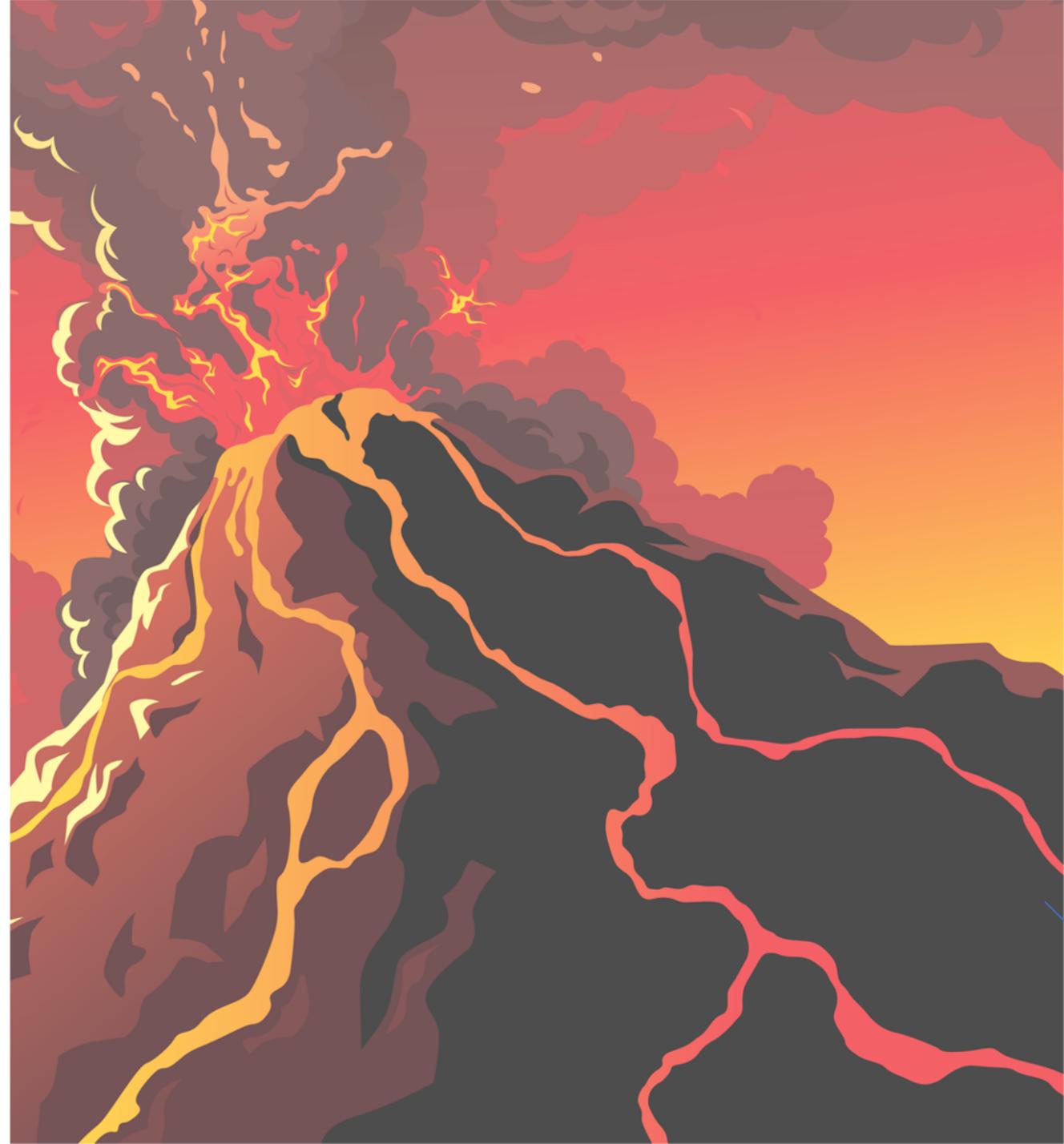


ERUPTION

WHY K-12 SCHOOLS WILL
LOSE THOUSANDS OF
TEACHERS AND MILLIONS
OF STUDENTS UNLESS
SENIOR LEADERS ACT

JUSTIN BAEDER, PHD



Our Agenda

- Probability vs. Risk: Becoming Antifragile to Black Swan Events
- The specific risks senior leaders must mitigate to retain staff and students
- Current evidence about school reopenings from around the world
- Evidence-driven decision-making
- Specific recommendations for retaining staff and students

Disclaimers

- I am not a doctor or infectious disease expert
- I am not an official in your state
- I am not a parent in your schools

First...

Planning the reopening of schools is placing unprecedented stress on school leaders. Please, please, please take care of yourself. Now more than ever, educators must create defensive boundaries to protect their physical and mental health.

The Bottom Line

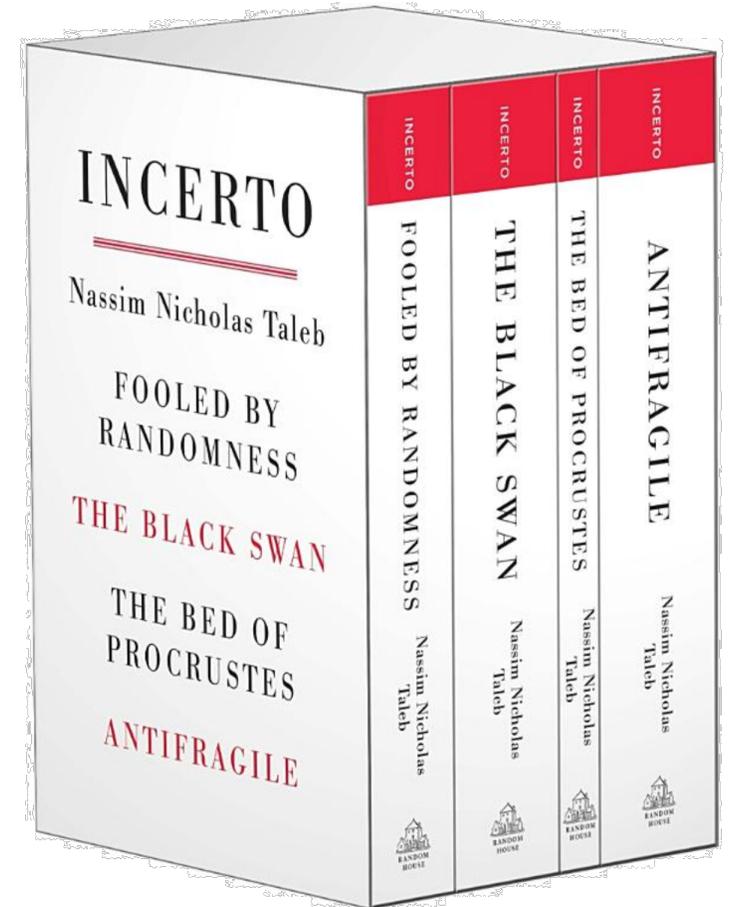
- Right now, millions of educators and tens of millions of parents don't feel good about the return to in-person schooling
- This creates a catastrophic operational and financial risk for K-12 organizations
- Senior leaders can mitigate this risk with an online-first, evidence-driven reopening plan

Black Swan Events

- Rare
- Extreme impact
- Only “predictable” in retrospect

Examples:

- 9/11 attacks
- Hurricane Katrina
- 2008 financial crisis

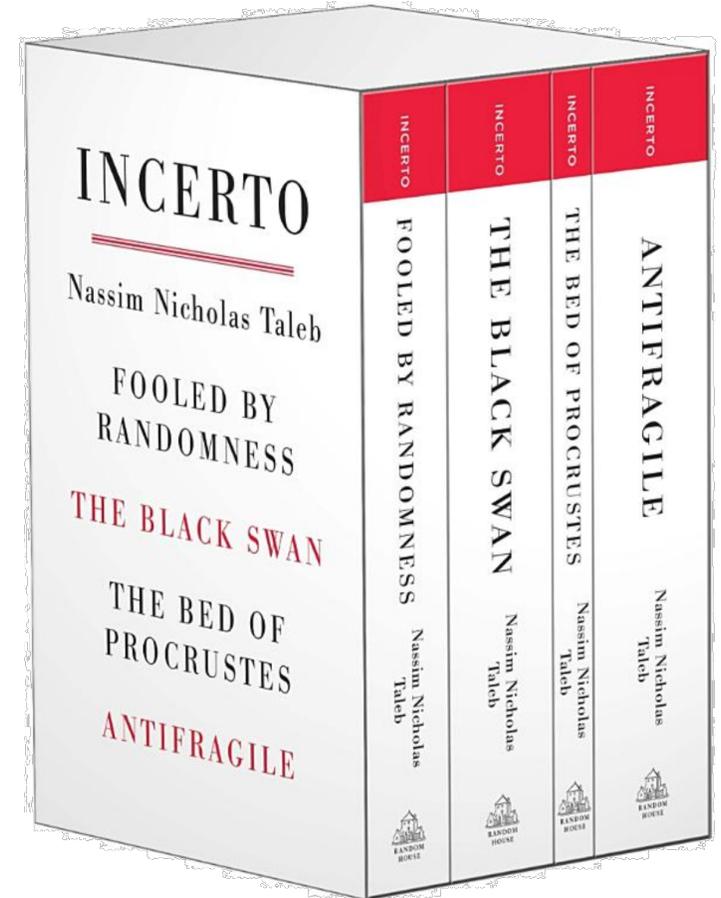


Fragility vs. Resilience vs. Antifragility

Fragile things “break” easily

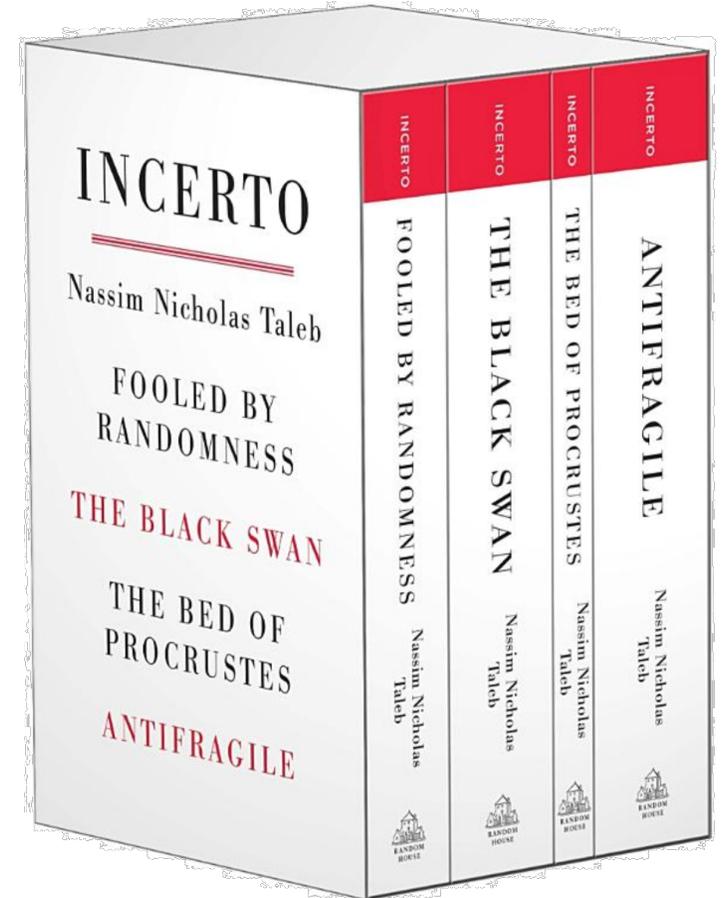
Resilient things are more robust

Antifragile things *improve* as chaos increases



Drivers of Fragility

- Size
- Complexity
- Efficiency



Larger Districts Are More Fragile

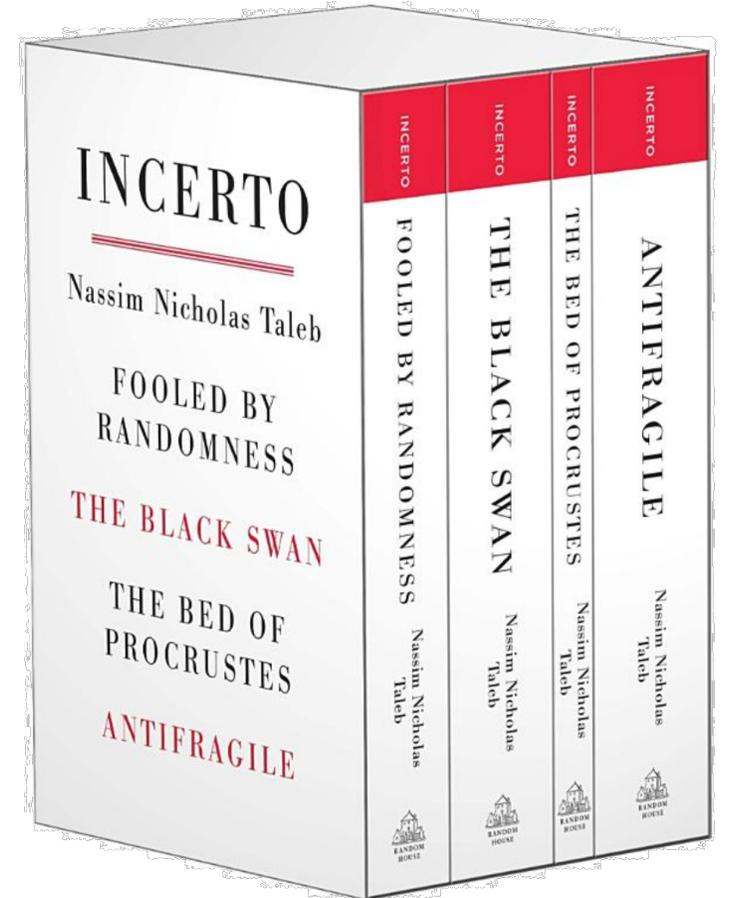
Los Angeles and San Diego Schools to Go Online-Only in the Fall

California's two largest districts made the joint call amid a White House push to get children back into classrooms.



Antifragility & Black Swan Risks

Because Black Swan events can't be *predicted* or *prevented*, our best recourse is to reduce our *exposure* to them.



Two Main Types of Exposure

- Loss of staff
- Loss of students

When risk is unpredictable and potentially catastrophic, reduce exposure.

Specific Risks Facing K-12 Schools

- Teacher retirements & resignations
- Teacher “sick-outs”
- Teacher quarantine
- Sub shortages
- Enrollment decline → funding/tuition loss
- Loss of life/serious health impairments

1. Teacher Retirements & Resignations



This is nuts. Why are schools opening now? It's like watching a train wreck in slow motion... and we're on the train! I work at a private school in Oregon, and our principal announced that we will be returning as scheduled 5 days a week, for the full day, and with full classes. I'm going to put it off as long as possible, but I'm wondering if I need to quit my job. This would be financially devastating. What to do? For now, I'm stuck in this awful stress.

12h Like Reply



I feel you. I've seen news articles about teachers resigning. I wondered if I'd be able to do the same should it turn out that my school isn't taking any safety precautions.

12h Like Reply



I feel you. I waver between wanting to problem solve and discuss solutions and being just plain upset that we have to think about these things, on top of an already difficult job!

I have seen hundreds of educators discussing their wills. Their. Freaking. Wills.

13h Like Reply



you know what's sad is that I actually have thought about updating my will as well

12h Like Reply

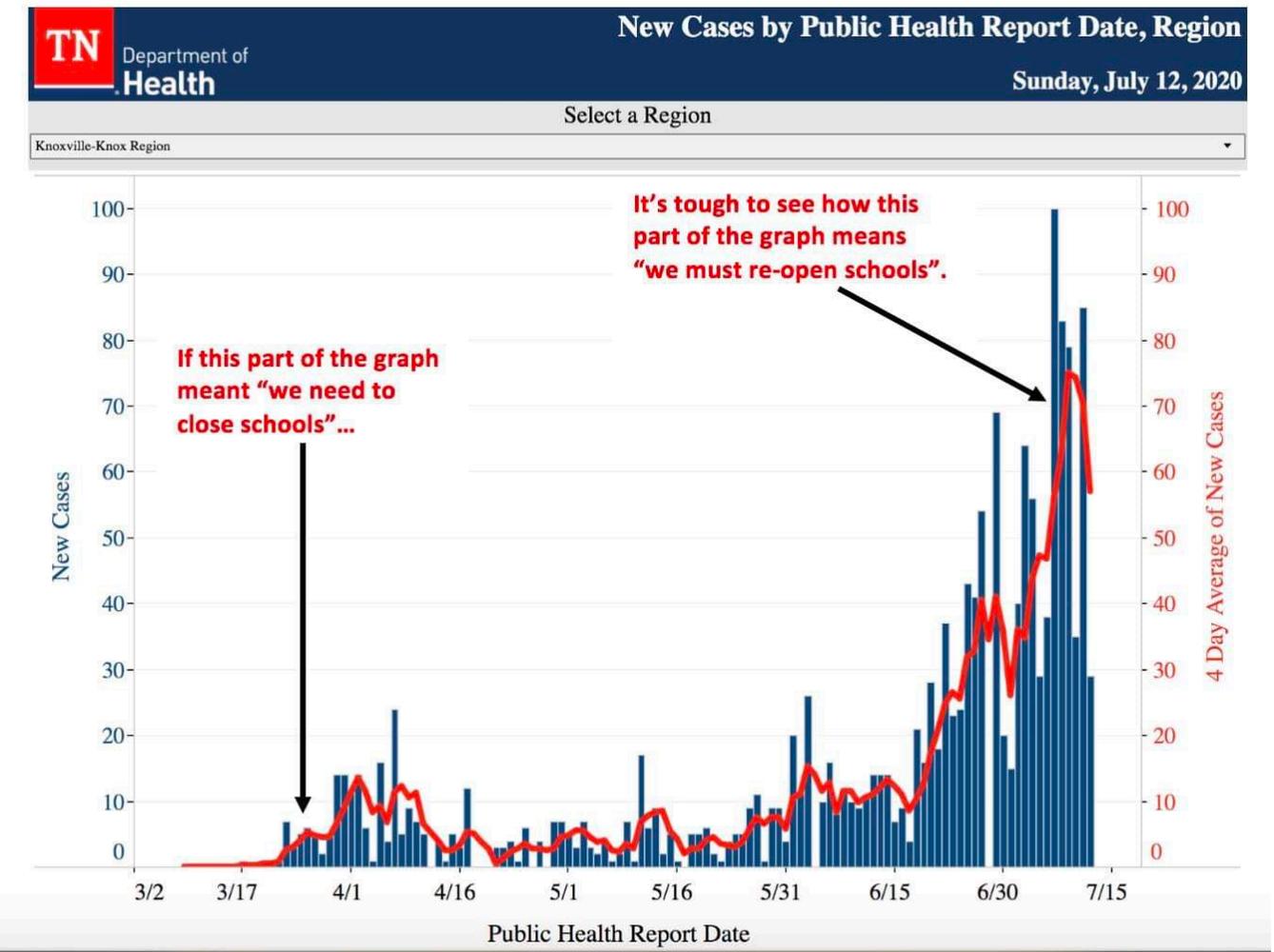


my daughter got a notification that their HR department was happy to help with that.

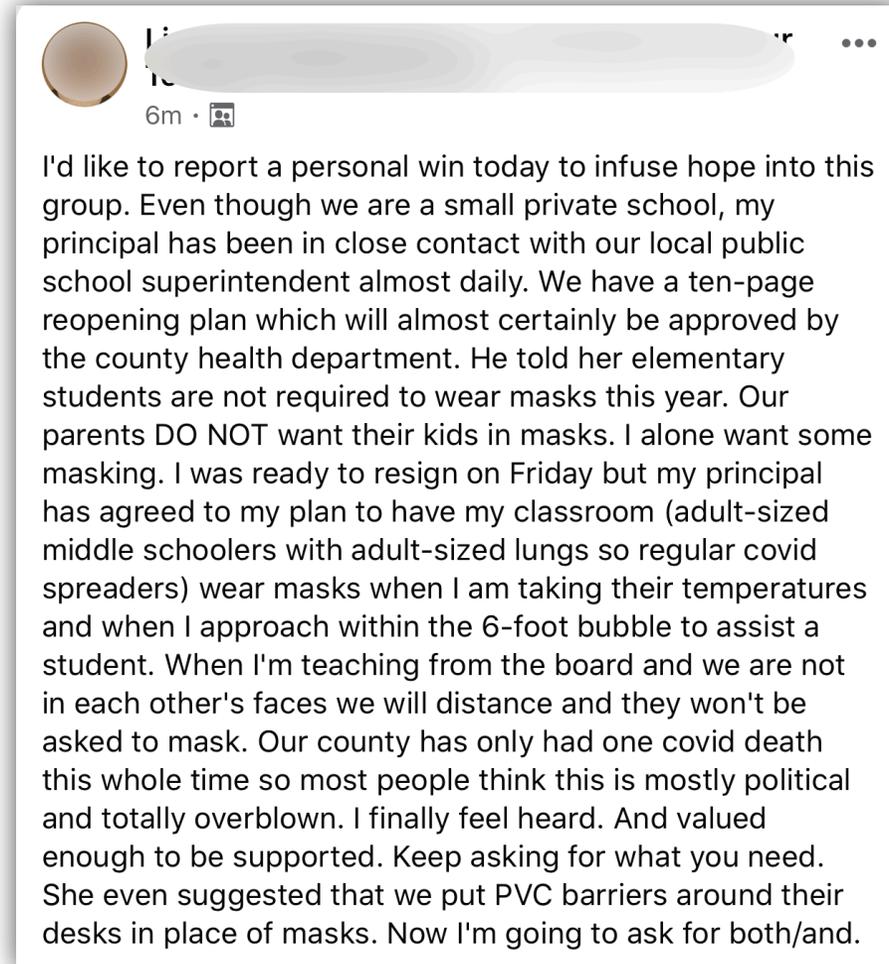
10h Like Reply



Teacher Anxiety & Fear Are Rising



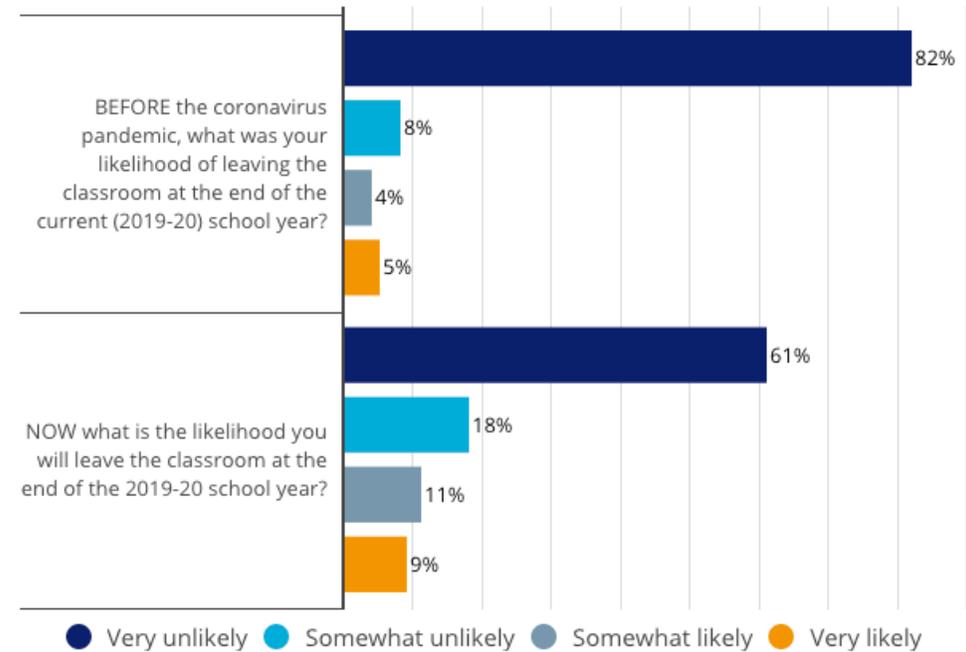
Teacher Anxiety & Fear Are Rising



What Choice Do Teachers Have?

While many teachers have no choice but to continue working...
...many DO have a choice and will choose not to return to the classroom.

To what extent, if any, has the coronavirus changed the likelihood that you will leave the classroom at the end of current (2019-20) school year?



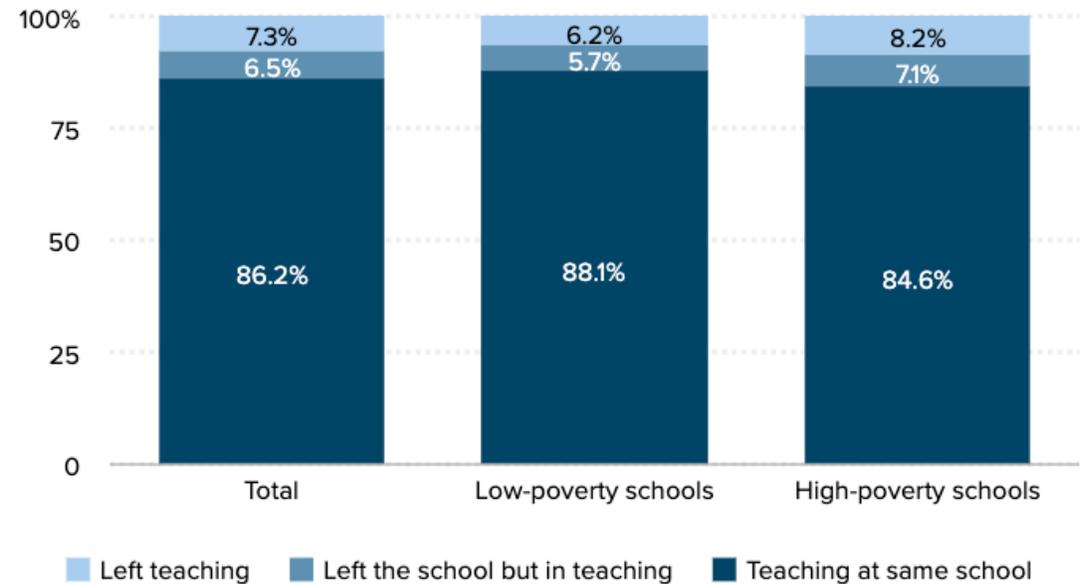
June 3—Teaching Now, *Education Week*

https://blogs.edweek.org/teachers/teaching_now/2020/06/teachers_say_theyre_more_likely_leave_classroom_because_coronavirus.html

How Many Teachers Could Retire or Resign?

In a *typical* year, nearly 14% of teachers must be replaced.

Share of teachers who stay, leave the school, or quit the profession, by share of low-income students taught



<https://epi.org/164773>

Who Will Replace Our Teachers?

Over the past decade, the teacher pipeline has shrunk by more than 25%.

Change in number of people awarded education degrees and enrolled in or completing teacher preparation programs, by degree and program type, 2008–2009 to 2015–2016

	2008–2009	2015–2016	Change 2008–2009 to 2015–2016
<i>Degrees awarded in education</i>			
<i>Total degrees awarded</i>	289,282	244,851	-15.4%
Bachelor's	101,716	87,221	-14.3%
Master's	178,538	145,792	-18.3%
Ph.D.	9,028	11,838	31.1%
<i>Completers of teacher preparation programs</i>			
<i>Total completers</i>	217,400	157,901	-27.4%

<https://epi.org/164773>

Retaining Teachers Who Have A Choice

- Most schools are highly exposed to the risk of staff loss
- Offering flexibility to work remotely is a key strategy

Specific Risks Facing K-12 Schools

- Teacher retirements & resignations
- **Teacher “sick-outs”**
- Teacher quarantine
- Sub shortages
- Enrollment decline → funding/tuition loss
- Loss of life/serious health impairments

2. The “Sick-Out” Risk

Large numbers of teachers may:

- Call in sick
- Take FMLA leave
- “Quarantine”

...and there’s nothing leaders can do.

2. The “Sick-Out” Risk

Only a small percentage of teachers need to call in sick or take a medical leave to make in-person schooling unviable.

3. The Quarantine Risk

Only a small percentage of teachers need to be placed on 14-day quarantine to make in-person schooling unviable.

We need to communicate this risk to the public ASAP.

Specific Risks Facing K-12 Schools

- Teacher retirements & resignations
- Teacher “sick-outs”
- Teacher quarantine
- **Sub shortages**
- Enrollment decline → funding/tuition loss
- Loss of life/serious health impairments

4. The Sub Reality

Substitute teachers will be in shorter supply than ever before.

- Many subs will take the year off
- Subs will frequently be quarantined due to potential exposure
- Policies may not allow subs to “float” between classes

Communicating & Mitigating Staffing Risk

- Talk with your teachers NOW
- Offer flexibility
- Develop closure and virtual learning plans for staff shortages

5. Enrollment Decline

Scary Mommy READ ▾ CONFESS WATCH SHOP *Spotted* 🔍 SIGN UP

15 Reasons I'm Keeping My Kids Home Next Year

by Wendy Wisner | July 10, 2020

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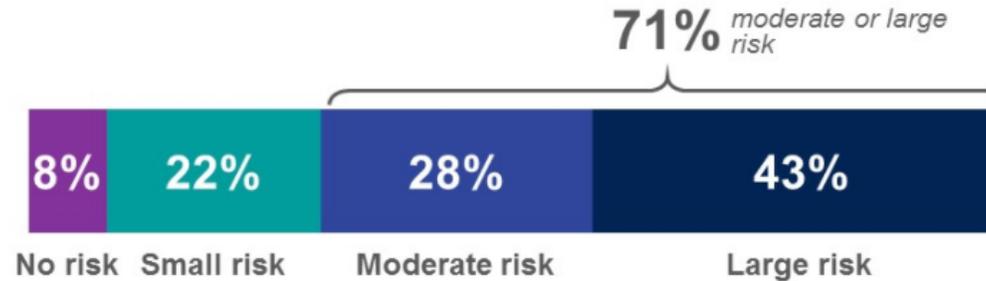


Scary Mommy and Willie B. Thomas/Getty

5. Enrollment Decline

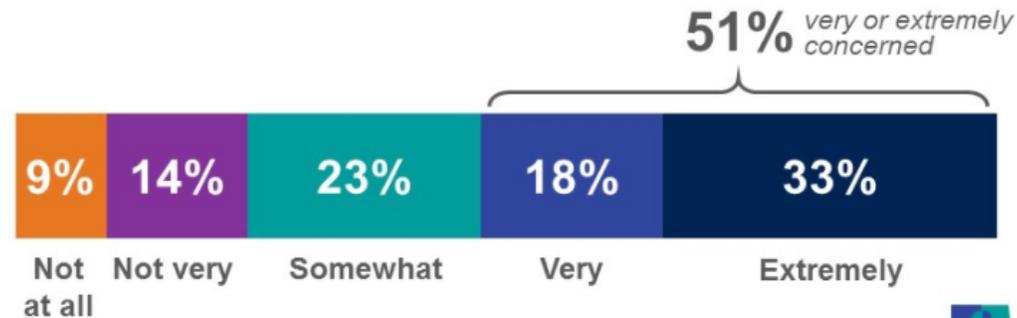
Parents see sending children to school in the fall as risky; half are either very or extremely concerned at the prospect

How much of a risk to your health and well-being do you think sending your child to school in the fall is?



How concerned are you with sending your child to school in the fall?

% Level of concern



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What Parents Want

1. Safety
2. Predictability
3. Continuity
4. Quality

What Parents Want

1. Safety

2. Predictability
3. Continuity
4. Quality

Acceptable Risk

Humans struggle to reason about very small probabilities $< 1\%$

- The argument that 1% fatality is low is wrong
- We need to think in terms of “per 10,000” not “per 100” (percent)

Acceptable Risk

Approximately

1%

of US Navy SEALs die in combat

Early Evidence About Reopening

Israeli Data Show School Openings Were a Disaster That Wiped Out Lockdown Gains

GRADING ON THE CURVE

Of 1,400 Israelis diagnosed with COVID-19 last month, 657 (47 percent) were infected in schools. Now 2,026 students, teachers, and staff have it, and 28,147 are quarantined.



Noga Tarnopolsky | Updated Jul. 14, 2020 9:09AM ET / Published Jul. 14, 2020 3:36AM ET



<https://www.thedailybeast.com/israeli-data-show-school-openings-were-a-disaster-that-wiped-out-lockdown-gains?ref=scroll>

Acceptable Risk

There is NO “acceptable risk” to human life for the sake of learning.

- We would never approve a field trip with a $> 0\%$ chance of fatality
- Historically we lose 0 students per year to learning-related causes
- Sports-related deaths are increasingly rare

Move To School-Wide Virtual Instruction If...

- COVID cases increase to a certain point
- Teachers in quarantine make staffing impossible
- Communicate this plan now
- Plan for quality virtual instruction

Proactive Closure, Not Reactive

- Data-driven decision
- Criteria based on community spread, not in-school cases
- Criteria announced in advance
- Reactive closures are too little, too late

What Parents Want

Parents didn't choose your school for the childcare.

They chose your school for reasons that are still relevant, even if you're not able to offer in-person instruction all year.

Communicating Staffing-Based Closures

- Closing as a precaution may not be acceptable to many families
- Closing as a result of teachers in quarantine is understandable
- Teachers in quarantine can still provide virtual instruction

Keeping Students Enrolled

- Continuity of relationships
- Continuity of curriculum
- Strong safety protections
- Quality virtual learning

“Strongly Encourage” Is Weak

Require

Not

“strongly encourage”

Equity Concerns

Two kinds of disproportionate impact:

- Learning
- Health

These are likely to track together.

Curriculum: PBL

DESIGNING MEANINGFUL REMOTE LEARNING WITH PBL

WITH DR. AMY BAEDER



AmyBaeder.com/remote

Preparing for Mobile-First Learning



Instructional Leadership
DIRECTORS'
ROUNDTABLE



Instructional Leadership
DIRECTORS'
ROUNDTABLE



Jethro Jones

ACE Method—Asynchronous Culture Essentials

