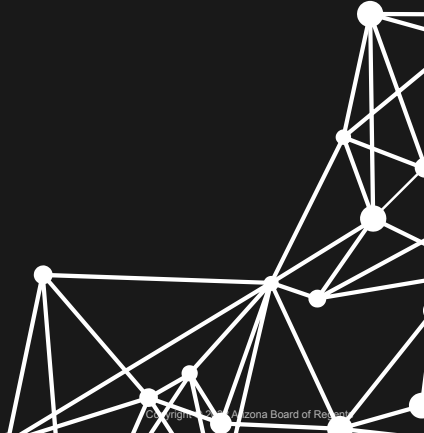




What if our **teacher shortage** problem is also a **workforce design problem**?

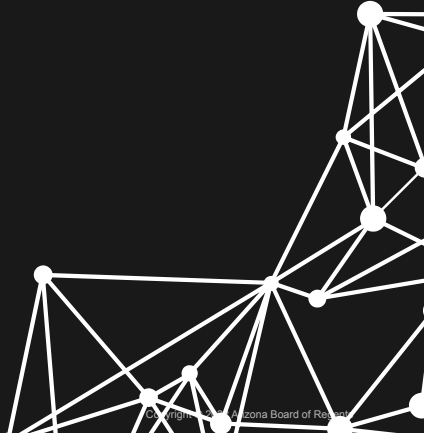




What if our **student engagement** problem is also a **workforce design problem?**



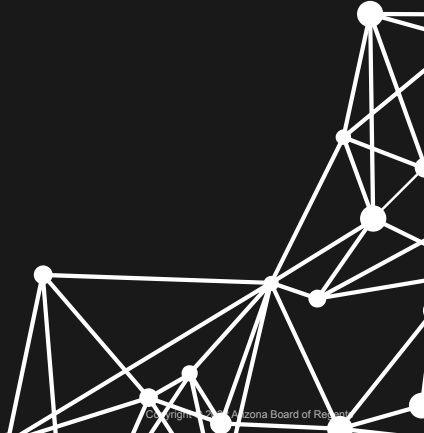




What if our **attendance** problem is also a **workforce design problem?**



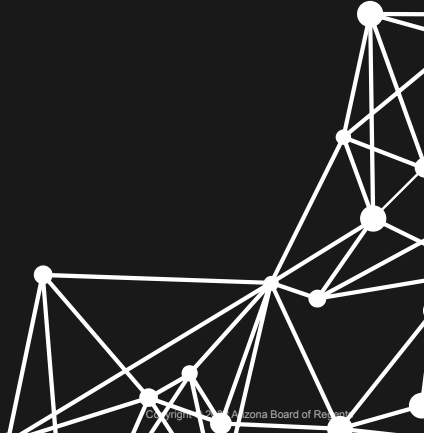




What if our **student achievement** problem is also a **workforce design problem?**



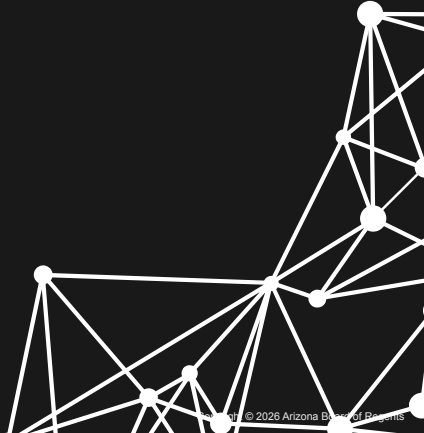




What if our **working conditions** problem is also a **workforce design problem?**






What if we don't just have a
_____ problem, but
also, a **workforce design
problem?**





The Next Education Workforce represents a paradigm shift in school staffing from “teachers of record” to “teams of record.”





The Next Education Workforce™

The Next Education Workforce initiative supports educators, schools and their communities to **build and sustain teaching teams** that improve outcomes for both educators and students.



Mary Lou Fulton
College for Teaching
and Learning
Innovation
Arizona State
University



Strategic school staffing

A workforce design solution

**Next
Education
Workforce**

ASU Mary Lou Fulton
Teachers College
Arizona State University





The Next Education Workforce represents a paradigm shift in school staffing from “teachers of record” to “teams of record.”

What is strategic school staffing?



Field alignment



**Education First
Landscape Scan**

2023



NCTQ Policy Scan

2024

**TEACH
+PLUS** | The Center For
Inspired Teaching
& Exceptional Learning

CITEL established

2025

Definition in the Federal Register

“**Strategic Staffing** means a **team-based approach** to school staffing that replaces the traditional one-teacher, one-classroom model. In this model, **at least two professional educators**, which can include paraprofessionals and other licensed educators, share responsibility for a **common roster of students during the same blocks of time** in the school day. Teamed educators have **differentiated roles and distributed expertise**, allowing for flexible student grouping, more effective use of instructional time, and **expanded career entry and advancement opportunities.**”

U.S. Department of Education. (2026, February 12). Final priority and definitions: Secretary's supplemental priority and definitions on meaningful learning opportunities. Federal Register, 91(29), 6625–6635. Docket ID ED–2025–OS–0680.

Growing federal interest

A definition of strategic staffing is proposed in the federal register.

October 2025

A Dear Colleague Letter allows for spending Title I and II-A on strategic staffing.

Early February 2026

A final definition of strategic staffing lands in the federal register.

Mid-February 2026

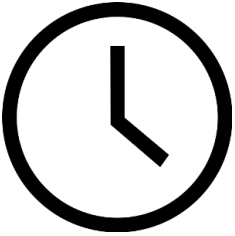


Competitive grants (e.g., TSL, TQP) have a competitive preference priority for strategic staffing.

April 2026



Next Education Workforce in one equation

Same Educators + **Same Students** + **Same Time** = **Better outcomes for students AND educators**



What is strategic school staffing?



A typical set of 3rd grade classrooms



Teacher A

ELA Planner
Math Planner
Family Comms
SS Planner
Science Planner
Tech Integration



25 students



Teacher B

ELA Planner
Math Planner
Family Comms
SS Planner
Science Planner
Tech Integration



25 students



Teacher C

ELA Planner
Math Planner
Family Comms
SS Planner
Science Planner
Tech Integration



25 students



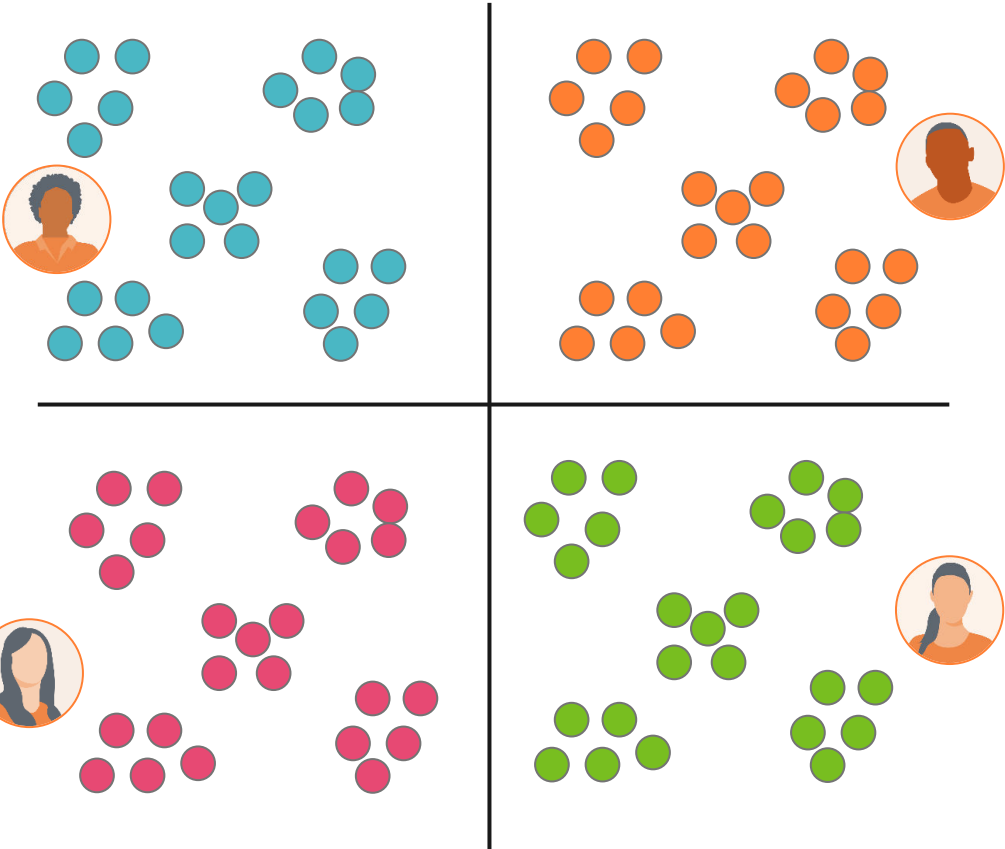
Teacher D

ELA Planner
Math Planner
Family Comms
SS Planner
Science Planner
Tech Integration



25 students

Most elementary school classrooms





3rd Grade Team 1

Teacher A



ELA Planner
Math Planner
Family Communications

Teacher B



SS Planner
Science Planner
Tech Integration



Sharing 60 students

3rd Grade Team 2

Teacher C



ELA Planner
Math Planner
SS Planner
Tech Integration

Teacher D



Science Planner
Family Communications



Sharing 40 students

3rd Grade Educator Team

Teacher A

Lead Teacher
ELA Planner



Teacher B

SS Planner



Teacher C

Math Planner
Tech Integration



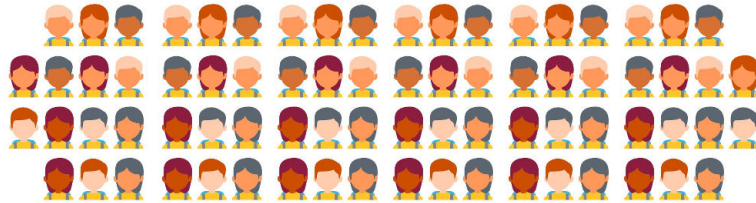
Teacher D

Science Planner
Family
Communications



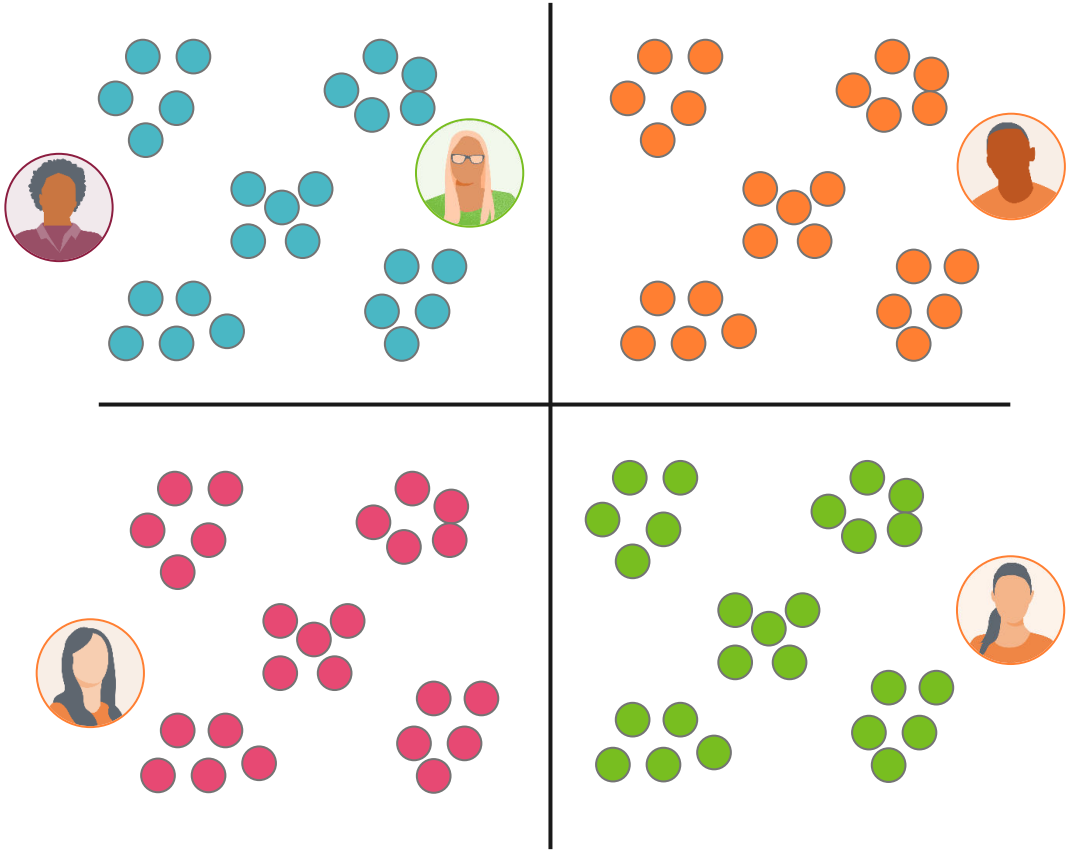
Paraeducator

Registered Apprentice
Small-Groups

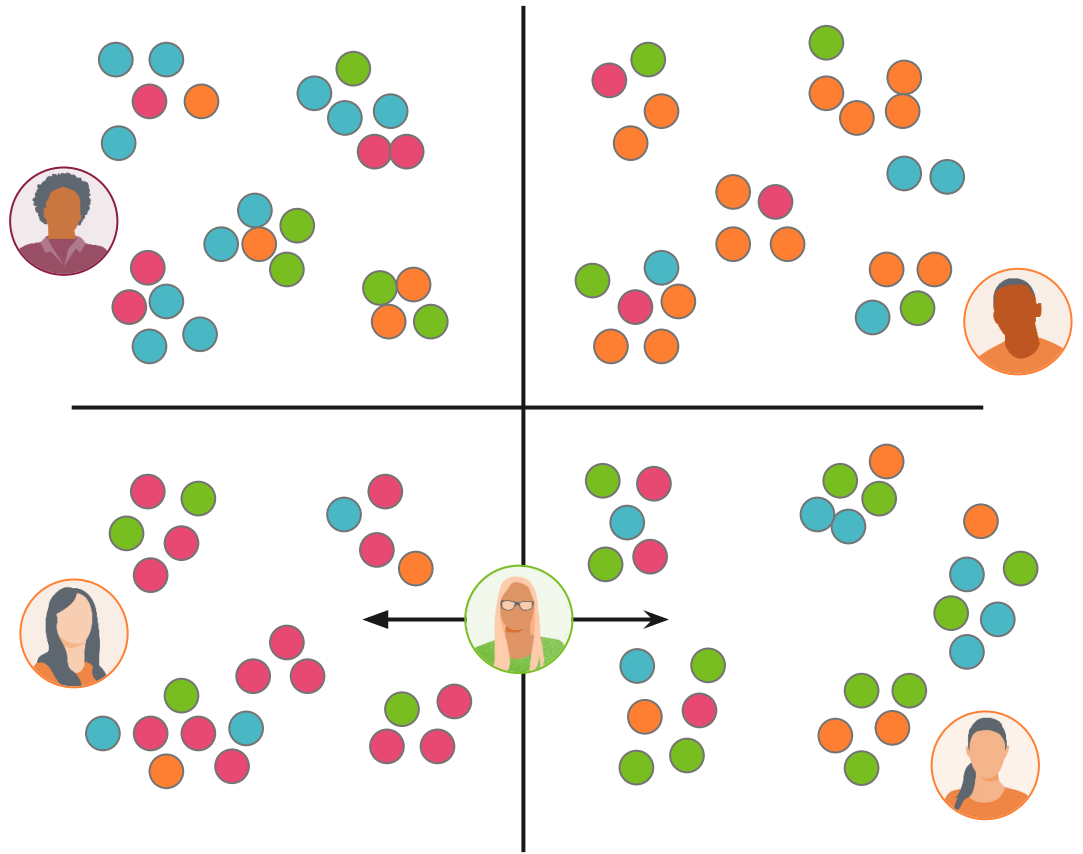


Sharing a roster of 100 students

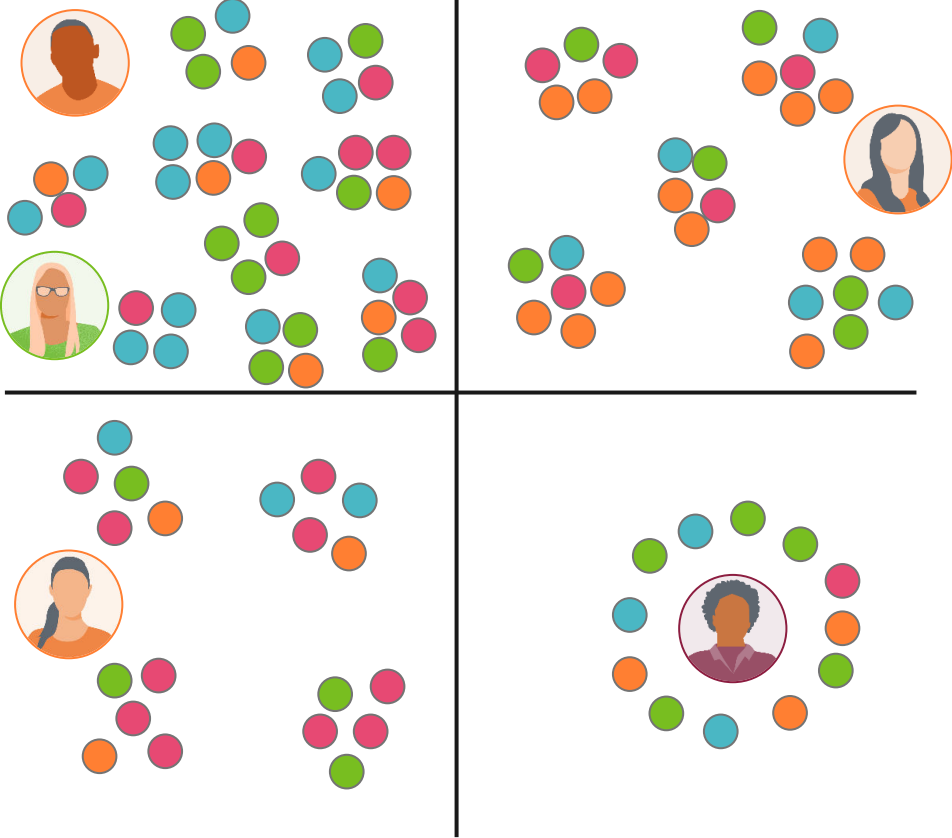
7:30–8 a.m.
Breakfast &
Advisory



8–9 a.m. Math Block



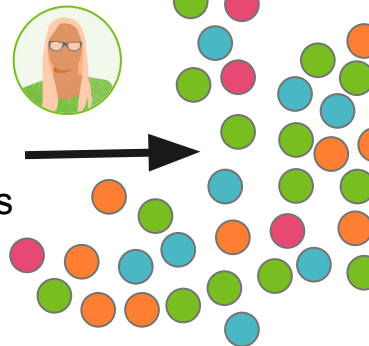
9–10:10 a.m.
Reading Block



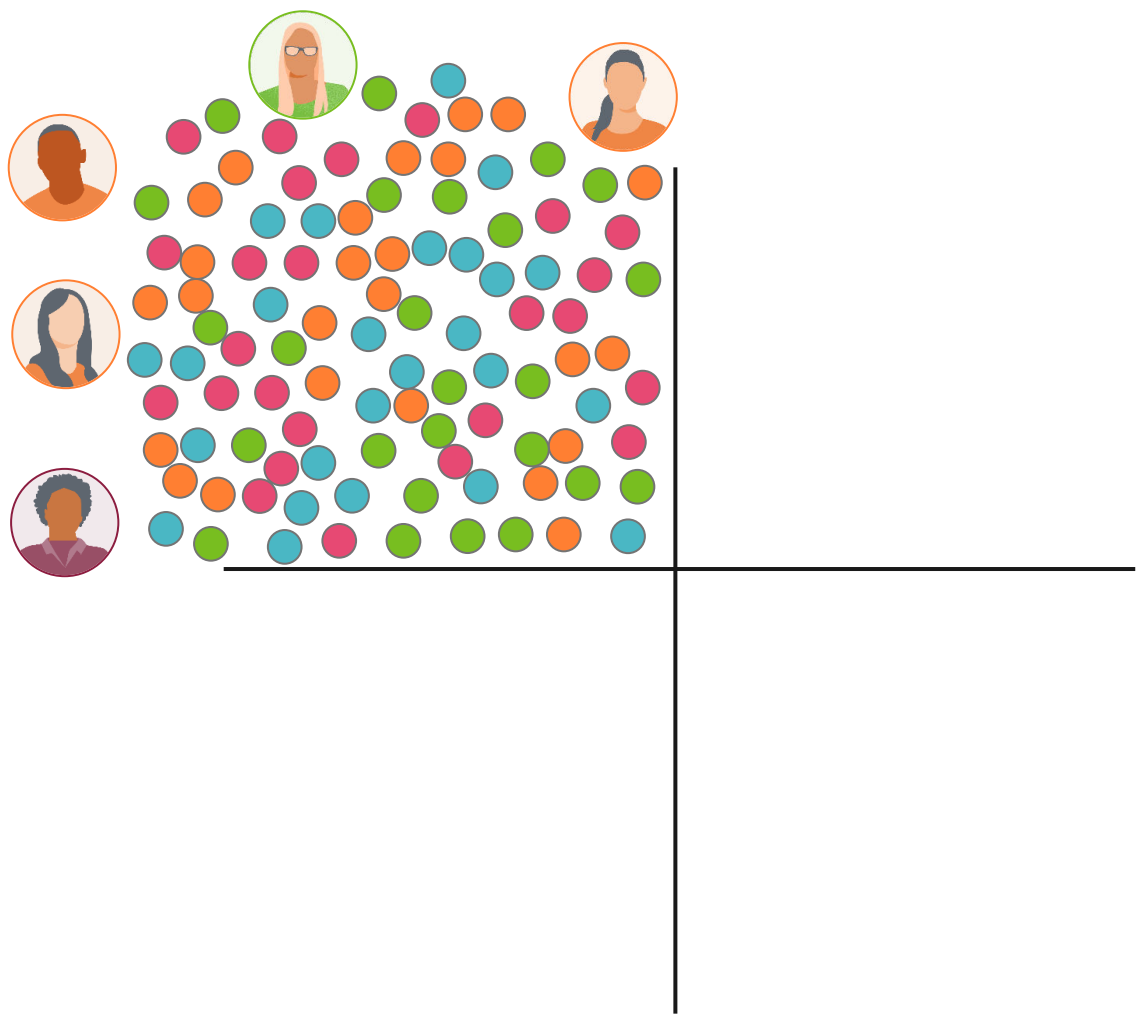
**10:10–10:55 a.m.
Common Team
Planning Time**



Students
and the
paraeducator
are at specials

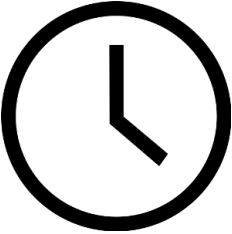
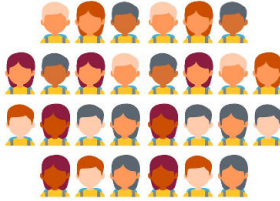



10:55–11:15 a.m.
Team Meeting



Next Education Workforce in one equation

Same Educators + **Same Students** + **Same Time** = **Better outcomes for students AND educators**





Three big ideas

A network diagram consisting of white dots connected by white lines, forming a complex web of connections. It is located in the top-left corner of the slide.

BIG IDEA #1

Teaming fits the context.

There are common elements across schools, but there's no one model.

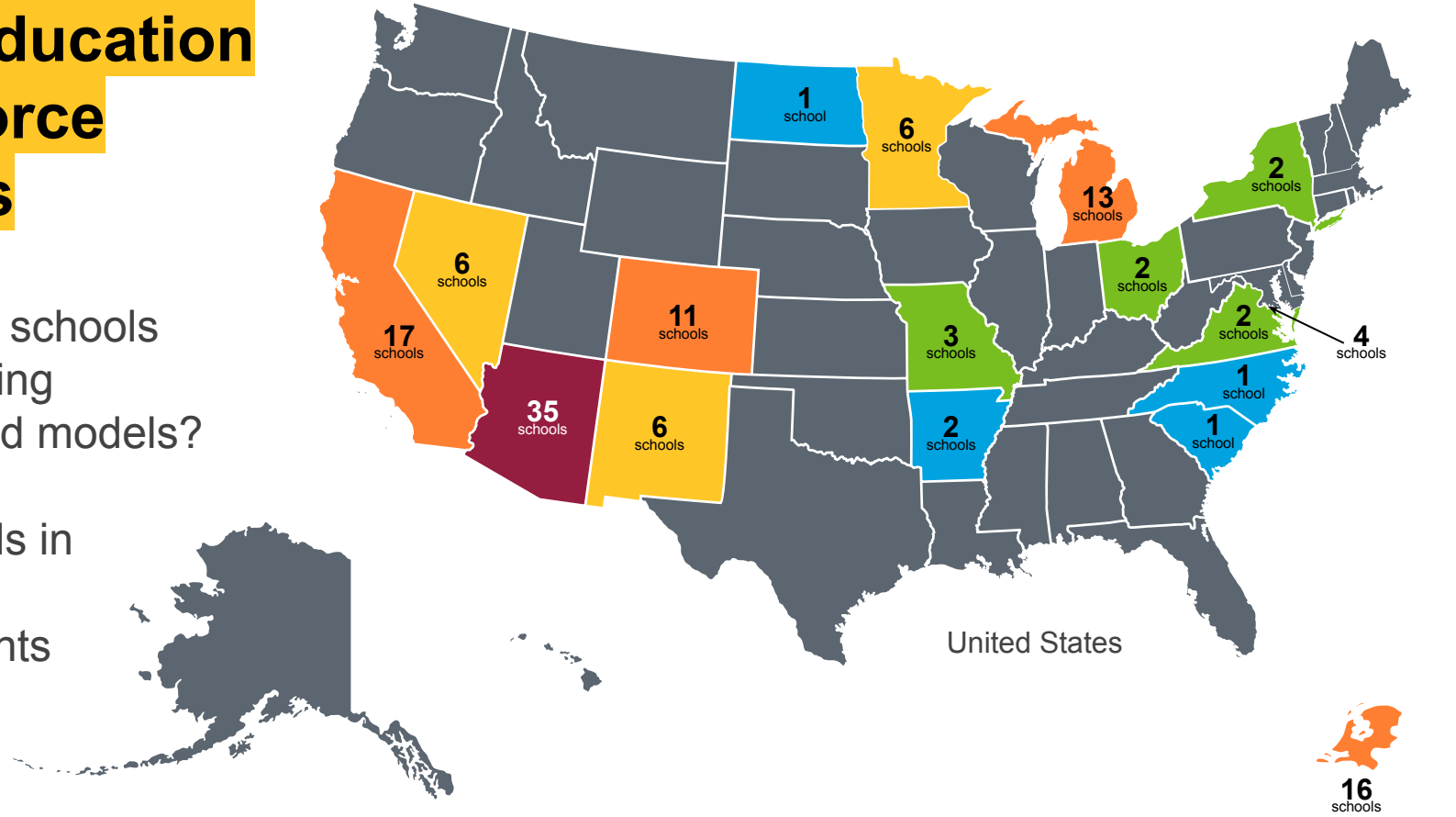
A network diagram consisting of white dots connected by white lines, forming a complex web of connections. It is located in the bottom-left corner of the slide.A network diagram consisting of white dots connected by white lines, forming a complex web of connections. It is located in the bottom-right corner of the slide.

Next Education Workforce models

2025–26

Where are schools implementing team-based models?

128 schools in
16 states
33K students



16 schools
The Netherlands

A network diagram consisting of white dots connected by white lines, forming a complex web of interconnected nodes and edges, located in the top-left corner of the slide.

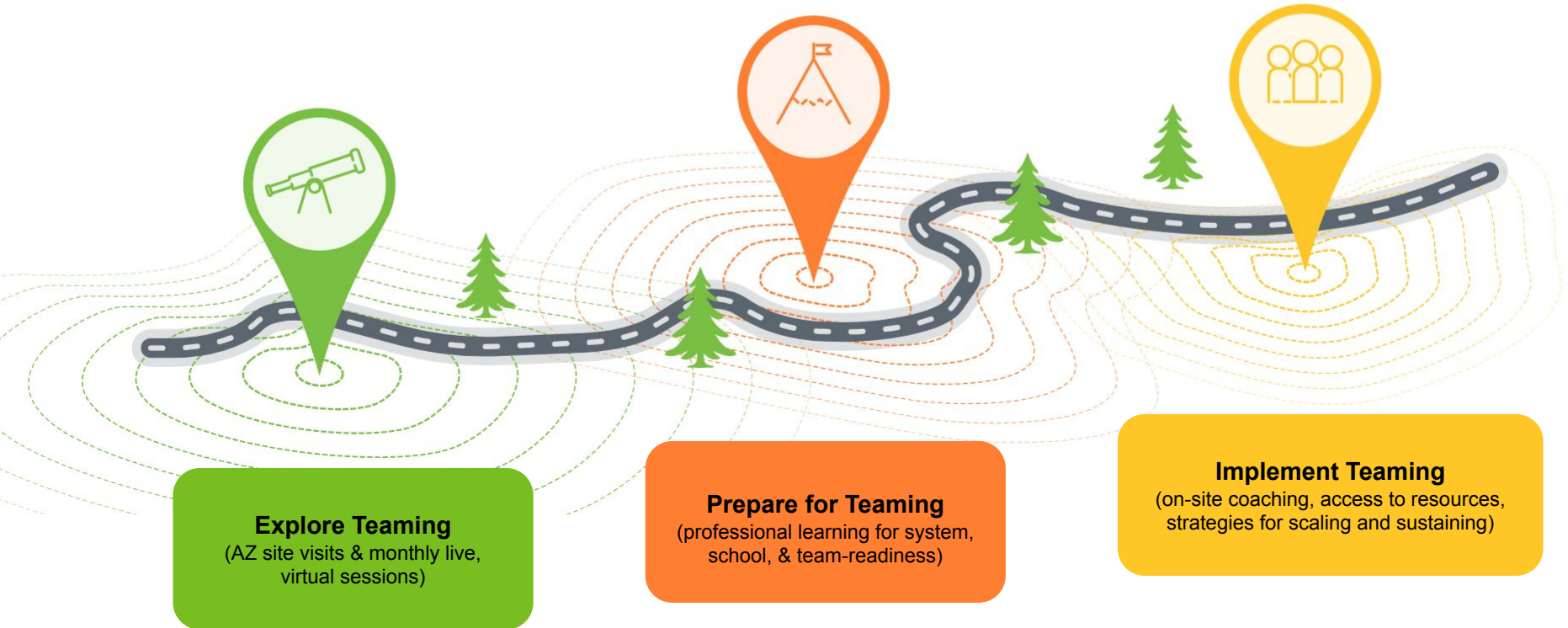
BIG IDEA #2

Teaming takes time.

Durable change is iterative and moves at the speed of trust.



Next Education Workforce™ roadmap to build strategic school staffing models



A network diagram consisting of white dots connected by white lines, forming a complex web of interconnected nodes and edges, located in the top-left corner of the slide.

BIG IDEA #3

Teaming unlocks new possibilities.
Educators, schools and systems operate differently to improve outcomes for all.

A network diagram consisting of white dots connected by white lines, forming a complex web of interconnected nodes and edges, located in the bottom-left corner of the slide.A network diagram consisting of white dots connected by white lines, forming a complex web of interconnected nodes and edges, located in the bottom-right corner of the slide.

Team-based models enable better ...

Instructional coherence

Tutoring / MTSS

Teacher residencies

Student engagement

Teacher leadership

Navigating declining enrollment

Career-connected learning

Inclusive special education

Mentoring and induction



Headline outcomes

Educator outcomes



Greater teacher retention

(+8 percentage points
+13 for novices
+9 for Lead Teachers)



Greater job satisfaction

(+10 percentage points likely to agree)


Student outcomes





Increased reading +
math growth
in grades 3-8
(+1 to 2 months)



Passed Algebra 1
at higher rates
(+4 percentage points,
+7 for Latina learners)



When we say **workforce re-design**, we mean both the **workforce itself** and the **organizational structures of schooling.**





What if our _____
problem is also a **workforce**
design problem?

