

- 
- <sup>1</sup> Ingersoll, R. M. (Spring 2003). The teacher shortage: Myth or reality? *Educational Horizons*. (147).
- <sup>2</sup> LaFrance Associates, LLC. (2006). Unpublished research conducted by independent evaluators on behalf of the San Francisco Education Fund.
- <sup>3</sup> National Education Association. (2006). Closing achievement gaps: An Association Guide (80).
- <sup>4</sup> Esch, C. E., Chang-Ross, C. M., Guha, R., Humphrey, D. C., Shields, P. M., Tiffany-Morales, J. D., Wechsler, M. E., and Woodworth, K. R. (2005). *The Status of the Teaching Profession 2005*. (15). Santa Cruz, CA: The Center for the Future of Teaching and Learning.
- <sup>5</sup> LaFrance Associates, LLC. (2006). Unpublished research conducted by independent evaluators on behalf of the San Francisco Education Fund.
- <sup>6</sup> Ingersoll, R. M. & Smith, T. M. (2003). The wrong solution to the teacher shortage. *Educational Leadership*, 60 (2).
- <sup>7</sup> LaFrance Associates, LLC. (2006). Unpublished research conducted by independent evaluators on behalf of the San Francisco Education Fund.
- <sup>8</sup> Alliance for Excellent Education. (August 2005). *Teacher attrition: A costly loss to the nation and to the states*. [Issue Brief] (4).
- <sup>9</sup> LaFrance Associates, LLC. (2006). Unpublished research conducted by independent evaluators on behalf of the San Francisco Education Fund. Based on the 2006-2007 school year starting salary (\$43,789) multiplied by 30% (the Department of Labor conservatively estimates that turnover costs an employer 30% of the leaving employee's salary, which accounts for recruitment, training, and other start-up costs for a new employee), multiplied by non-retirement turnover from the 2005-2006 school year to the 2006-2007 school year (246 leavers and 206 movers). Also see Alliance for Excellent Education. (August 2005). *Teacher attrition: A costly loss to the nation and to the states*. [Issue Brief] (4) for a similar analysis estimating the cost of attrition.
- <sup>10</sup> Guha, R., Campbell, A., Humphrey, D., Shields, P., Tiffany-Morales, J., & Wechsler, M. (2006). *California's teaching force 2006: Key issues and trends*. Santa Cruz, CA: The Center for the Future of Teaching and Learning. Also: The Center for the Future of Teaching and Learning representative. (December 2006). [personal communication to separate data points for novice teachers].
- <sup>11</sup> LaFrance Associates, LLC. (2006). Unpublished research conducted by independent evaluators on behalf of the San Francisco Education Fund. Data reported represents the 2005-2006 school year.
- <sup>12</sup> Ibid. Data reported represents the 2005-2006 to 2006-2007 school year.