DATA

Exit Survey Findings: Foundational Gaps Impacting Teacher Retention



These foundational gaps significantly impact teacher retention and long-term student success.

WHAT NEXT?

ACTION PLAN



To revise and expand upon current teacher onboarding and orientation processes



To develop a three-year new teacher induction and mentorship program differentiated to meet the varied



To partner each new teacher with a dedicated, and committed mentor, offering workshops that address both pedagogical and social-emotional needs



To reflect using data to continuously improve

ACTION STEPS

Step 1

Revise and Expand Onboarding and Orientation Processes

Pre-Boarding

Early communication,
setup, and preparation
before Day 1

Onboarding

Orientation, training,
and connection-building
during the first weeks

Post-Boarding

Follow up support,
check ins, and
continued development
through 80-180 days

AUDIENCE CHECK-IN

**IN ONE WORD,
DESCRIBE HOW YOU
FELT DURING YOUR
FIRST WEEK AS A NEW
TEACHER OR NEW HIRE
WITHIN YOUR
CURRENT DISTRICT**



ONBOARDING & ORIENTATION

- PRE-BOARDING
- ONBOARDING
- POST BOARDING

ACTION STEPS

STEP 2

Develop a three-year new teacher induction and mentorship program differentiated to meet the varied needs of new teachers

YEAR 1

New Teacher
Connection

YEAR 2

Instructional
Specific
Support

YEAR 3

Leadership
Pathways

CREATE MENTOR PROGRAM

- [PROGRAM REQUIREMENTS](#)
- [MENTOR APPLICATION](#)
- [ADMINISTRATOR RECOMMENDATION FORM](#)

ACTION STEP

STEP 3

Partner each new teacher with a dedicated, accomplished, and committed mentor; offer workshops addressing pedagogical and social-emotional needs



MENTORS



WORKSHOPS



**SOCIAL-
EMOTIONAL**

CREATE MENTOR PROGRAM

- TEACHER MENTOR PROGRAM LOGO
 - TEACHER MENTOR INVITE
 - TEACHER MENTEE INVITE
- PROGRAM AGENDA *for Kickoff Event*
- PROGRAM FEEDBACK SURVEYS

AUDIENCE CHECK-IN

**WHAT WOULD
MEANINGFUL
MENTORSHIP
LOOK LIKE TO YOU?**

ACTION STEP

STEP 4



**Reflect using data
to continuously improve**

USE DATA

Surveys used to gather data and continuously improve

- NEW HIRE ORIENTATION SURVEY
- NEW HIRE SURVEY
- EMPLOYEE EXIT SURVEY
- MENTOR PROGRAM FEEDBACK SURVEY
- *IN PROCESS - STAY SURVEY*

POTENTIAL PROJECT PITFALLS

ANTICIPATED BARRIERS

**Project
scope
across
multiple
years**

**Consistent
participation
in mentor
program**

**Financial
support**

**Shared
understanding
of the value
of new teacher
programming**

**Sustaining
commitment
beyond year**

AUDIENCE CHECK-IN

**WHAT PART
OF THIS WORK
MOST
RESONATES
WITH YOU?**

CONTACT INFO

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Springfield
CITY SCHOOL DISTRICT

**THANK
YOU**
