

School-site administrators: Prior research and projected demand in California

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What Prior Research Has Found

- Principals have a significant impact on school quality and student outcomes (Waters, Marzano, and McNulty, 2003; Branch, Hanushek, and Rivkin, 2012)
- Principals also influence the recruitment and retention of qualified teachers (Baker and Cooper, 2005; Fuller, Young, and Baker, 2011; Rice, 2010)

What Prior Research Has Found

- States generally certify more than enough administrators to fill principal vacancies (Pounder, Galvin, and Shepherd, 2003; Lankford, O'Connell, and Wyckoff, 2003)
- Most open positions receive multiple applications (Roza, 2003)
- But there remains excess demand for school administrators, partly because many certified individuals choose not to pursue school leadership positions (DiPaola and Tschannen-Moran, 2003) and partly due to a mismatch of skills (Roza, 2003)

What Prior Research Has Found

Reasons that certified individuals choose not to pursue school leadership positions include:

1. some teachers who enrolled in leadership programs were not yet convinced they wanted to become administrators, but they were interested in first earning advanced degrees or course credit (Levine, 2005)
2. some teachers were satisfied with their current job (Winter, Rinehart, and Munoz, 2002)
3. the stress of the principal job, low pay or insufficient compensation, and accountability mandates (DiPaolo and Tschannen-Moran, 2003; Education Research Service, 2000)

What Prior Research Has Found

- The result is that many school districts struggle to find qualified candidates to fill vacant school leadership positions (Cooley and Shen, 2000; Fenwick and Pierce, 2001; Whitaker, 2001)
- Principal shortages are more common in high schools and middle schools than in elementary schools (Whitaker, 2001)
- Principal shortages are particularly acute in schools serving high proportions of students who are poor or non-White (Loeb, Kalogrides, and Horng, 2010)

WestEd Study – The Rationale

- We looked at administrator demand through the lens of projected retirements and student enrollment growth
- According to the Bureau of Labor Statistics, between the years 2012 and 2022 the employment of elementary, middle, and high school principals is projected to grow 6 percent nationwide
 - Driven by enrollment growth and state and local budgets (i.e., the opening of new schools)
- As was the case with teacher demand, demand for school-site administrators is expected to vary by geographic location
- Administrator mobility tends to be fairly limited (Gates, Ringel, Santibanez, Ross, and Chung, 2003)

WestEd Study – What We Did

- The county was the unit of analysis in our study
- We looked at the following Professional Assignment Information Form (PAIF) codes:
 - **Principal** (PAIF code 0301, 57.4% of the sample)
 - **Associate administrator, assistant administrator, or vice principal** (code 0302, 40%)
 - **Superintendent/Principal** (code 0300, 2.2%)
 - **Full-time teaching principal or superintendent** (code 6003, 0.4%)

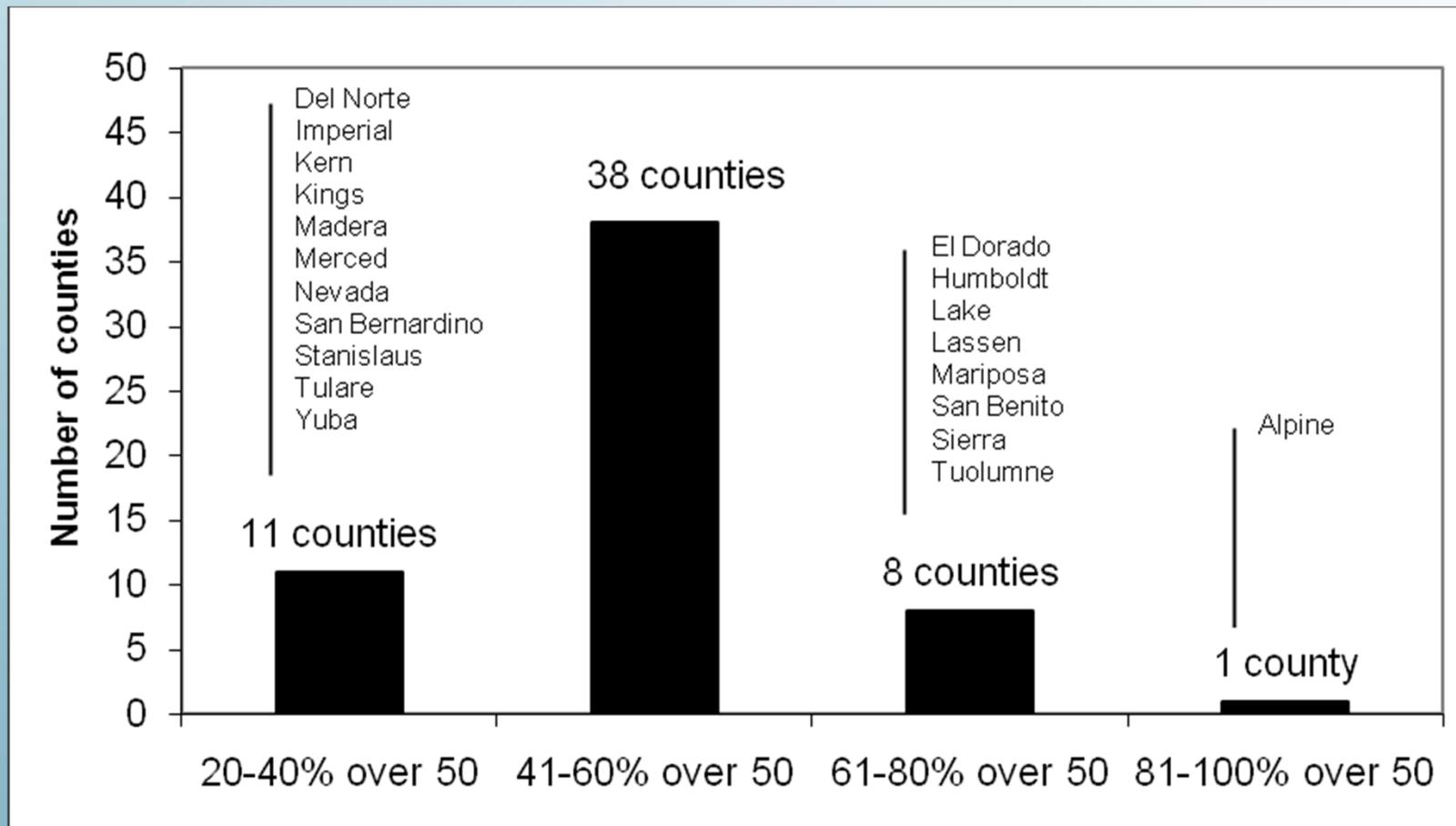
Data Sources

- California State Teachers Retirement System (CalSTRS)
- California Department of Education Professional Assignment Information Form
- California Department of Finance

Data and Methodology

- CalSTRS data allows us to observe individual-level retirements over time
 - There is no other statewide dataset currently available that we could have used
- We projected retirements using historical retirement rates and the ages of the current workforce
- Unable to account for attrition

California counties grouped by the percentage of administrators over the age of 50



Retirement Projections

- Los Angeles county projected to have 1,009 administrator retirements over a ten year period, while there were 14 counties projected to have fewer than 10 administrator retirements
- In percentage terms, some counties were projected to have 70% of their administrators retire over a ten year period (e.g., Santa Cruz), whereas the percentage was in the low-20's for other counties (e.g., San Bernardino and Riverside)

Student Enrollment

- Department of Finance projects student enrollment growth to be basically flat over the next ten years for the state as a whole (0.7% increase)
- But wide variation projected across counties (e.g., an increase of 71,000 students in Riverside as compared to a decrease of 127,000 students in Los Angeles county)

Demand due to changes in enrollment

- Demand for administrators over a ten year period varied from a 41% increase (Riverside) to a 17% decrease (Nevada County)

Combining demand due to projected enrollment growth and retirements

Number	County	Projected Demand (%)
1	Santa Cruz	71.5
2	Riverside	66.9
3	Placer	66.1
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56	Plumas	18.3
57	Los Angeles	16.1
58	Nevada	9.4

Conclusions

- Similar to teacher demand, we found there to be great variation in administrator demand across the state due to retirements and student growth
- The counties with low projected retirement rates also tended to be in areas with high projected enrollment growth
- Overall, there appeared to be a stronger relationship between student growth and overall need as compared to projected retirements and overall need
 - Agrees with the BLS: “Employment growth will be driven by increases in school enrollment.”

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