

## **Principal Supply and Demand Study**

**Prepared by the  
Department of Public Instruction  
Division of Human Resource Management**

**for the  
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## Introduction

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A variety of factors influence the balance of supply and demand of teachers and principals. These include attrition of inservice educators (for other positions, other careers, retirement, etc.), production of licensed personnel by approved teacher education programs, growth in student population, national, state, and local policies, and economic conditions.

This report focuses on the first two factors. It is divided into four sections. The first section provides demographic information on our current principals and assistant principals. The second section provides information on the demand for school administrators. The third section provides information on the supply of school administrators. The conclusions are contained in the fourth section.

## Demographics of Our Current School Administrators

The "average" principal in North Carolina today is 49 years old, white (75.44%), and holds a master's degree level license (67.29%). Roughly half (52.5%) of the principals are female. They have an average of 24 years experience in education and an average of 7 years in the principalship.

The "average" assistant principal in North Carolina today is 45 years old, white (72.07%), and holds a master's degree level license (85.21%). To a greater extent than principals, assistant principals are female (57.90%). They have an average of just more than 19 years (19.25) in education, and average close to one year of experience in their roles.

As reflected in the following tables, statewide, 52.8% of our current principals are age 50+; 53.38% have 25+ years of experience. Statewide, 37.24% of our assistant principals are age 50+; 33.57% have 25+ years of experience. Tables I and II provide information on the age of our current schools administrators. Tables III and IV provide information on the years of experience reflected on their licenses. Tables V and VI provide information on the level of license they hold. Tables VII and VIII provide information on the race and gender of these individuals. Because there is variation across regions of the state, the data is reported by regions. Appendix A lists the LEAs by regions (for purposes of this report).

**Table I: Principal Age**

Age	<40	40-44	45-49	50-54	55+
Statewide	11.6%	12.0%	23.7%	32.2%	20.6%
Central	13.9%	13.5%	23.6%	29.1%	19.9%
Northeast	12.9%	14.4%	21.8%	30.2%	20.8%
Northwest	12.7%	11.4%	25.0%	34.4%	16.6%
Southcentral	11.6%	10.5%	29.8%	29.8%	18.2%
Southeast	10.6%	9.4%	22.6%	32.8%	24.7%
Southwest	10.3%	10.6%	23.4%	35.0%	20.7%
West	6.1%	14.1%	16.7%	36.4%	26.8%

**Table II: Assistant Principal Age**

Age	<40	40-44	45-49	50-54	55+
Statewide	23.38%	14.25%	20.13%	20.88%	16.36%
Central	29.0%	13.4%	21.6%	21.6%	14.4%
Northeast	26.0%	13.0%	25.3%	16.9%	18.8%
Northwest	30.1%	16.3%	20.5%	19.6%	13.5%
Southcentral	18.7%	15.0%	27.3%	21.7%	17.2%
Southeast	36.7%	12.7%	14.5%	19.5%	16.7%
Southwest	30.0%	12.8%	16.9%	22.0%	18.3%
West	23.1%	21.7%	16.1%	21.0%	18.2%

**Table III: Principal Experience**

<b>Experience</b>	<b>&lt;10 Years</b>	<b>10-14 Years</b>	<b>15-19 Years</b>	<b>20-24 Years</b>	<b>25-29 Years</b>	<b>30+ Years</b>
<b>Statewide</b>	4.17%	8.72%	11.42%	21.86%	31.28%	22.55%
<b>Central</b>	6.20%	9.59%	13.35%	23.50%	27.63%	19.74%
<b>Northeast</b>	4.93%	11.33%	9.85%	22.17%	23.65%	28.08%
<b>Northwest</b>	2.60%	13.36%	7.79%	23.05%	35.71%	19.48%
<b>Southcentral</b>	4.93%	7.39%	14.08%	22.89%	30.99%	19.72%
<b>Southeast</b>	2.56%	11.11%	8.12%	23.93%	30.34%	23.93%
<b>Southwest</b>	3.79%	5.81%	12.63%	18.43%	36.62%	22.73%
<b>West</b>	2.02%	4.55%	11.11%	18.18%	32.83%	31.31%

**Table IV: Assistant Principal Experience**

<b>Experience</b>	<b>&lt;10 Years</b>	<b>10-14 Years</b>	<b>15-19 Years</b>	<b>20-24 Years</b>	<b>25-29 Years</b>	<b>30+ Years</b>
<b>Statewide</b>	18.66%	15.26%	15.95%	16.56%	19.97%	13.60%
<b>Central</b>	20.13%	11.98%	16.14%	17.14%	19.80%	14.81%
<b>Northeast</b>	12.99%	20.78%	14.29%	20.78%	16.88%	14.29%
<b>Northwest</b>	19.74%	14.89%	16.50%	19.42%	19.09%	10.36%
<b>Southcentral</b>	12.69%	14.18%	19.78%	19.78%	17.91%	15.67%
<b>Southeast</b>	25.34%	18.10%	11.31%	15.84%	19.00%	10.41%
<b>Southwest</b>	20.34%	16.47%	14.45%	13.61%	21.34%	13.78%
<b>West</b>	10.27%	16.44%	21.92%	10.96%	25.34%	15.07%

**Table V: Principal Degree Levels**

Degree Level	Master's*	Specialist	Doctoral
Statewide	67.29%	24.45%	8.26%
Central	71.75%	18.27%	9.98%
Northeast	64.53%	31.53%	3.94%
Northwest	63.64%	26.30%	10.06%
Southcentral	80.99%	14.08%	4.93%
Southeast	71.91%	23.40%	4.68%
Southwest	56.93%	30.23%	12.85%
West	59.39%	35.53%	5.08%
<i>Note: Principals must all hold at least a master's degree.</i>			

**Table VI: Assistant Principal Degree Levels**

Degree Level	Master's	Specialist	Doctoral
Statewide	85.21%	11.33%	3.47%
Central	85.40%	11.04%	3.57%
Northeast	81.29%	15.48%	3.23%
Northwest	84.44%	11.59%	3.23%
Southcentral	90.84%	4.96%	4.20%
Southeast	86.66%	10.60%	2.76%
Southwest	85.32%	12.12%	2.56%
West	77.14%	17.14%	5.71%

**Table VII: Race and Gender of Current Principals**

[illegible]

Table VIII: Race and Gender of Current Assistant Principals

[illegible]



To be issued a license to serve as a school principal, an individual must have completed an approved school administration program and satisfied testing requirements. A one-year provisional principal's license can be issued to individuals selected by local boards of education for employment as assistant principals if:

- ❖ the local board has determined there is a shortage of persons who hold or are qualified to hold a principal's license and the employee enrolls in an approved program leading to a master's degree in school administration before the provisional license expires; or
- ❖ the employee is enrolled in an approved master's in school administration program and is participating in the required internship under the master's program.

All persons employed as assistant principals in state allotted positions, or as assistant principals in full-time positions regardless of funding source, in the public schools of the state or in schools receiving public school funds, are required either to hold or be qualified to hold a principal's license or a provisional principal's license.

Table IX provides information on the number of individuals employed as assistant principals on provisional licenses.

**Table IX: Assistant Principals with Provisional Licenses**

Region	Year	1999-2000	2000-2001	2001-2002
Statewide		40	120	232
Central		14	38	64
Northeast		7	14	27
Northwest		3	7	21
Southcentral		4	16	33
Southeast		4	20	39
Southwest		3	14	33
West		5	11	15

## The Need

Over the last five years, North Carolina has hired more than fifteen hundred (1,548) new principals. As reflected in Table X, approximately three-fourths of newly hired principals were employed as assistant principals in the NC public schools the preceding year. During the same time period (1997-98--2001-02), almost twenty-four hundred (2,369) assistant principals were hired. As reflected in the table, the majority of these newly hired assistant principals were employed the previous school year as teachers or assistant principal interns. The distribution of new principals and assistant principals across regions is contained in Table XI and XII.

**Table X: Sources of New Principals and Assistant Principals**

	97-98	98-99	99-00	00-01	01-02
Number of new principals hired	351	276	296	294	331
% of new principals employed as assistant principals in NC the preceding year	85.19%	75.72%	77.36%	75.85%	74.92%
% of new principals not employed in NC schools the preceding year	4.56%	5.07%	8.45%	5.10%	9.06%
Number of new assistant principals hired	507	436	379	467	580
% of new assistant principals employed as teachers in NC the preceding year	60.86%	55.04%	55.14%	54.18%	42.07%
% of new assistant principals employed as interns the preceding year	NA	9.86%	16.89%	16.49%	29.14%

**Table XI: Distribution of New Principals by Regions**

Region	96-97	97-98	98-99	99-00	00-01	01-02
Statewide	389	351	276	296	294	331
Central	27.51%	22.79%	22.82%	26.26%	25.17%	23.19%
Northeast	10.80%	14.52%	13.77%	8.75%	11.90%	12.35%
Northwest	15.94%	12.25%	12.68%	17.17%	10.88%	14.16%
Southcentral	11.05%	10.54%	12.68%	13.13%	17.34%	15.06%
Southeast	10.28%	11.68%	10.51%	10.77%	11.22%	12.05%
Southwest	16.45%	19.37%	19.56%	15.45%	15.30%	16.27%
West	7.97%	8.83%	7.87%	8.75%	8.16%	6.93%

**Table XII: Distribution of New Assistant Principals by Regions**

Region	96-97	97-98	98-99	99-00	00-01	01-02
Statewide	818	507	436	379	467	580
Central	22.98%	21.67%	24.08%	23.75%	25.27%	23.88%
Northeast	7.95%	8.28%	10.09%	8.18%	8.78%	8.93%
Northwest	13.60%	15.38%	10.09%	15.30%	12.85%	14.95%
Southcentral	15.53%	15.98%	12.39%	14.51%	15.85%	13.23%
Southeast	9.54%	12.82%	10.78%	11.08%	8.14%	8.76%
Southwest	24.21%	20.32%	25.00%	21.64%	24.20%	24.05%
West	6.23%	5.52%	7.57%	5.54%	4.93%	6.18%

Defining retention as individuals who are still employed in a professional capacity in the public schools the following year, the retention of principals and assistant principals is detailed in the following tables. As reflected in the tables, retention has been relatively stable over the last several years, and the retention of assistant principals is slightly better than the retention of principals. This difference is likely due to retirement of principals.

**Table XIII: Retention of Principals**

Cohort Year and Size	% Still employed in the public schools the following year	% Still employed in the public schools 2 years later	% Still employed in the public schools 3 years late	% Still employed in the public schools 4 years later
1996-97 N = 1989	90.50%	83.30%	76.62%	70.69%
1997-98 N = 2033	90.06%	83.13%	76.44%	NA
1998-99 N = 2017	90.53%	83.14%	NA	NA
1999-00 N = 2111	88.91%	NA	NA	NA

**Table XIV: Retention of Assistant Principals**

Cohort Year and Size	% Still employed in the public schools the following year	% Still employed in the public schools 2 years later	% Still employed in the public schools 3 years late	% Still employed in the public schools 4 years later
1996-97 N = 2027	93.09%	87.81%	84.71%	78.89%
1997-98 N = 2101	92.05%	88.24%	82.87%	NA
1998-99 N = 2172	93.19%	86.65%	NA	NA
1999-00 N = 2236	91.37%	NA	NA	NA

## The Supply

### Production of Principals by NC Institutions

North Carolina has nine public institutions and two private institutions which currently offer programs to prepare school administrators. Approximately 90% of the individuals in NC completing approved school administration programs do so at the public institutions.

The table which follows provides information on the number of individuals completing programs at the public institutions, and their employment status one year after program completion and as of December 2001.

**Table XV: Employment of Graduates of UNC School Administration Programs  
as Principals and Assistant Principals**

Year	1996-97	1997-98	1998-99	1999-00	2000-01
Number of Program Completers	120	134	191	243	289
Number of Program Completers Employed as Principals within 1 Year of Graduation	4	7	6	5	NA
Number of Program Completers Employed as Assistant Principals within 1 Year of Graduation	72	86	138	164	NA
Number of Program Completers Employed as Principals December 2001	33	40	35	21	16
Number of Program Completers Employed as Assistant Principals December 2001	47	59	109	161	206

Information on the race and gender of program completers is contained in the following table.

### Individuals in the Reserve Pool

In addition to the individuals currently/recently completing school administration programs, there are other individuals who are licensed as school administrators that constitute a reserve pool of prospective school administrators. The DPI Licensure database indicates there are almost seventeen thousand (16,689) individuals with school administrator licenses. When those with expired licenses (6,750), those employed as assistant principals, principals, or other administrators [e.g., superintendents, directors, supervisors] (4,221) are removed from this pool, just over 5,700 individuals remain, of which just under 1,400 are classroom teachers.

Approximately 3,200 individuals in the reserve pool hold a valid license and were employed in the public schools within the last five years, although they are not currently employed in the public schools. Of these individuals, almost half (44.87%) are age 55+; another fifth (18.67%) are aged 50-54. Over 750 individuals hold valid licenses, but have not been employed in the public schools within the last five years. It is likely this group includes college and university faculty with licenses, DPI employees, and individuals working in private schools.

Table XVI: Graduates by Race and Gender

Race/Gender	Asian Female	Asian Male	Black Female	Black Male	Hispanic Female	Hispanic Male	Indian Female	Indian Male	White Female	White Male
Year										
00-01		<1%	19.93%	6.77%	<1%		<1%		42.70%	28.82%
99-00	<1%	<1%	13.25%	8.12%		<1%	1.3%	<1%	44.02%	31.62%
98-99	<1%	<1%	13.59%	3.80%	<1%	<1%	<1%		50.54%	29.35%
97-98	<1%		15.20%	4.0%			2.4%	<1%	54.40%	22.40%

## Findings and Conclusions

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Over the last five years, North Carolina has hired over fifteen hundred (1,548) new principals. Approximately three-fourths of these individuals had been employed as assistant principals the year before assuming the role of principal. During the same time period, North Carolina hired almost twenty-four hundred (2,369) new assistant principals. Many of the individuals hired as assistant principals had been employed as teachers the year before assuming the role of assistant principal. The employment of new principals and assistant principals has not been evenly distributed across the state. The largest percentage of new hires was in the central region of the state; the lowest percentage of new hires was in the western region of the state.

Over the last five years, the number of individuals completing approved school administration programs has increased. The number of new graduates however is less than the number of new principals hired each of the last five years. With the matriculation of students in three new school administration programs which are now being planned, the number of individuals completing approved school administration programs should continue to increase.

The reserve pool, those individuals with principal licenses, but not employed as principals, includes many individuals with expired licenses (6,750), many employed as administrators at the school or district level (4,221), and many employed as classroom teachers. Almost half (44.87%) of the 3,200 individuals in the reserve pool who hold a valid license and were employed in the public schools within the last five years, but are not currently employed in the public schools, are age 55+; another 18.67% are aged 50-54.

While the "average" principal is 49 years old, 52.8% of our current principals are aged 50+. In some regions of the state (e.g., the western region), more than sixty percent (63.2%) of the principals are aged 50+. Over half (53.83%) of the principals in the state have 25+ years of experience.

While school administrators are more diverse than the teaching population (24.6% of school administrators are minority; 16% of the teaching force is minority), they are not as diverse as the student population of this state, and their diversity is not uniformly distributed across the state. Across the last four years, the diversity of individuals completing school administration programs in North Carolina has increased slightly.

If North Carolina is to reach its goal of being First in America in 2010, we must find ways to increase the pool of highly qualified school administrators who reflect the increasing diversity of the state.

## Appendix A: LEAs by Regions

For purposes of this report, LEAs were grouped by the following regions.

Central	Northeast	Northwest	Southcentral	Southeast	Southwest	West
Alamance-Burlington Caswell Chatham Durham Public Franklin Granville Guilford Johnston Nash Orange Chapel Hill-Carrboro Person Randolph Asheboro City Rockingham Vance Wake Warren	Beaufort Berlie Camden Chowan Currituck Dare Edgecombe Gates Halifax Roanoke Rapids City Weldon City Hertford Hyde Marlin Northampton Pasquotank Perquimans Pitt Tyrrell Washington Wilson	Alexander Alleghany Ashe Burke Caldwell Catawba Hickory City Newton-Conover City Davie Forsyth Iredell-Statesville Mooresville City Stokes Surry Elkin City Mt. Airy City Watauga Wilkes Yadkin	Anson Bladen Columbus Whiteville City Cumberland Harnett Hoke Lee Montgomery Moore Richmond Robeson Scotland	Brunswick Carteret Craven Duplin Greene Jones Lenoir New Hanover Onslow Pamlico Pender Sampson Clinton City Wayne	Cabarrus Kannapolis City Cleveland Kings Mtn. District Shelby City Davidson Lexington City Thomasville City Gaston Lincoln Charlotte-Mecklenburg Rowan Stanly-Albemarle Union	Avery Buncombe Asheville City Cherokee Clay Graham Haywood Henderson Jackson Macon Madison McDowell Mitchell Polk Rutherford Swain Transylvania Yancey