

Office of the Superintendent of Schools  
MONTGOMERY COUNTY PUBLIC SCHOOLS  
Rockville, Maryland

October 9, 2019

MEMORANDUM

To: Members of the Board of Education  
From: Jack R. Smith, Superintendent of Schools  
Subject: Recruitment Process for the 2019–2020 School Year (08-29-19-03-A)

During the Opening of School Presentation, Board members requested the following information:

**Question A**

Ms. Wolff requested information regarding the recruitment process used to recruit staff for the 2019–2020 school year, including the following: 1) where MCPS recruited staff; and 2) whether those recruitment visits yielded any new hires.

**Response**

Montgomery County Public Schools (MCPS) recognizes the importance of employing a diverse and qualified teacher workforce. To ensure we maintain our focus on diversifying the teacher workforce, teacher recruitment is a strategic year-long process. To attract teachers to MCPS, staff in the Office of Human Resources and Development (OHRD) implements a multipronged approach toward teacher recruitment, which includes traditional methods, as well as new ways to engage those interested in the teaching profession.

To guarantee a strategic approach to teacher recruitment, staff in OHRD and the Office of Communications collaborated to create a Strategic Communications Plan for Teacher Recruitment. In an effort to make progressive yearly gains to have qualified teachers and increase the diversity of the teacher workforce, it is important to have succinct messages about MCPS' focus and commitment to all students and how we value all staff members. Elements of the collaborative plan include a series of videos that can be used as recruitment tools, concise messaging about MCPS, promotion of internal recruitment events, and support with creating a digital presence. Initial steps have been taken to implement components of this plan and will continue throughout this school year.

A traditional teacher recruitment method is to attend career fairs. To prepare for the 2019–2020 school year, MCPS participated in 36 college career fairs. These events provide MCPS staff an opportunity to conduct interviews, immediately hire teachers, increase awareness among college students who may not be familiar with our district, and establish and strengthen relationships with the institutions. We recognize the importance of relationships for college students and utilize MCPS staff who are alumni of specific schools to serve as MCPS Ambassadors during recruitment events.

As a result of these 36 college recruitment events, MCPS hired 470 teachers. The data in the following chart detail the number of teachers hired from each college recruitment event.

<b>2018–2019 College and University Recruitment Events</b>	<b>2019–2020 Teacher Hires</b>	<b>Number of Visits</b>
Bowie State University	9	3
College of Notre Dame	6	3
Delaware State University	0	2
George Washington University	8	1
Hampton University	1	1
Historically Black Colleges and Universities Market Place STEM and Education Fair	0	1
Hood College	6	1
Howard University	0	1
Johns Hopkins University	22	1
Kutztown University	2	1
Maryland Education Recruitment Center	8	1
Maryland Institute College of Art	2	1
Mount Saint Mary's University	11	1
Morgan State University	4	2
Pittsburgh Education Recruitment Consortium	5	1
Pennsylvania State University	8	2
Salisbury State University	27	1
Stevenson University	8	1
Towson University	128	2
University of the District of Columbia	2	2
University of Maryland Baltimore County	19	1
University of Maryland College Park	176	2
University of Maryland-Maryland Metro Education Expo	11	1
University of Maryland Eastern Shore	6	1
Virginia Commonwealth University	1	1
Virginia State University	0	1
<b>Total Number of Teacher Hires</b>	<b>470</b>	<b>36</b>

Recognizing teacher recruitment must expand beyond the traditional approach of attending career fairs and be targeted to attract additional Black or African American, Hispanic/Latino, and male candidates, as well as teachers in specific content areas, we have differentiated our methods to attract top talent and have recruited in other ways, such as our internal pathway programs.

In addition, with more than 6,000 candidates who apply to MCPS and more than 100 teachers interviewed monthly, it is critical that applicants remain connected with the school system to support them in making a decision to work with us. This month, new teachers and teachers who applied but did not make a commitment to work for MCPS will be sent a survey for us to learn about their preapplication and hiring experience, as well as why they chose or did not choose to work for MCPS. The data are used by staffing coordinators to structure recruitment activities and make process upgrades for an enhanced candidate experience.

MCPS also recognizes the need to maintain the attention and interest of the thousands of candidates who apply to be a teacher. Monthly, viable teacher candidates and teacher candidates with early contracts receive an e-mail communication that highlights MCPS and shares information that is relevant to the hiring process. We recognize that an online presence is critical to furthering recruitment efforts. MCPS has advertised positions and recruitment events with Troops for Teachers, Indeed, Twitter, and MCPS' Facebook page.

Lastly, MCPS hosts monthly teacher interview fairs, which provide an opportunity to quickly interview and hire large numbers of educators. During these monthly interview fairs, we are able to meet 100 to 200 potential teachers. Many of the interview fairs are open for interested teachers to walk in and gain employment on the spot.

OHRD staff is in the process of finalizing the recruitment strategies for this year. In addition to the strategies, events, and opportunities that have been implemented, staff carefully is analyzing the "return on investment" from each strategy in order to identify new options and events to support a more diverse teacher workforce. Several new recruitment strategies OHRD staff plans to implement include:

- Strategic and personal engagement with students at Historically Black Colleges and Universities in Maryland and Washington, D.C.;
- Enhanced community outreach to National Association for the Advancement of Colored People chapters;
- Advertisements on public transportation and Metro vehicles in Montgomery County, Washington, D.C., and Prince George's County;
- Focus group conversations with Black or African American; Hispanic/Latino; male candidates; and special education, technology, and computer science teachers who were not hired to learn about their experiences with the application and selection process; and
- Community seminars to share information about working for MCPS.

If you have any questions, please contact Dr. Andrew M. Zuckerman, chief operating officer, at 240-740-3050.

JRS:AMZ:LD:jnm

Copy to:

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