	Administrator Turnover and Attrition Brief SY2016 to SY2017

Introduction and Goals

One of the primary challenges in education for Wisconsin and the Department of Public Instruction (DPI) is the growing teacher shortage. State Superintendent Tony Evers has labeled it one of the "most critical public policy issues" confronting the state and is dedicating significant resources towards addressing it (https://dpi.wi.gov/news/dpi-connected/teacher-shortage-announcement). Work on this issue is also being guided by the Professional Standards Council—a statutorily constructed group that assists the state superintendent with improvements in the areas of teacher preparation, licensure, and regulation (http://dpi.wi.gov/news/releases/2016/evers-announces-efforts-address-school-staffing-shortages).

The issue of educator shortages is directly linked to the ability of schools and districts to recruit, retain, support and develop staff members. When schools suffer high turnover and attrition rates, students' education and learning environments are disrupted. This situation works against efforts to improve student educational outcomes and hinders efforts to reduce the achievement gap throughout the state. High levels of turnover and attrition would also work against efforts at improving equity throughout Wisconsin schools (https://dpi.wi.gov/sites/default/files/imce/esea/pdf/WisconsinEdEquityPlan.pdf).

This brief will only cover educational staff that are licensed through DPI and it will focus specifically on Administrative personnel, which includes groups like District Administrators, Business Managers, Reading Specialists, Principals, Program Coordinators, and Library Media Supervisors. It presents data on both turnover and attrition in administrative personnel throughout the state that occurred between the 2015-16(SY2016) and 2016-17(SY2017) school years.

For the purposes of this study, "turnover" is defined as the situation when an individual left a position at a school, but kept working within the Wisconsin Public School system the subsequent year either by finding a position at another school, or by retaining at least one other position within the school system. "Attrition" is defined as the situation when an individual left all of their positions within the Wisconsin public school system and did not return the next year.

Administrative Turnover and Attrition

Analysis shows that during the 2015-16 school year, 5781 licensed administrative personnel were employed in Wisconsin Public Schools filling 6838 positions. The analysis distinguished between the number of positions and the number of distinct people in the Administrator category, because one person might hold multiple positions in a district (or even in multiple districts), and therefore the number of people in the school system was less than the number of positions held by them. Additionally, data on the assignment workload percentages—full-time equivalency (FTE)—that these positions entailed is presented.

Of these 5781 licensed administrative personnel, 4562 individuals remained in 5322 positions into the next year. 602 individuals left 727 positions while remaining within the system (turnover) and 716 left the system entirely (attrition). These statistics are displayed in table 1 along with FTE totals.

Table 1—Administrative Personnel SY2016-17—Remaining, Turnover, & Attrition Numbers

	Positions	% of total	Individuals	% of Total	FTE	% of Total
Total Admin	6838	100.00%	5781	100.00%	5166.36	100.00%
Remaining	5322	77.83%	4562	78.91%	4107.35	79.50%
Turnover	727	10.63%	602	10.41%	504.68	9.77%
Attrition	789	11.54%	716	12.39%	554.33	10.73%

It is important to note that the percentages for individuals adds up to more than 100%. This occurs because individuals with multiple positions may have kept some of them (and were thus counted in the Remaining group), while also leaving others (thus being counted in the Turnover group).

Within the administrative category, there are a number of different positions, but the five largest categories—making up over 79.1% of all FTEs—are principal (33.6% of FTE), program coordinator (17.9%), assistant principal (13.6%), district Administrator (7.6%), and reading specialist (6.4%). Altogether, these positions constituted 4089.15 FTEs within the administrative category. Table 2 displays the turnover and attrition numbers for each of these five positions in terms of FTE.

Table 2—Administrative Positions SY2016-17—Turnover and Attrition Numbers

Positions	Total FTE	Turnover FTE	% Turnover	Attrition FTE	% attrition
Principal	1737.58	165.82	9.54%	123.06	7.08%
Prog. Coord.	926.12	94.32	10.18%	155.24	16.76%
Asst. Principal	700.95	104.19	14.86%	48.57	6.93%
District Admin.	394.86	15.08	3.82%	40.52	10.26%
Read. Specialist	329.64	33.49	10.16%	46.67	14.16%

One important aspect of the educator staffing challenge is knowing whether those leaving the profession are newly engaged educators, moderately experienced educators, or are long-term education professionals nearing retirement. By analyzing staffing data, this brief examines how long administrative personnel had been working in Wisconsin public schools.   The time period categories used in this analysis are noted in Table 3. These categories were chosen to highlight the critical nature of early years of employment within the Wisconsin Public School system as well as the

Table 3--Work History Categories used in Analysis

1 year or less of experience
2 years or less of experience
3 years or less of experience
3-5 years of experience
5-10 years of experience
10-15 years of experience
15+ years of experience

different stages within an educator's professional development. One caveat to this data is that it measures the total years of experience as an educator overall rather than measuring only the total experience in a particular position or subject area. Thus, an educator who worked as a sub for one year, then as a math

teacher for 7 years, and finally as a vice principal for 7 years would have a sum of 15 years of total experience for this measure.

Table 4 presents a summary of the turnover and attrition groups within administrators, and there are a couple of important inferences to make. With regards to turnover, one can note that administrative personnel with little experience(0-3 years) make up only a small percent (~2%) of all turnover, and these 12 individuals make up only about 6.4% of the administrators with that much work experience. This finding would fit with the assumption that administrative personnel tend to have more experience in education than other categories. The highest amount of turnover is within those educators with 15+ years of experience, which might suggest that there is a lot of movement in this bracket as people focus on career advancement.

Table 4—Administrative Turnover and Attrition compared to Years of Experience.

	Turnover		Attrition	
Years Exp.	# of individuals	% of total Turnover	# of individuals	% of total Attrition
0-1 years	4	0.66%	36	5.03%
0-2 years	8	1.33%	52	7.26%
0-3 years	12	1.99%	56	7.82%
3.1-5 years	20	3.32%	35	4.89%
5-10 years	88	14.62%	90	12.57%
10-15 years	156	25.91%	115	16.06%
15+ years	326	54.15%	420	58.66%

Regarding attrition, the information in Table 4 shows that the majority of those leaving administrative positions in the Wisconsin public school system were very experienced. According to FTE percentages, 42.2% of the FTE's leaving the system were aged 55 or older, which could signify retirement. However, 39.1% of those leaving (according to FTE %) were between the ages of 40 and 54, which is not yet within the standard age of retirement and might therefore be important for those interested in educator retention. Finally, the 56 individuals with 0-3-years of experience represent nearly 30% of the administrative personnel with that much work experience, which is a high level of attrition for inexperienced administrators.

Maps of Educator Turnover Rates

The statewide analyses of educator turnover and attrition above do not, however, display the distribution or concentration of educator losses throughout the state. To accomplish this, this brief presents three separate maps that show turnover, attrition, and combined (turnover+ attrition) rates for each of the 378 unified school districts in the state. Accompanying these maps are three tables that present related information. Table 5 shows the number of districts that fall within the different percentage-based categories for turnover and attrition.

Table 5—Number of Districts in Mapping Categories of Turnover and Attrition Rates

	Turnover	Attrition	Turnover+Attrition
0%	185	142	91
0-5%	28	38	24
5-10%	46	54	33
10-15%	37	40	40
15-20%	36	37	38
20-33.3%	33	43	83
33.3%+	13	24	69
no data	0	0	0

Tables 6 and 7 show the breakdown the data from Table 5 further using National Center for Education Statistics (NCES) Locale Codes. These codes are "a measure of geographic status on an urban continuum that ranges from 'large city' to 'rural.'"(https://nces.ed.gov/ccd/commonfiles/localedescription.asp) The four main categories in these codes are "city," "suburb," "town," and "rural."   Table 6 shows the breakdown of districts related to turnover percentages, while table 7 shows the same breakdown for attrition percentages.

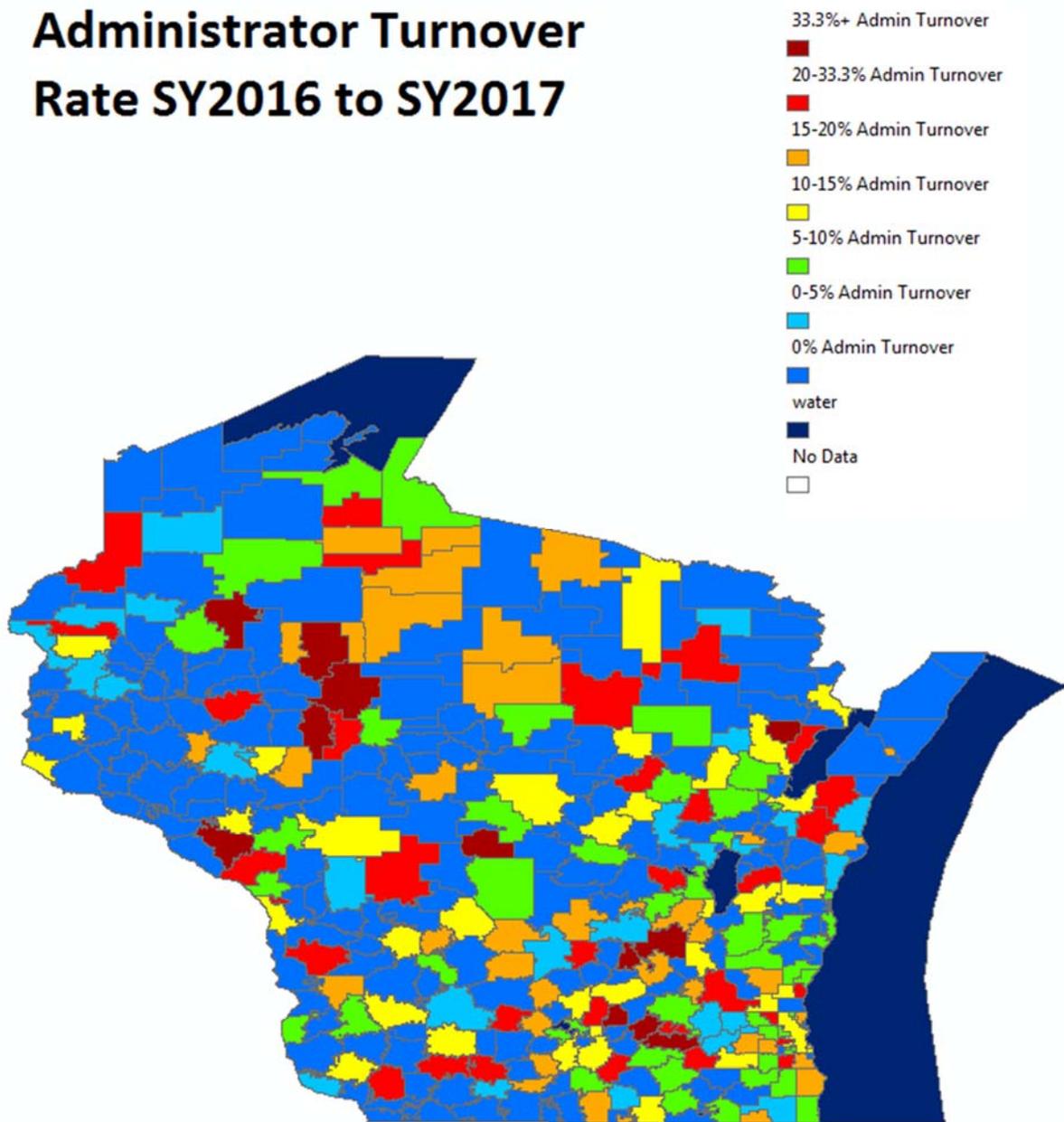Table 6—District Breakdown by NCES Locale Code for Turnover Percentages

% Turnover	Rural	Town	Suburb	City	Total # of Districts
0%	127	33	24	1	185
0-5%	13	5	7	3	28
5-10%	12	17	12	5	46
10-15%	12	14	8	3	37
15-20%	19	9	5	3	36
20-33.3%	19	7	5	2	33
33.3%+	6	7	0	0	13
No data	0	0	0	0	0

Table 7—District Breakdown by NCES Locale Code for Attrition Percentages

% Attrition	Rural	Town	Suburb	City	Total # of Districts
0%	105	27	9	1	142
0-5%	23	8	5	2	38
5-10%	6	20	20	8	54
10-15%	12	11	15	2	40
15-20%	16	8	9	4	37
20-33.3%	24	16	3	0	43
33.3%+	22	2	0	0	24
No data	0	0	0	0	0

Maps will be shown on separate pages for easier visibility.

Administrator Turnover Rate SY2016 to SY2017

33.3%+ Admin Turnover

20-33.3% Admin Turnover

15-20% Admin Turnover

10-15% Admin Turnover

5-10% Admin Turnover

0-5% Admin Turnover

0% Admin Turnover

water

No Data

Administrator Attrition Rate SY2016 to SY2017

33.3%+ Admin Attrition

20-33.3% Admin Attrition

15-20% Admin Attrition

10-15% Admin Attrition

5-10% Admin Attrition

0-5% Admin Attrition

0% Admin Attrition

water

No Data
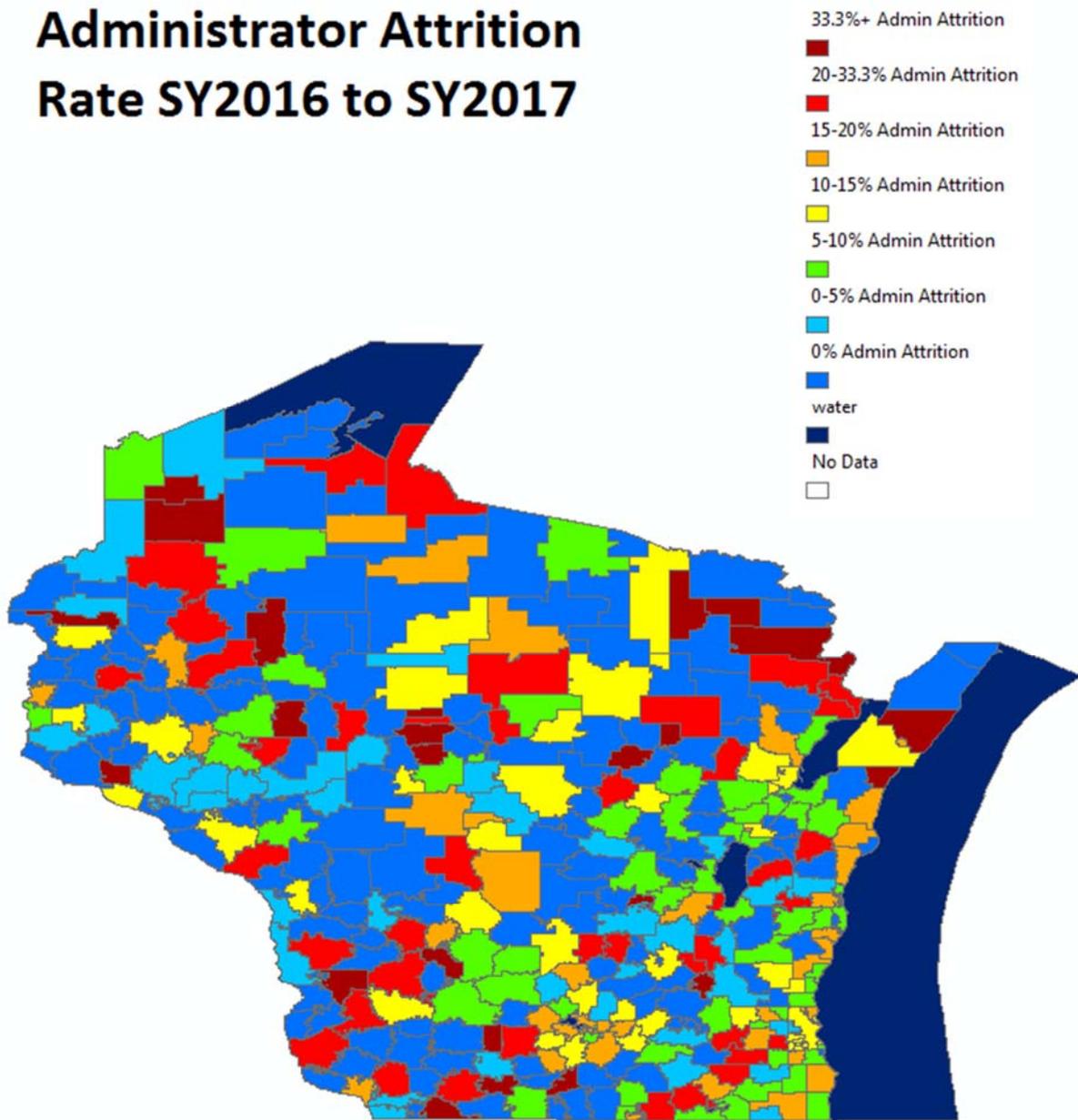
Administrator Turnover + Attrition Rate SY2016 to SY2017

33.3%+ Admin Turnover+Attrition

20-33.3% Admin Turnover+Attrition

15-20% Admin Turnover+Attrition

10-15% Admin Turnover+Attrition

5-10% Admin Turnover+Attrition

0-5% Admin Turnover+Attrition

0% Admin Turnover+Attrition

water

No Data