



**Supply
&
Demand of
Administrative and
Student Services
Personnel
2007**

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Supply & Demand of Administrative and Student Services Personnel

Prepared by:

Comfort Afolabi, M.P.A., Research Specialist II

Gerald M. Eads, Ph.D., Coordinator for Research and Evaluation

Winifred C. Nweke, Ph.D., Coordinator for Research and Evaluation

Georgia Professional Standards Commission

Kelly Henson

Executive Secretary

Send questions and comments about this report to Research@gapsc.com.

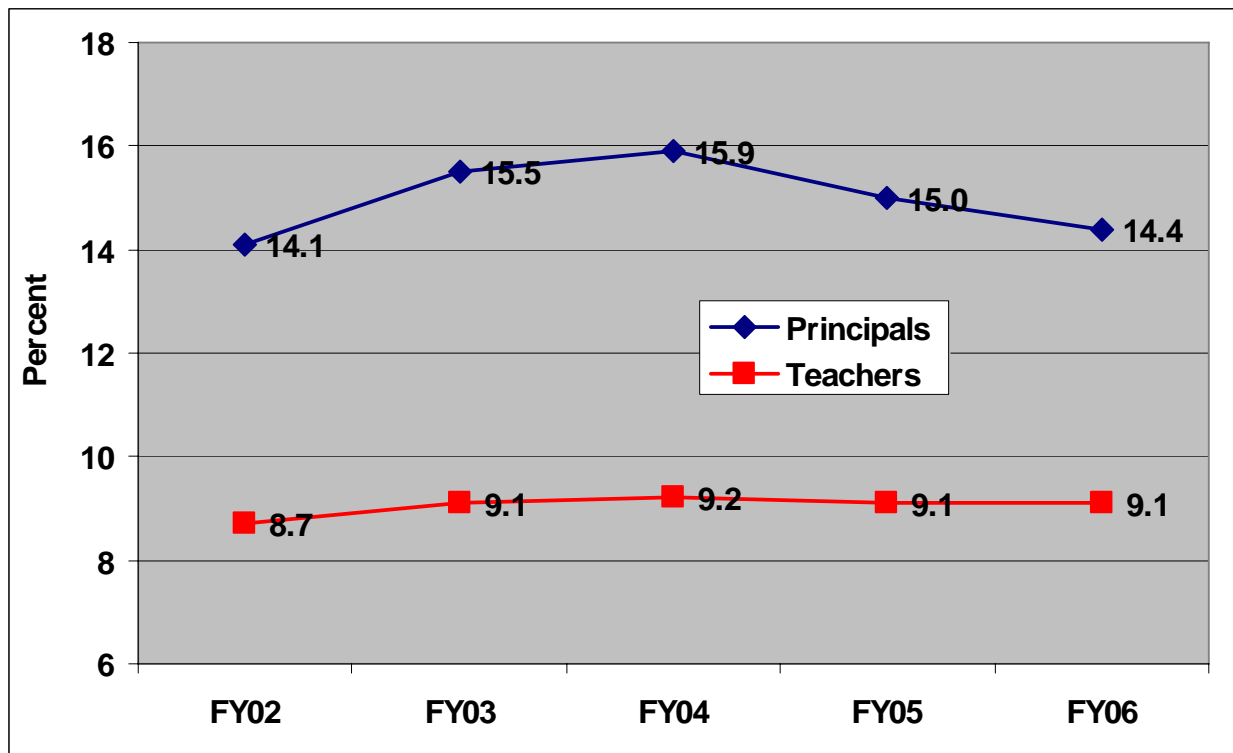
This report provides information on the supply and demand of administrative and student services workforce. Mobility among these groups as well as the sources of administrative and student services personnel are discussed.

Attrition of Principals

Attrition rates of Georgia administrative personnel are typically higher than for teachers. A total of 310 principals left their positions after FY06, an attrition rate of 14.4%; down from a high of 15.9% two years ago. Changes in the attrition rate for small groups – like principals – will vary more from year to year than for teachers, who number more than 100,000. Figure 1 compares the attrition rates of principals and teachers.

Figure 1. Comparing Attrition Rates of Principals and Teachers, Academic Years 2002-2006

(Source: PSC, 2007)



The mean age of principals who left in 2006 was 51.8 years. They ranged in age from 28 to 70 years. The average experience of principals who leave continues to decline gradually annually, decreasing from 26.5 years in 2003 to 24.9 years in 2006.

Table 1 shows the age and experience of principals who left for academic years 2002 through 2006.

Table 1. Experience and Age of Principals Who Left Their Positions, Academic Years 2002-2006

	FY02	FY03	FY04	FY05	FY06
Number	289	321	329	323	310
Mean Years Experience	25.5	26.5	26.3	25.3	24.9
Mean Years Age	52.9	52.9	52.7	52.0	51.8

Data Source : CPI, 2007

As in previous years, most (56.8%, n=176) principals who left their positions left the Georgia public school system altogether. The remainder stayed in the Georgia public school system but returned to other positions such as the assistant principalship (25) and teaching (13).

The vast majority of the principals (95.1%, n= 2,057) remained in the same school system as the previous year. Most new principals come from within their current school systems. Table 2 shows that only 36 (1.7%) of FY07 principals were hired from outside the Georgia public school system, and 71 (3.3%) were hired from other Georgia school systems.

Table 2. Principals in Current Year Distributed by Source and Mobility, Academic Years 2002-2007

Principals	2002		2003		2004		2005		2006		2007	
	#	%	#	%	#	%	#	%	#	%	#	%
Stayers*	1,945	94.7	1,993	96.2	1,986	95.9	2,025	95.3	2,066	96.1	2,057	95.1
New hires from outside of Georgia	32	1.6	31	1.5	34	1.6	35	1.7	32	1.5	36	1.7
Movers	71	3.5	47	2.3	52	2.5	65	3.1	51	2.4	71	3.3
Total	2,048	100	2,071	100	2,072	100	2,125	100	2,149	100	2,164	100.0

Data Source : CPI, 2007

* Includes non-principals promoted into principalship in FY07 and FY06.

Principals exhibit minimal mobility. Of the 1,839 principals retained from FY06, 1,815 (98.7%) of them remained in the same school system. Only 24 (1.3%) moved to other school systems in Georgia. See Table 3.

Table 3. Principals' Mobility Among Systems, Academic Years 2003-2007

Principals	2003		2004		2005		2006		2007	
	#	%	#	%	#	%	#	%	#	%
Stayed in Same System	1,745	99.2	1,724	98.5	1,718	98.6	1,788	99.2	1,815	98.7
Moved to Another System	14	0.8	26	1.5	25	1.4	14	0.8	24	1.3
Retained from FY06	1,759	100	1,750	100	1,743	100	1,802	100	1,839	100
New Principals	312		322		382		347		325	
Total	2,071		2,072		2,125		2,149		2,164	

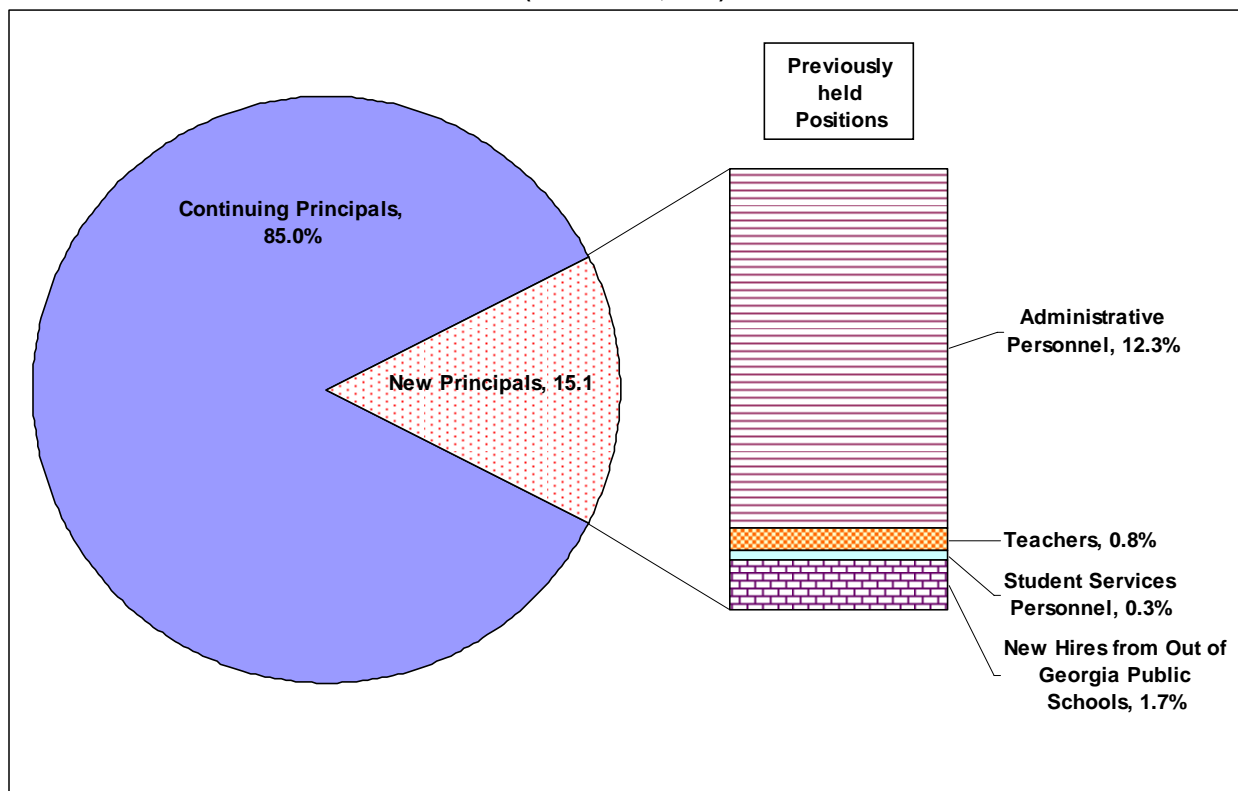
Data Source : CPI, 2007

Supply of Principals

In FY07, 85% (n=1,839) of FY07 principals were also principals in FY06. Figure 2 shows the contribution of each source for new principals as part of the total workforce. The great majority of new principals are promoted from the assistant principal position. This was an increase from the 83.9% (n=1,802) reported in FY06.

Information on the retention of Georgia principals, and the sources of new principals hired are shown in Figure 2. Table 4 shows the sources of supply of new Georgia principals for academic years 2003 through 2007.

Figure 2. Supply of School Principal Workforce, Academic Year 2006
(Source: PSC, 2007)



The promotion of assistant principals accounts for the majority of new principals with 233 promoted to the principalship in academic year 2007. Altogether, individuals promoted from administrative positions accounted for 81.8% of 2007's new principals.

Table 4. Supply of School Principal Workforce, Academic Years 2003-2007

Preceding Year Position	2003		2004		2005		2006		2007	
	#	% of Total	#	% of Total	#	% of Total	#	% of Total	#	% of Total
Administrative Personnel	260	12.6	276	13.3	322	15.2	287	13.4	266	12.3
Teachers	11	0.5	7	0.3	16	0.8	21	1.0	17	0.8
Student Services Personnel	10	0.5	5	0.2	9	0.4	7	0.3	6	0.3
New Hires from Out of Georgia Public Schools	31	1.5	34	1.6	35	1.6	32	1.5	36	1.7
New Principals	312	15.1	322	15.5	382	18.0	347	16.1	325	15.0
Continuing Principals	1,759	84.9	1,750	84.5	1,743	82.0	1,802	83.9	1,839	85.0
Total Principals	2,071	100	2,072	100	2,125	100	2,149	100	2,164	100

Source: PSC, 2007

Attrition of Assistant Principals

The attrition rate among assistant principals is higher (18.8%) than those of principals (14.4%) and teachers (9.1%), but attrition includes promotion to the ranks of principal; the assistant principalship is the primary training ground for school leaders.

The mean age and experience of assistant principals who left after the FY06 school year was 46.0 and 19.0 years respectively. See Table 5.

Table 5. Experience and Age of Assistant Principals Who Left Their Positions, Academic Years 2002-2006

	2002	2003	2004	2005	2006
Number	439	531	593	548	588
Mean Years Experience	19.7	20.2	20.2	19.3	19.0
Mean Years Age	46.7	47.2	47.1	46.2	46.0

Data Source : CPI, 2007

As in previous years, most (93.8%) of the assistant principals in FY07 were retained from the previous year. As shown in Table 6, few assistant principals (4.3%) moved from another school system, and only 1.9% were new hires from outside Georgia public school systems.

Table 6. Assistant Principals in Current Year Distributed by Source and Mobility Among Systems, Academic Years 2002-2006

Assistant Principals	2002		2003		2004		2005		2006		2007	
	#	%	#	%	#	%	#	%	#	%	#	%
Stayers*	2,408	91.5	2,629	93.2	2,701	94.3	2,745	93.5	2,934	93.9	3,045	93.8
New Hires	55	2.1	65	2.3	57	2	57	1.9	58	1.9	61	1.9
Movers	168	6.4	128	4.5	105	3.7	134	4.6	134	4.3	141	4.3
Total	2,631	100	2,822	100	2,863	100	2,936	100	3,126	100	3,247	100

Data Source : CPI, 2007

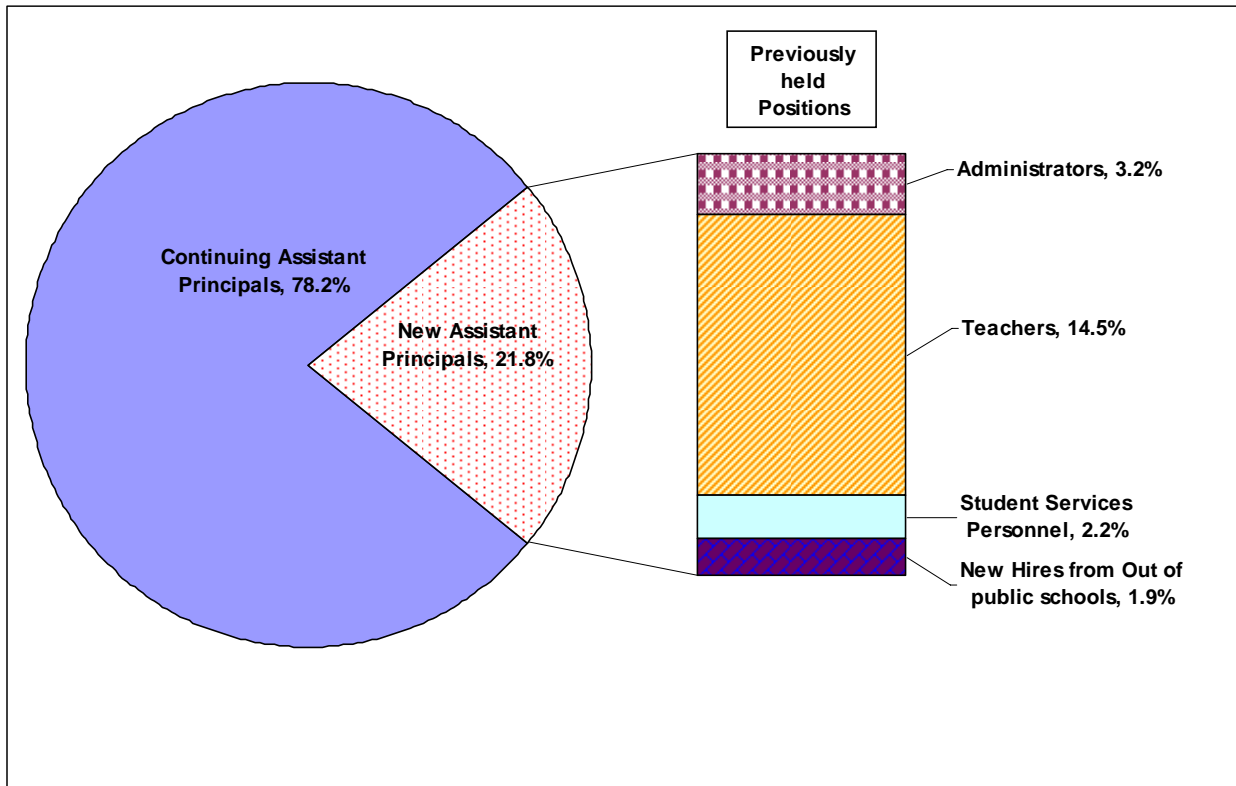
* Includes individuals who were newly promoted to assistant principal positions.

Supply of Assistant Principals

Even though the primary source of new principals is from the assistant principal ranks, 2,538 remained as assistant principals in 2007, constituting 78.2% of the 2007 workforce. The largest source of new assistant principals is from the teacher workforce (15%, or 472 this past year). Only 1.9% (n=61) of new assistant principals were hired from outside of Georgia public schools. Figure 3 and Table 7 provide information on the make-up of FY06 assistant principal workforce.

Figure 3. Supply of School Assistant Principal Workforce, Academic Year 2006

Source: PSC, 2007



Over two-thirds (66.6% or n=472) of the new assistant principals hired in FY07 were from the teacher workforce. Administrative personnel who became assistant principals accounted for 14.7% (n=105). Instructional supervisors and principals accounted for 6.1% and 3.5% respectively. Student services personnel accounted for 10.0% (n=71) of the newly hired assistant principals in FY07.

Table 7. Former Personnel Categories of School Assistant Principal Workforce, Academic Years 2003-2007

Preceding Year Position	2003		2004		2005		2006		2007	
	#	% of Total	#	% of Total	#	% of Total	#	% of Total	#	% of Total
Teachers	354	56.2%	362	63.3%	437	65.6%	512	69.4%	472	66.6%
Other Administrators	170	27.0%	105	18.4%	123	18.5%	86	11.7%	105	14.8%
Student Services Personnel	41	6.5%	48	8.4%	49	7.4%	82	11.1%	71	10.0%
New Hires from Outside Public Schools	65	10.3%	57	10.0%	57	8.6%	58	7.9%	61	8.6%
Total New Assistant Principals	630	100%	572	100%	666	100%	738	100%	709	100%

Source: PSC, 2007

Attrition of Other Administrative Personnel

As shown in Table 8, a total of 590 individuals left from the remaining administrative personnel groups after the 2006 school year. Over half (52.7%, 311) of the group as a whole who left their positions after 2006 left the Georgia public school system, and 279 (47.3%) stayed in Georgia public schools but in new positions in 2007. Of those who remained in Georgia public schools in 2007, 80 became assistant principals. 33 became principals, and 125 took teaching assignments.

Table 8. Attrition of Administrative Personnel Other Than Principals and Assistant Principals, Academic Years 2002-2006

Category	2002		2003		2004		2005		2006	
	#	%	#	%	#	%	#	%	#	%
Assistant Superintendent	28	5.5	35	6.1	37	6.5	41	7.9	37	6.3
Athletic Director	5	1	19	3.3	17	3	13	2.5	13	2.2
Curriculum Director	25	4.9	39	6.8	29	5.1	21	4.1	31	5.3
Human Resources Director	6	1.2	9	1.6	10	1.7	10	1.9	6	1.0
Instructional Supervisor	214	42	156	27.1	208	36.4	168	32.6	212	35.9
Other Administrators	146	28.7	212	36.9	155	27.1	160	31	186	31.5
Pre-Kindergarten Director	3	0.6	4	0.7	3	0.5	4	0.8	11	1.9
RESA Director	3	0.6	3	0.5	1	0.2	1	0.2	3	0.5
Special Education Director	14	2.8	25	4.4	18	3.1	22	4.3	28	4.7
Superintendent	26	5.1	37	6.4	26	4.5	32	6.2	17	2.9
Technology Director	8	1.6	6	1	9	1.6	9	1.7	10	1.7
Vocational Education Director	31	6.1	30	5.2	59	10.3	35	6.8	36	6.1
Total	509	100	575	100	572	100	516	100	590	100

Data Source : CPI, 2007

Supply of Other Administrative Personnel

As in previous years, the majority (92.4% or 3,118) of the administrative personnel in positions other than principals and assistant principals remained in the same system in 2007. The retention rate among other administrative personnel has remained consistently high, although the percentage has dropped for the third year consecutive year, from 94.0% in the 2004 academic year to 92.4% in 2007.

Attrition of Student Services Personnel

Table 9 shows that a total of 1,085 student services personnel left their positions after the 2006 school year for an attrition rate of 10.4%. As in previous years, the attrition rate among student services personnel remained lower than administrators such as principals (14.4%), but remains higher than that of teachers (9.1%). The highest loss among the student services personnel was among the “other student services personnel” (28.8%), followed by media specialists (18.3%), and speech and language pathologists (13.4%).

Table 9. Categories of Student Services Personnel Who Left Their Position in the Workforce, Academic Years 2002-2006

Category	2002		2003		2004		2005		2006	
	#	%	#	%	#	%	#	%	#	%
Elementary Grades Counselor	99	9.8	128	10.9	112	11.1	135	12.1	123	11.3
High School Counselor	90	8.9	112	9.6	98	9.7	98	8.8	115	10.6
Middle Grades Counselor	83	8.2	79	6.8	84	8.3	104	9.3	75	6.9
Media Specialist	181	17.8	198	16.9	178	17.7	186	16.7	199	18.3
Other Student Services Staff	246	24.2	342	29.3	278	27.6	340	30.5	313	28.8
School Psychologist	49	4.8	53	4.5	63	6.3	58	5.2	65	6.0
School Social Worker	35	3.5	49	4.2	33	3.3	48	4.3	50	4.6
Speech & Language Pathologist	232	22.9	209	17.9	160	15.9	144	12.9	145	13.4
Total	1,015	100	1,170	100	1,006	100	1,113	100	1,085	100
All Student Services Staff	9,347		9,789		10,060		10,066		10,427	
Attrition %	10.9		12.0		10.3		11.1		10.4	

Data Source : CPI, 2007

Over two-thirds (68.8%, n=747) of the student services personnel who left in FY06 left the Georgia public school system. The remainder (338) accepted administrative jobs in Georgia school systems such as assistant principalship (71), while 177 took up teaching assignments.

Supply of Student Services Personnel

Student services personnel remaining in their positions comprise about 85% of the subsequent year’s workforce. New hires, including individuals from the teaching or administrative personnel groups, account for about 15%.

As noted in Report #1, two new job categories, Graduation Specialist and Psychoeducational Counselors were added to the student services personnel group in the 2007 school year. See Table 10. More than two-thirds (68.5%) of the Graduation Specialists hired in 2007 were hired from other positions inside Georgia.

Table 10. New Student Services Hired by Category, Academic Year 2007

Category	Frequency	Percent
Elementary Grades Counselor	165	9.9
Graduation Specialist	203	12.2
High School Counselor	193	11.6
Middle Grades Counselor	107	6.4
Media Specialist	225	13.5
Other Student Services Personnel	399	24.0
Psychoeducational Counselor	2	0.1
School Psychologist	72	4.3
School Social Worker	61	3.7
Speech & Language Pathologist	236	14.2
Total New Hires	1,663	100
Total Student Services Personnel	11,005	
New Hires as % of Total Student Services Personnel	15.1	

Source: PSC, 2007

As shown below, 60 (3.6%) of the new student services staff were hired from administrative positions and 712 (42.8%) were from teaching positions. A total of 891 (56.7%) were hired from outside the Georgia public school system. This was a 6.6% increase from the 836 reported in 2006. Of these 891, almost one-quarter (22.3%, n=199) were speech and language pathologists. The largest increase in new hires in 2007 was for high school counselors (29.1%), while the largest decrease was seen among school social workers (31.7%). See Table 11.

Table 11. New Student Services Hires from Outside Georgia Public School Systems by Category, Academic Years 2003-2007

Category	2003		2004		2005		2006		2007		Change (%)
	#	%	#	%	#	%	#	%	#	%	
Elementary Grades Counselor	113	14.9	86	12.7	103	15	118	14.1	112	12.6	-5.1
Middle Grades Counselor	72	9.5	59	8.7	74	11	82	9.8	76	8.5	-7.3
High School Counselor	85	11.2	64	9.4	78	12	103	12.3	133	14.9	29.1
School Social Worker	40	5.3	47	6.9	52	7.4	82	9.8	56	6.3	-31.7
Graduation Specialist	0	0	0	0	0	0	0	0	64	7.2	NA
Media Specialist	108	14.2	83	12.2	91	13	97	11.6	101	11.3	4.1
Psychoeducational Counselor	0	0	0	0	0	0	0	0	2	0.2	NA
School Psychologist	61	8	66	9.7	67	9.5	71	8.5	66	7.4	-7.0
Speech & Language Pathologist	203	26.7	179	26.4	174	25	199	23.8	199	22.3	0.0
Other Student Services	79	10.4	95	14	67	9.5	84	10	82	9.2	-2.4
Total	761	100	679	100	706	100	836	100	891	100	6.6

Source: PSC, 2007

In summary, annual retention among administrative and student services personnel ranges remains above 75%, ranging from 78.2% among assistant principals to 92.4% among the other administrative personnel group. Replacements for those who leave these positions come from other personnel groups such as teachers, student services personnel and administrative personnel groups; this further exacerbates attrition from these other groups.