

MARSTRATS CASE STUDY

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Public Schools of North Carolina





# North Carolina Department of Public Instruction

## Strategic Staffing and Recruitment of Effective Teachers

### Challenge

The state of North Carolina faced a stateside shortage of long-term and effective teachers. This shortage was particularly acute in rural regions. Both teacher recruitment AND teacher retention were issues across the districts covering the breadth of socio-economic demographics. There was an absence of basic marketing implementation, not to mention the identification of any sort of brand essence and/or USPs (Unique Selling Propositions) representing a statewide, per district or per school message that might be communicated in even the most rudimentary method.

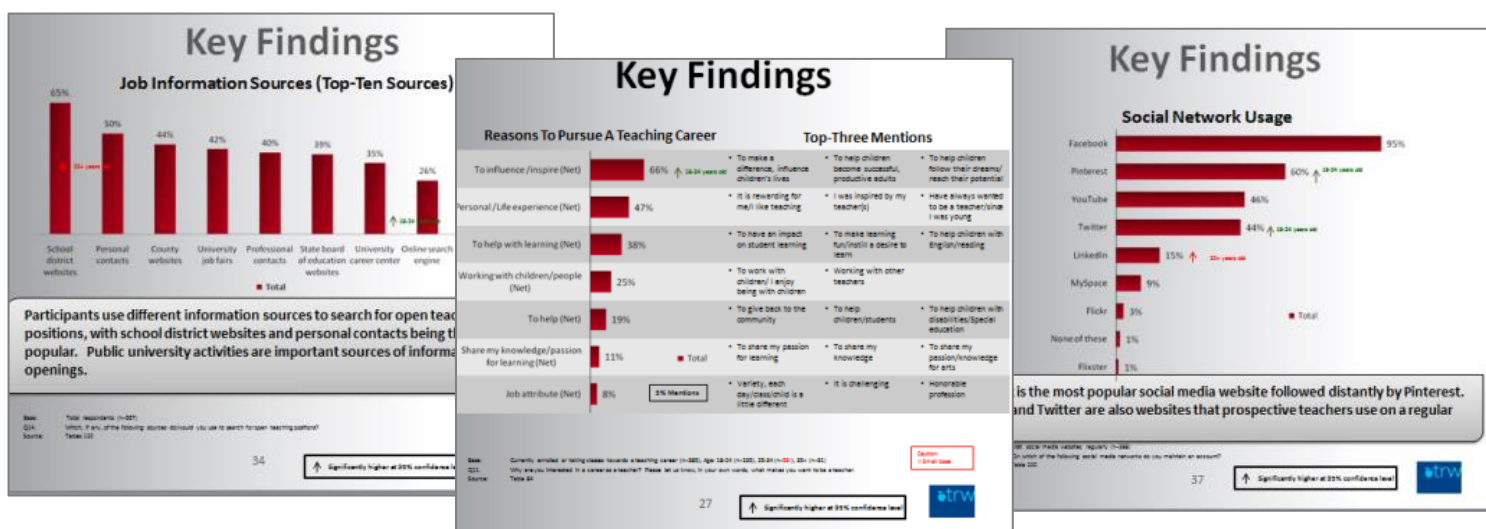
### Solution

#### Customized District Recruitment Plans

Connie Risby and Jon Fulmer led a team which developed customized, individual recruitment marketing strategic plans for the 12 “most challenged” districts in the state, (as identified in the Race to The Top [RtT] grant for North Carolina.). The six-month process utilized a two-phase strategy. Phase one began by conducting focus groups with key stakeholders at each district to for the purpose of developing a SWOT Analysis to drive and direct. The individual district plans were developed based on the focus group data, secondary data, teacher recruitment best practices, etc. Recommendations were supported by hard facts, best practices, etc. The final plans were presented in-person to district personnel.

#### Teacher Candidate Survey

Phase two began with an online survey of colleges and universities in North Carolina and across the U.S. for the purpose of interviewing current and potential teaching candidates on what they were looking for in a teaching job. Responses resulted in the identification of key brand assets that would need to be utilized in marketing communications plans for teacher recruitment.



# Teacher Recruitment Brochure

## Key Messaging

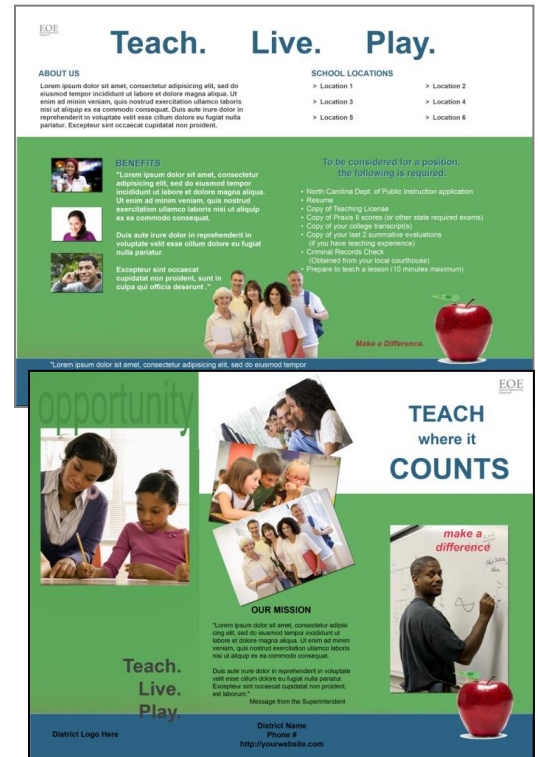
From the Teacher Candidate Survey, we learned:

- ▶ For prospective teachers, teaching is about **inspiring/influencing children** to help them become productive adults.
- ▶ Recruitment Website is the #1 source for information for prospective teachers.
- ▶ Key Social Media Sites: Facebook, Pinterest, You Tube and Twitter
- ▶ *Altruistic motives should be the key element in any message to this group.*

We developed the following positioning statement from this data:

*Teach Where it Counts. Make a Difference*

From this we developed Integrated Teacher Recruitment Materials.



Integrated Campaign							
Teacher Recruiting/Hiring							
Ads	Online	Job Fairs	Collateral	Referrals	PR	Social Media	Hiring Process
Print Ads	Website	Flyers	Application Packer	Flyer/Poster	Press Release	f	Interview Preparation
Radio Spots						t	The Interview (Questions Asked and Interview Evaluation)
TV Spots	Job Posting			Referral Cards	PSAs	p	Interview Follow-Up
		Display	Brochure	Teacher Referral Program			The Offer
	E-Blast	Handouts		Recruitment Cards	Community Outreach		New Hire Orientation
		Personal Appearance					
		Interviews					
		Follow-Up					

## *Regional Teacher Recruitment Workshops*

These particular brand assets – and the ensuing marketing communications plan – were incorporated into Marstrats' propriety TRW (Teacher Recruitment Workshop) Program and presented to representatives in those districts not included in the 12 most challenged but requiring strategic recruitment guidance. The presentation was made in interactive workshops conducted in two locations in state.



The results of the teacher candidate survey, as well as the Integrated Teacher Recruitment Materials were presented to representatives of districts. Areas covered in the workshop included:

- ▶ How to conduct internal analysis of the recruiting strategy and current plan.
- ▶ How to incorporate them into the district recruitment plan Employer Brand.
- ▶ Communications strategy and samples of an integrated campaign
- ▶ Lead generation methods (careers website, job fairs, referral programs, public relations, job boards, working with universities and colleges, predominantly HBCUs and HSIs )
- ▶ Identifying, recruiting and hiring effective teachers



In-depth Toolkits were developed on the following areas for distribution at the workshop on a thumb drive:

- ▶ Discovery
- ▶ NC Teacher Recruitment Survey Results
- ▶ Creative/Integrated Campaign
- ▶ Recruitment Website
- ▶ Referrals
- ▶ Public Relations
- ▶ Job Fairs
- ▶ Social Media: A Recruitment Tool
- ▶ Grow Your Own
- ▶ How to Identify and Hire Quality Teachers
- ▶ Universities and Colleges
- ▶ Online Marketing



The current research and tools to develop strategic recruitment plans to help them recruit and hire effective teachers for the long-term were very well received. These workshops earned an overall rating of seven (7), the highest possible from the participants.

Following are some examples of participant comments:

*I really like the flash drive all the materials. I also enjoyed the presentation and the common sense approach you used to convey your information. Nice job!*

*Excellent session! I was very appreciative of the information shared and love the resources provided in the toolkit. Thanks for sharing!*

*Great workshop!*

Areas covered in both phases included:

- ▶ How to conduct internal analysis of the recruiting strategy and current plan.
- ▶ How to incorporate them into the district recruitment plan Employer Brand.
- ▶ Communications strategy and samples of an integrated campaign
- ▶ Lead generation methods (careers website, job fairs, referral programs, public relations, job boards, working with universities and colleges, predominantly HBCUs and HSIs )
- ▶ Identifying, recruiting and hiring effective teachers

Ultimately, the districts were provided with current research and tools to develop strategic recruitment plans to help them recruit and hire effective teachers for the long-term.

## **Result**

This is an excellent example of how we conduct due diligence, primary research and use it to develop a strategic marketing and communications plan that is on-target and delivers results. Several districts have reported utilizing the recruitment plans and elements from the district workshops.