



The State of Leadership: Public School Principals in Illinois, 2001-08

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The IERC Principals Study

- First in a series of reports – future work will investigate principal attrition, principal effects, and job preferences and management practices
- Current study is a descriptive analysis of the demographic characteristics, employment experiences, and academic backgrounds of principals in Illinois public schools from 2001 to 2008
 - Baseline evidence about the observable characteristics of existing school leaders prior to new administrative licensure policies
- Similar to the IERC's work on teachers in Illinois public schools – we focus on the distribution of characteristics and changes in this distribution

Data

- **Principal Data**

- Principal service and certifications information from state administrative data (Illinois State Board of Education)
 - employment information (e.g. school, position, assignment)
 - identifying data (e.g. name and date of birth, gender, race)
 - undergraduate and graduate institutions and degree levels
- ACT, Inc.
 - English, Math, and Composite test scores.
- Barrons' (2003)
 - rankings for each institution

- **School Data**

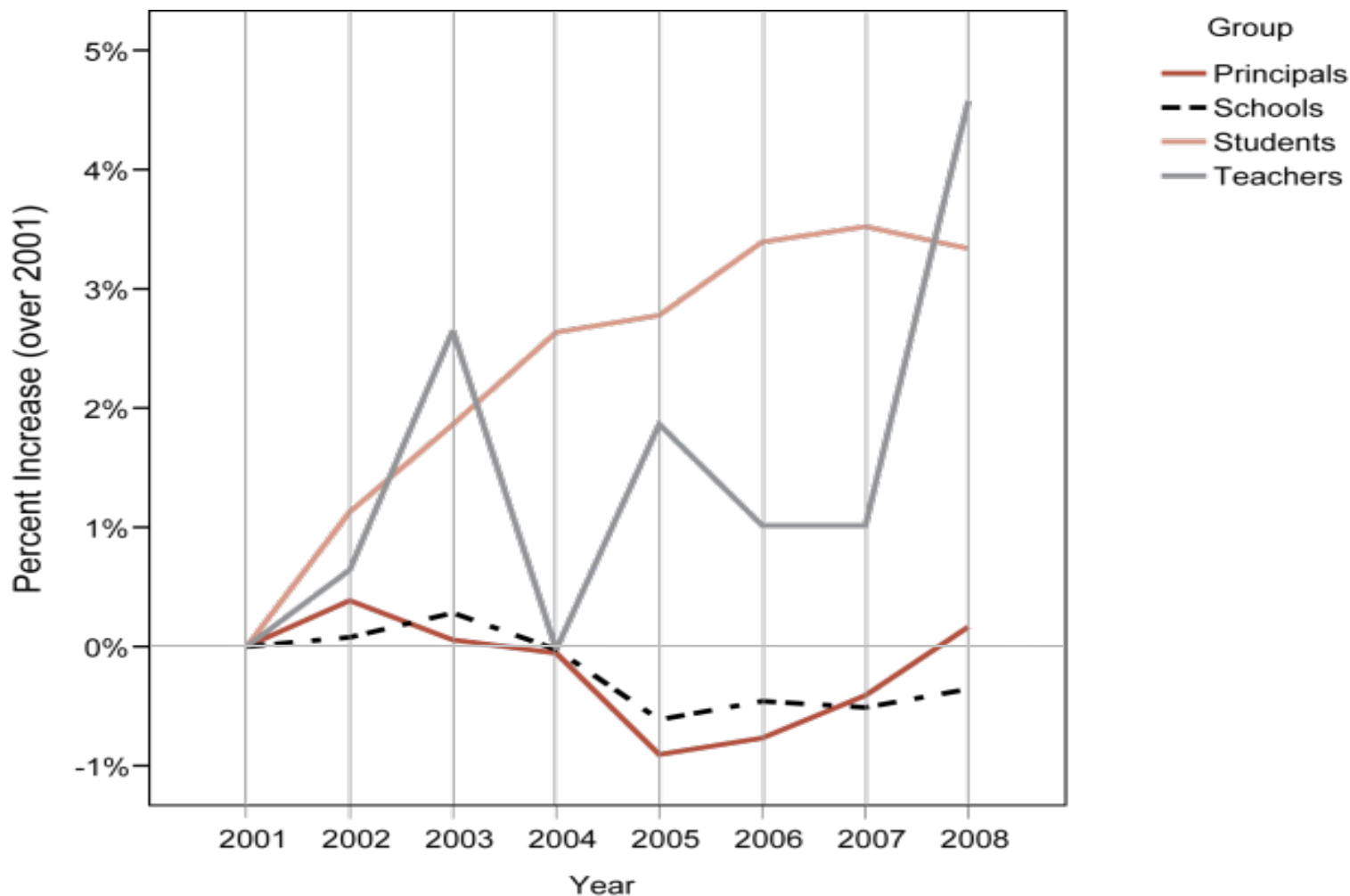
- ISBE School report card
 - School level, enrollment, race, gender, poverty, and achievement
- Common Core of Data (CCD)
 - location, urbanicity

Principal Population and Demographics, 2001-08

Study Population

- One principal for each school for each year
 - Charter schools not included due to missing data
- We were able to identify principals for 99% of the schools each year
 - 7% of principals worked in more than one school or position in a given year
- ~ 3,900 schools per year over eight years = 30,770 records

Population growth for students and teachers outpaced principals



Population Change since 2001

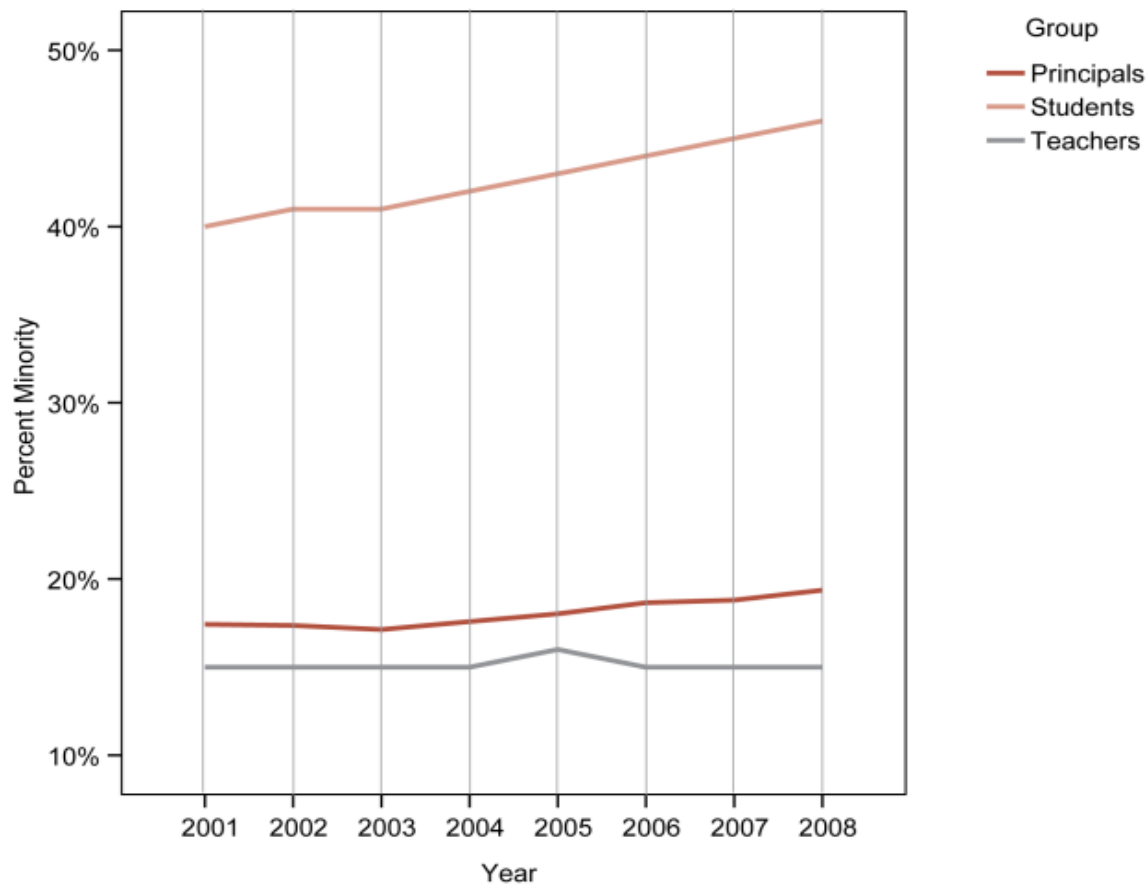
Today's principals: younger (on average), *slightly* more racial diversity, and more women

| Demographic Characteristics | | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 |
|-----------------------------|---------------------|------|------|------|------|------|------|------|------|
| Race | White | 82.6 | 82.7 | 82.9 | 82.4 | 82.0 | 81.4 | 81.3 | 80.8 |
| | Black | 14.5 | 14.5 | 14.4 | 14.6 | 14.7 | 14.8 | 14.6 | 14.8 |
| | Hispanic | 2.7 | 2.7 | 2.6 | 2.7 | 3.0 | 3.5 | 3.7 | 3.9 |
| | Asian | 0.2 | 0.2 | 0.2 | 0.2 | 0.3 | 0.3 | 0.4 | 0.5 |
| | Native American | <0.0 | <0.0 | <0.0 | <0.0 | <0.0 | <0.0 | <0.0 | <0.0 |
| Gender | Female | 45.9 | 47.4 | 48.6 | 49.8 | 50.2 | 50.9 | 52.0 | 52.0 |
| | Male | 54.1 | 52.6 | 51.4 | 50.2 | 49.8 | 49.1 | 48.0 | 48.0 |
| Age | Mean Age | 48.7 | 48.6 | 48.7 | 48.4 | 48.2 | 47.6 | 47.2 | 46.6 |
| | % Age 40 or Younger | 14.5 | 16.5 | 17.7 | 19.8 | 21.7 | 25.1 | 27.5 | 30.0 |
| | % Age 55 or Older | 17.9 | 18.8 | 21.5 | 23.2 | 23.5 | 23.0 | 23.4 | 21.9 |

Illinois Principal Demographics, 2001-2008



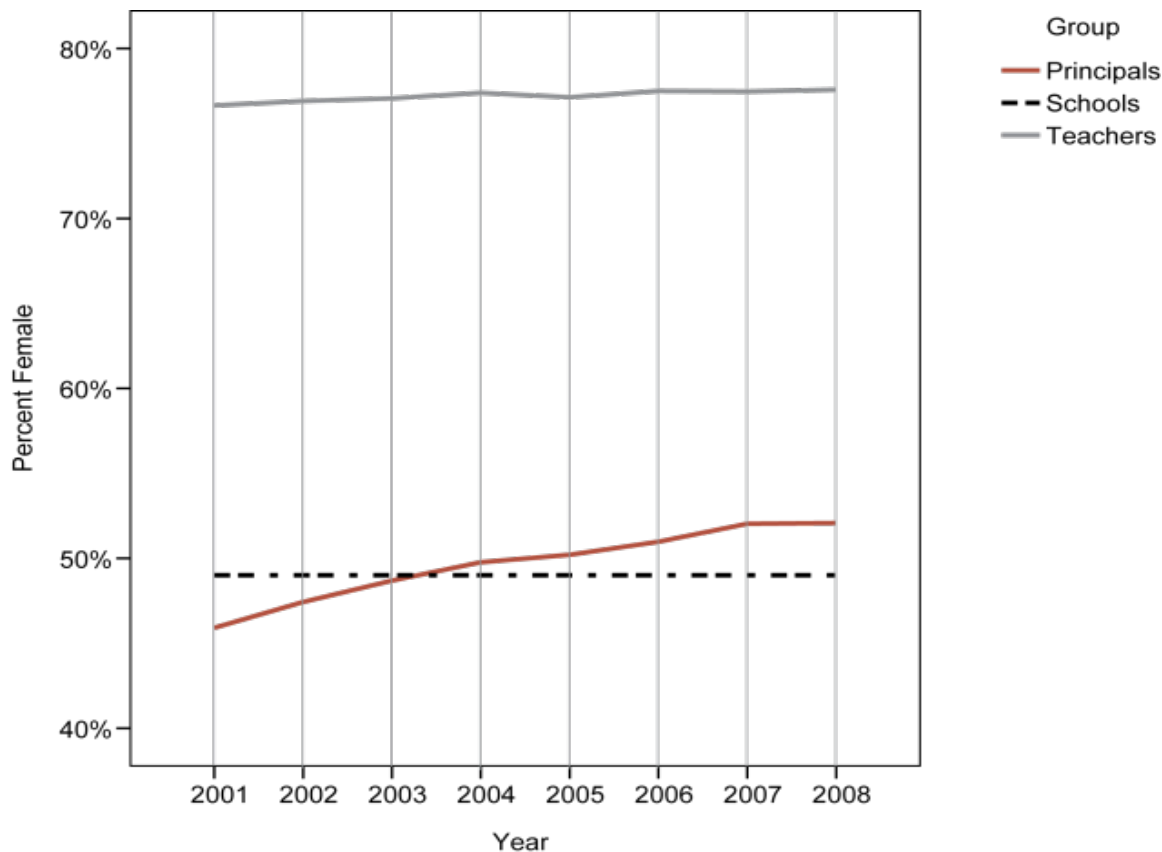
Minorities make up a larger proportion of principals than of teachers, but both under-represent the student population



Principal, Student, and Teacher Race



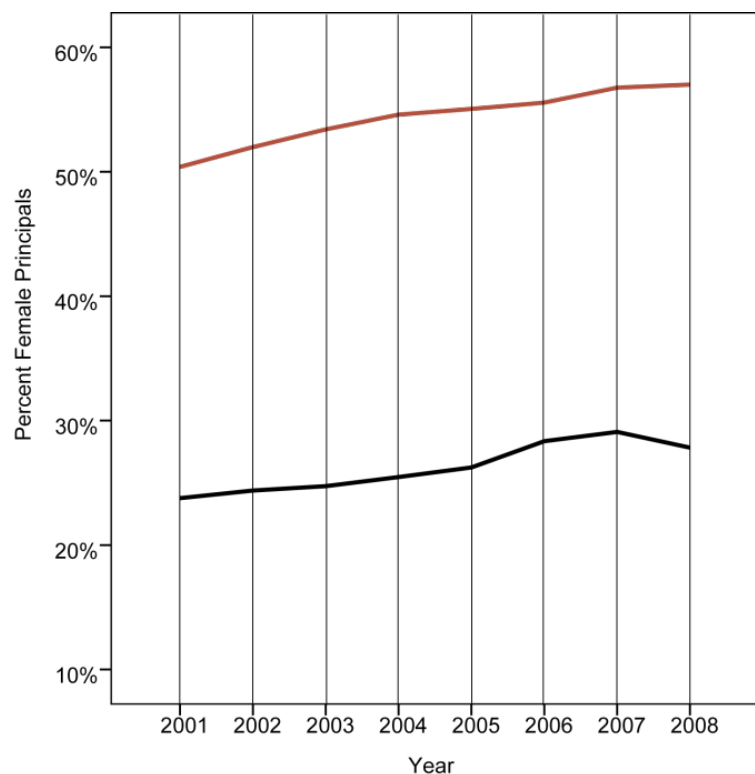
Almost 80% of teachers are women, compared to (now) just over 50% of principals



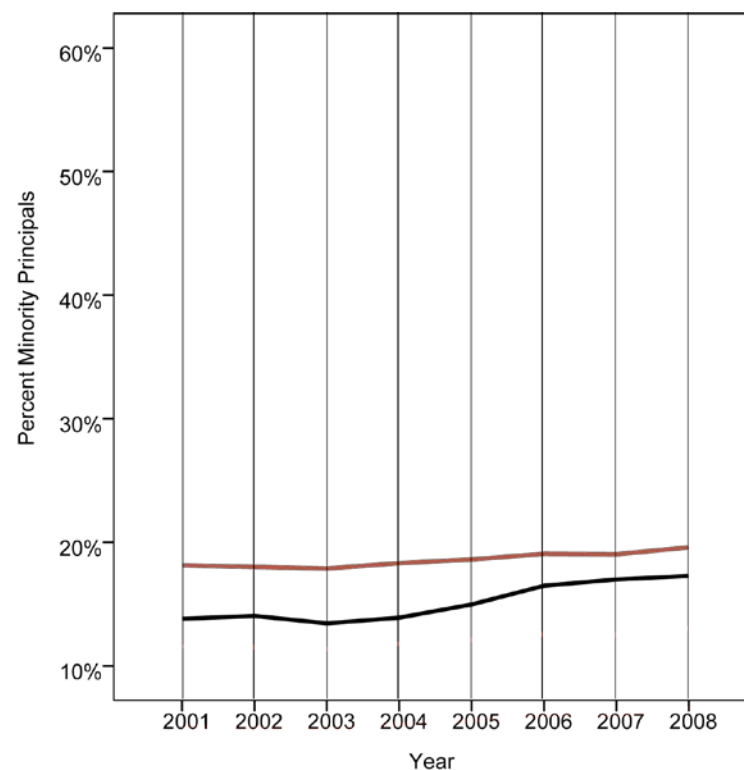
Principal, School, and Teacher Gender

Compared to HS principals, elem/mid school principals are more likely to be minorities and more likely to be women

Gender



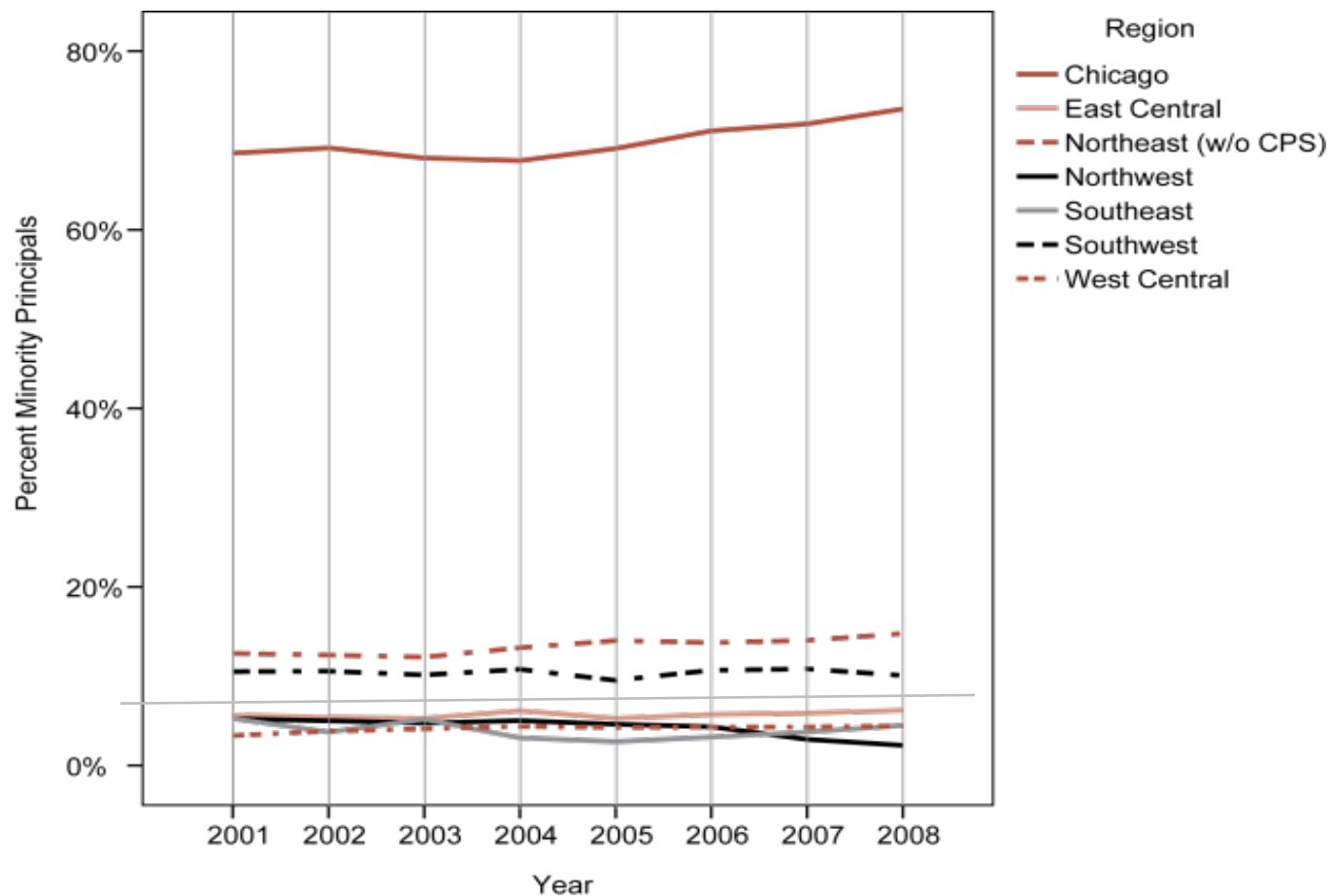
Race



School Level
 — Elementary / Middle School
 — High School

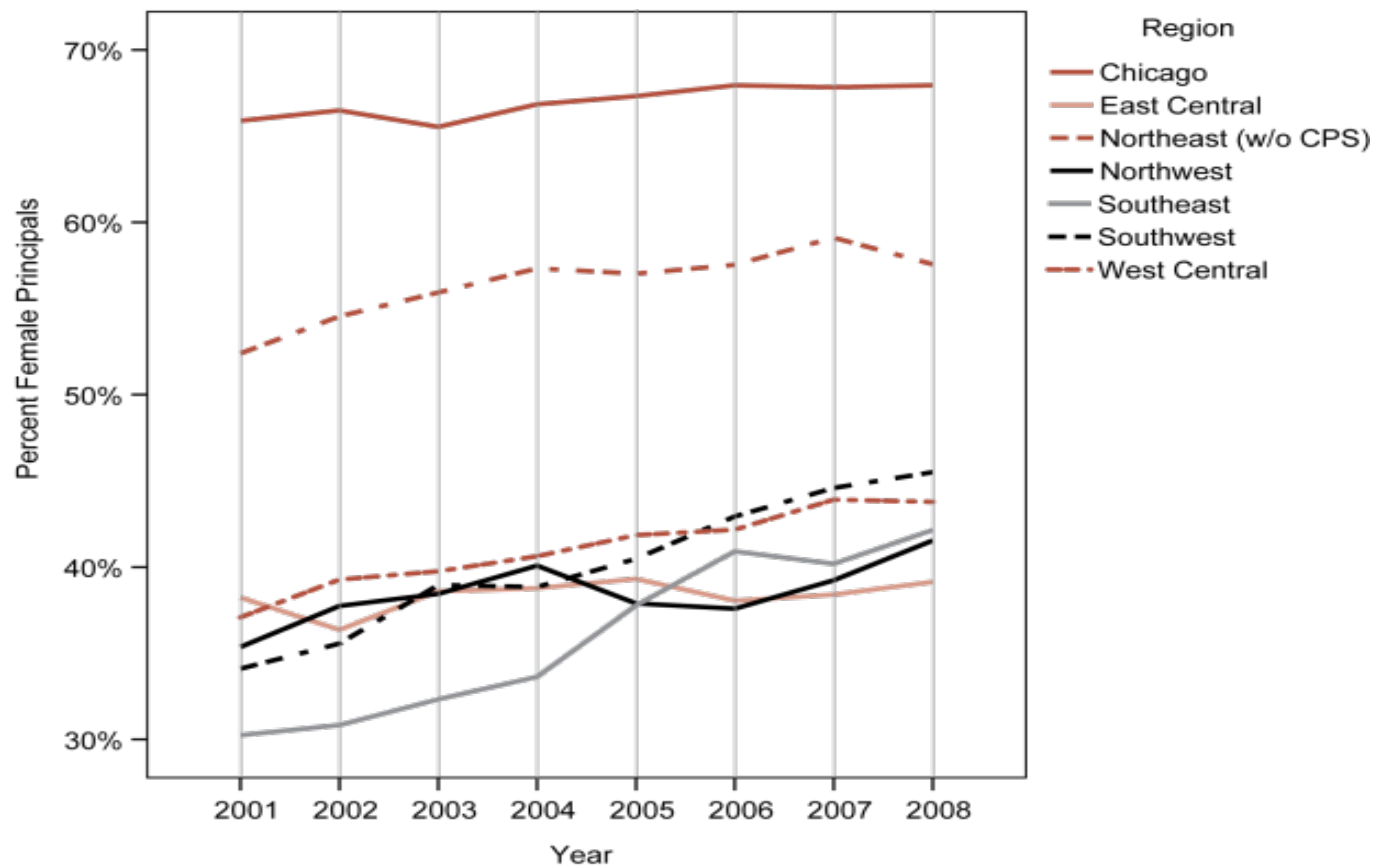
Principal Gender and Race by School Level

Minorities make up a much larger proportion of principals in Chicago



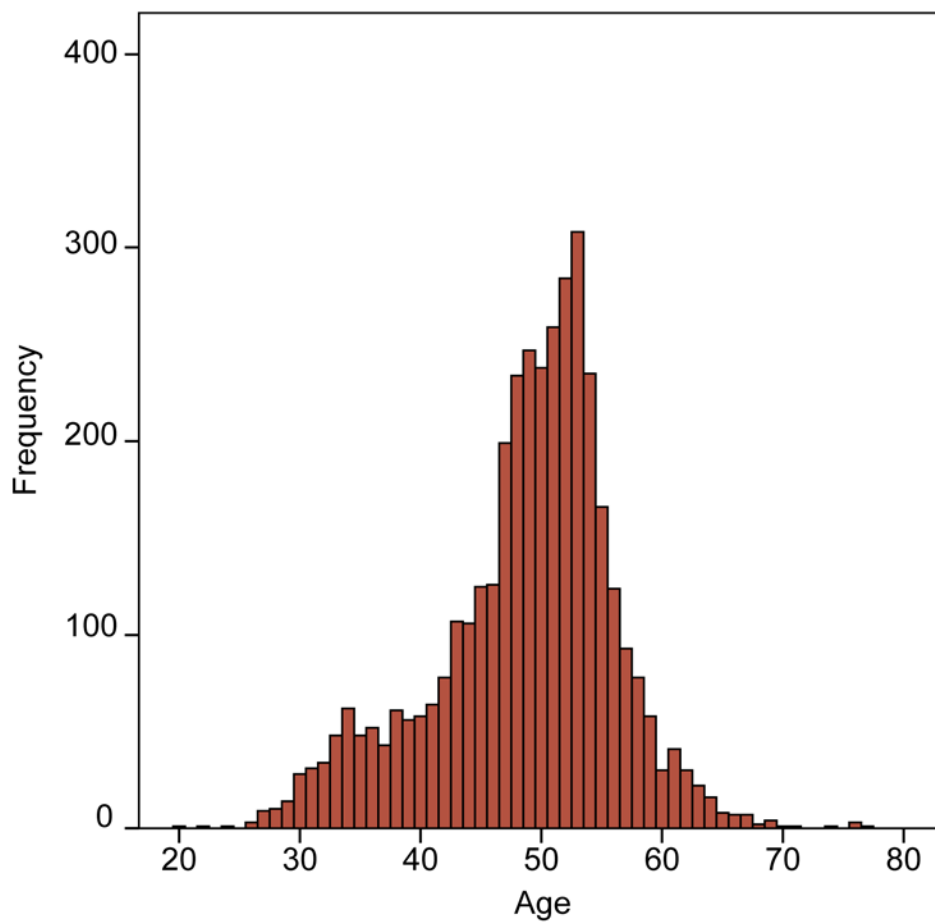
Principal Race by Region

Women make up a much larger proportion of principals in Chicago (and the rest of the Northeast region)

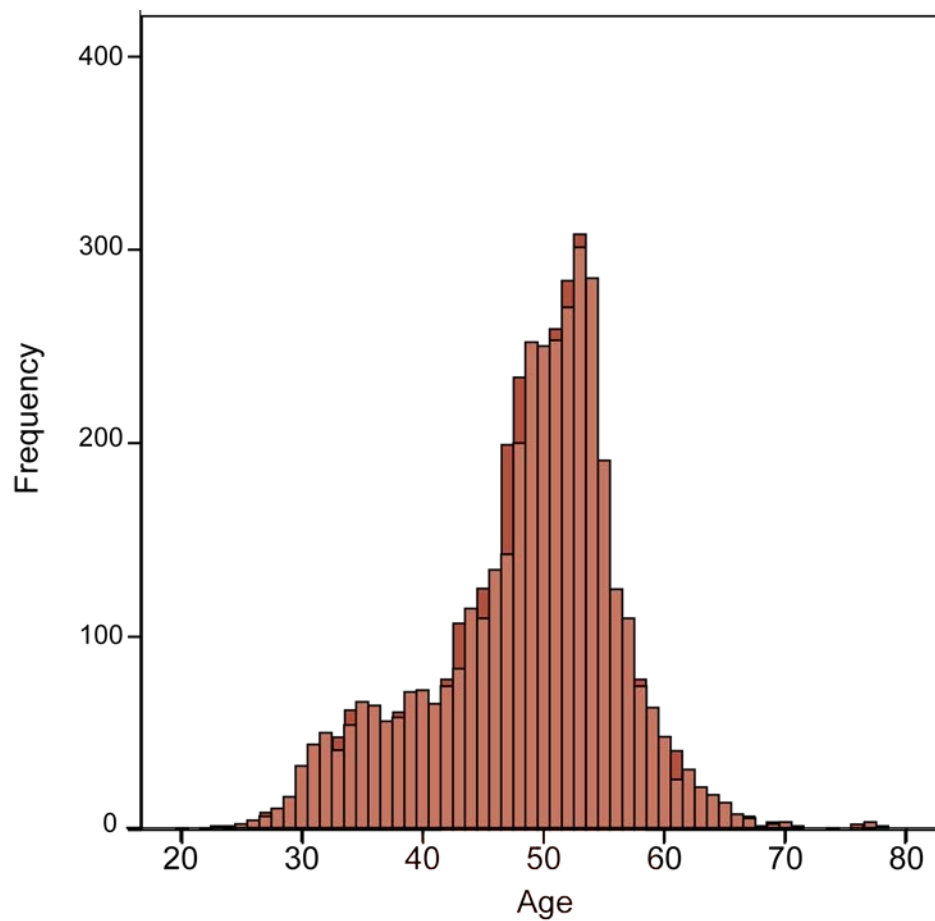


Principal Gender by Region

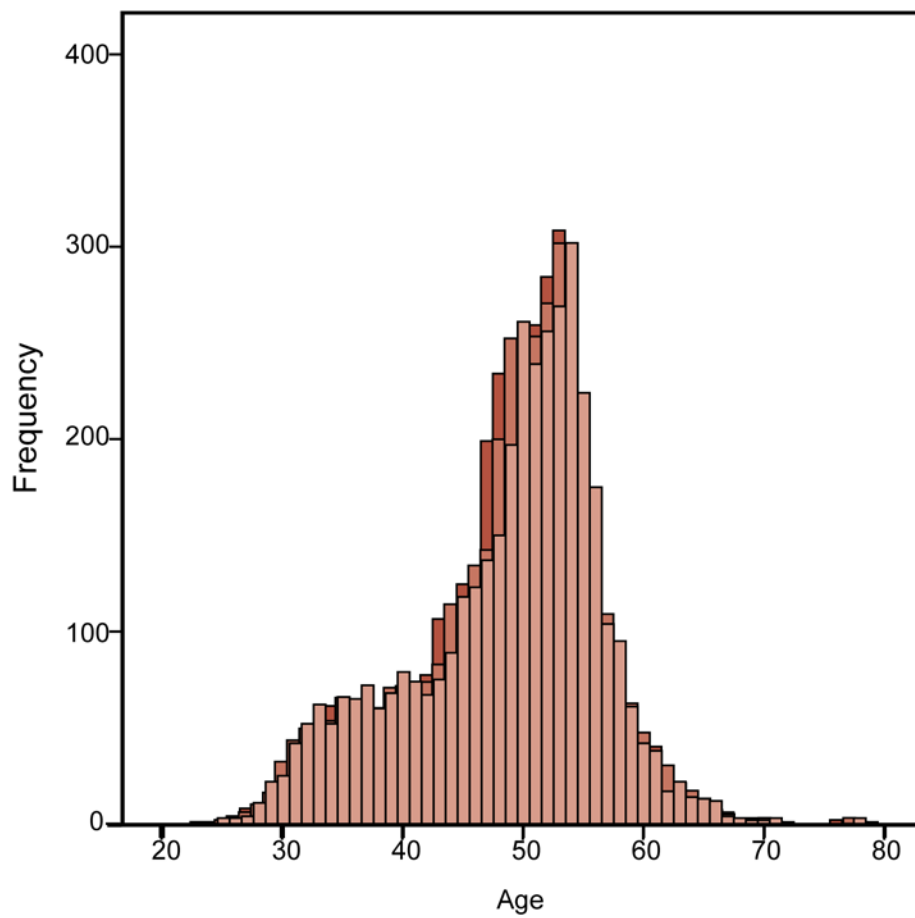
Principal Age Distribution (2001)



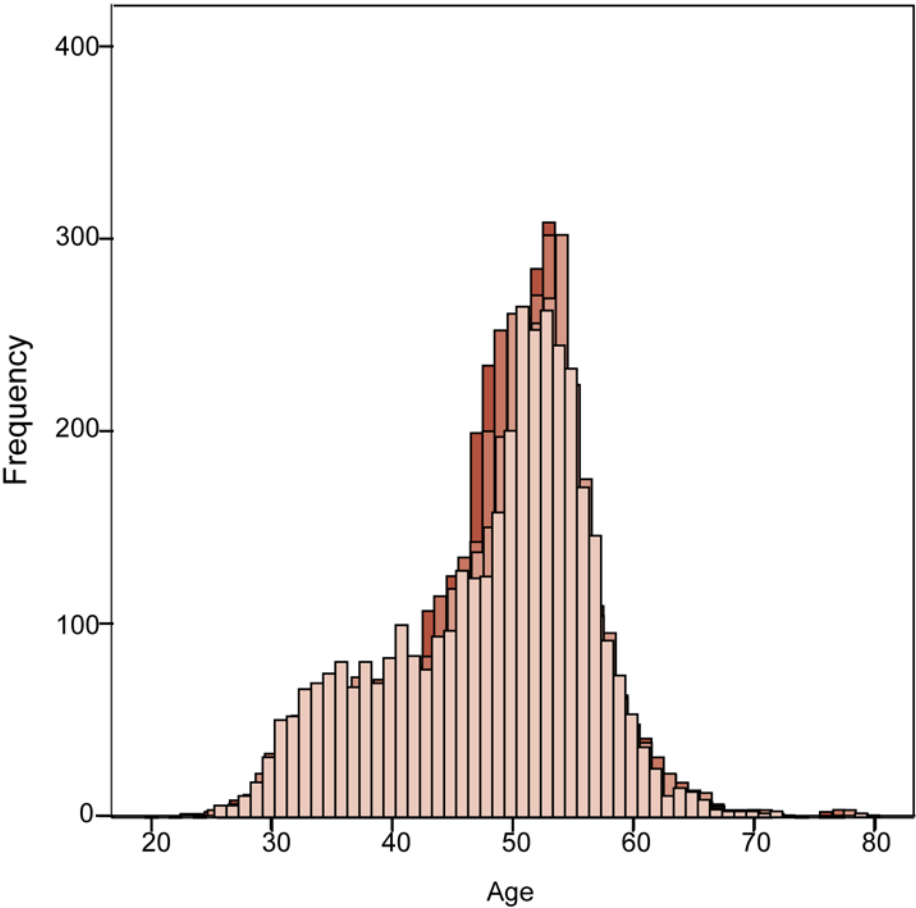
2002



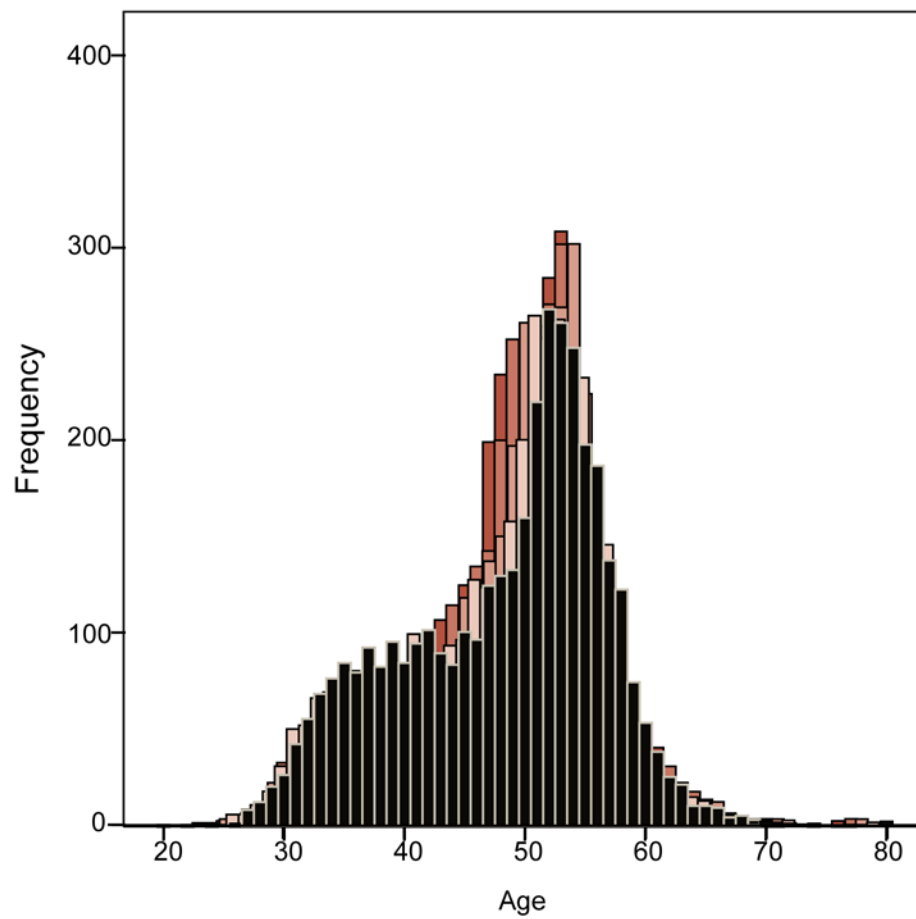
2003



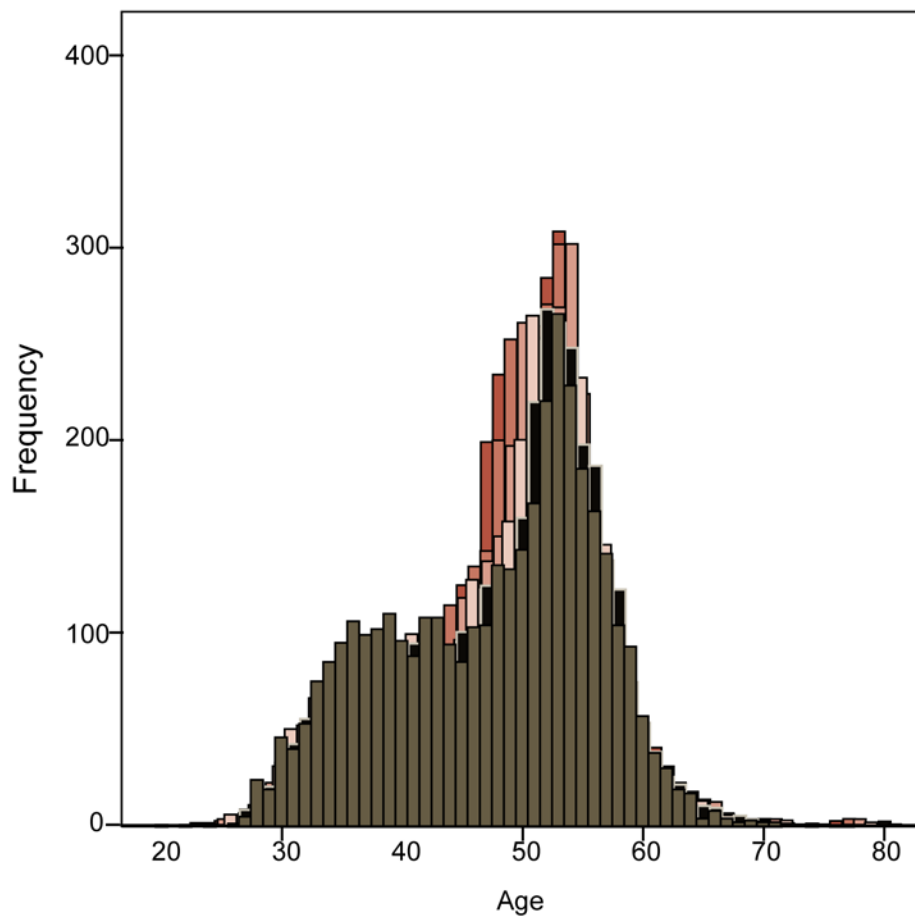
2004



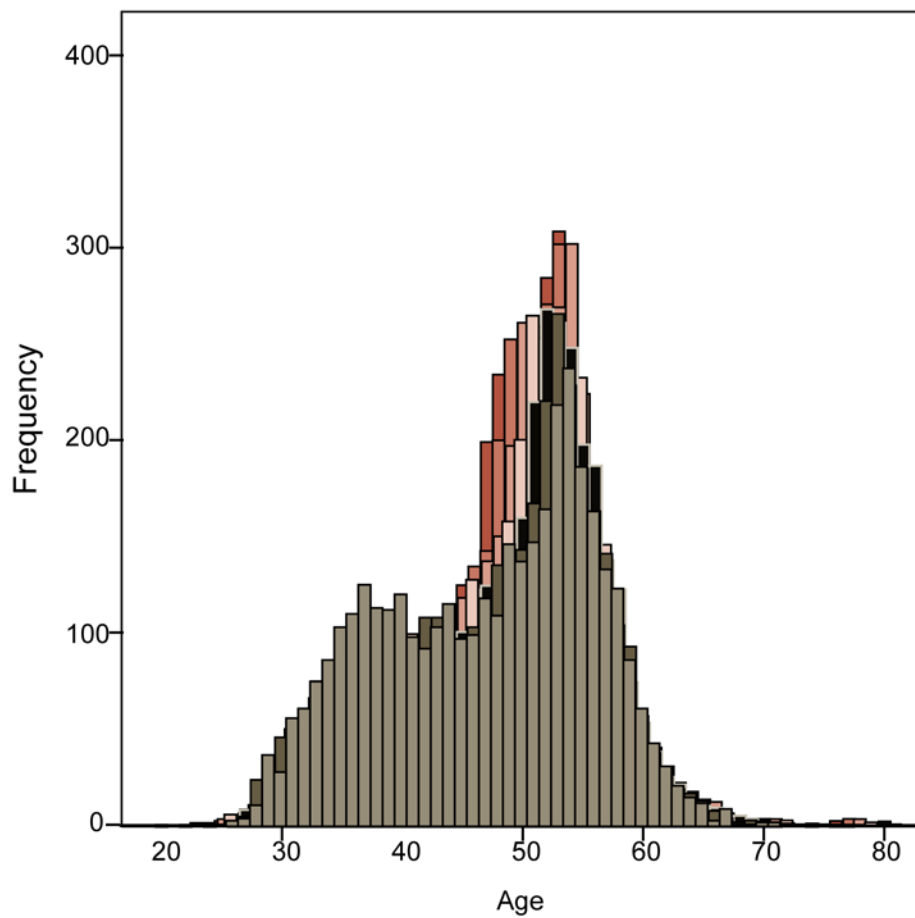
2005



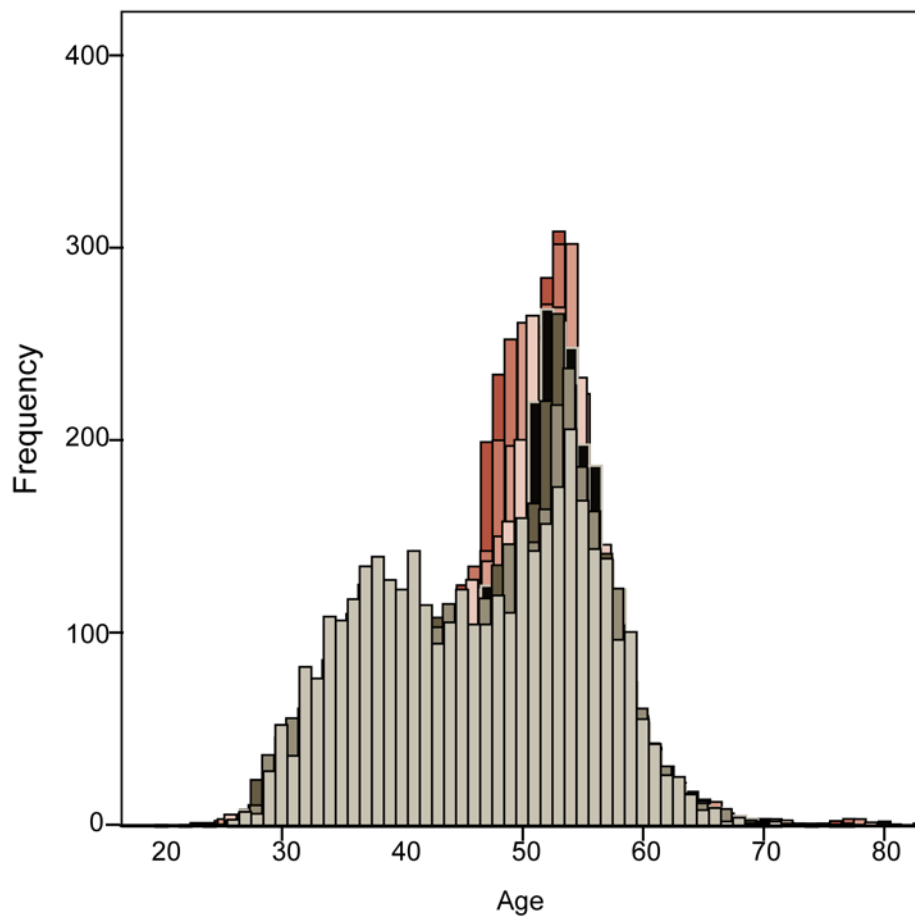
2006



2007



2008



Principal Experience

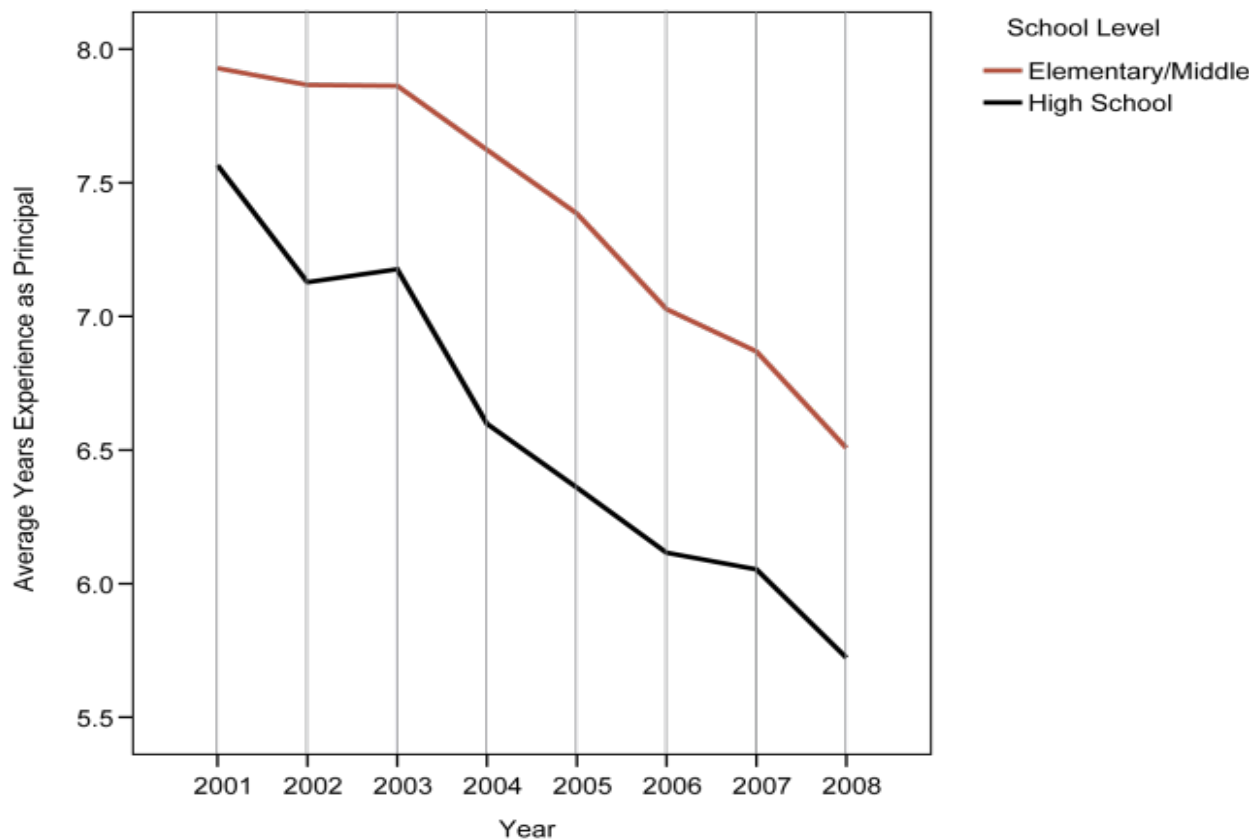


The typical Illinois principal in 2008 was younger and less experienced than the typical principal eight years ago.

| Principal Age and Experience Characteristics | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 |
|--|------|------|------|------|------|------|------|------|
| Mean Years as Principal | 7.9 | 7.7 | 7.7 | 7.4 | 7.2 | 6.9 | 6.7 | 6.4 |
| Mean Tenure as Principal at Current School | 4.9 | 5.0 | 5.1 | 5.0 | 4.8 | 4.7 | 4.6 | 4.4 |
| Mean Total Years (any position) in IPS | 24.3 | 23.9 | 23.9 | 23.3 | 22.9 | 22.2 | 21.6 | 20.7 |
| % First Year Principals | 12.4 | 11.5 | 9.2 | 12.2 | 11.5 | 12.4 | 10.9 | 13.9 |
| % Three Years or Less Experience as Principal | 28.6 | 31.0 | 31.6 | 31.9 | 32.5 | 36.0 | 35.3 | 37.7 |
| % Principals with Assistant Principal experience | 35.4 | 36.2 | 37.5 | 39.7 | 41.4 | 43.3 | 44.0 | 46.1 |
| % Principals with Assistant Principal experience at Current School | 7.8 | 8.7 | 9.0 | 10.4 | 11.5 | 12.5 | 12.9 | 13.9 |
| % Principals with Teaching Experience in Academic Core Subjects | 77.7 | 78.3 | 78.6 | 78.5 | 78.8 | 78.8 | 79.0 | 78.7 |

Principal Experience (2001-2008)

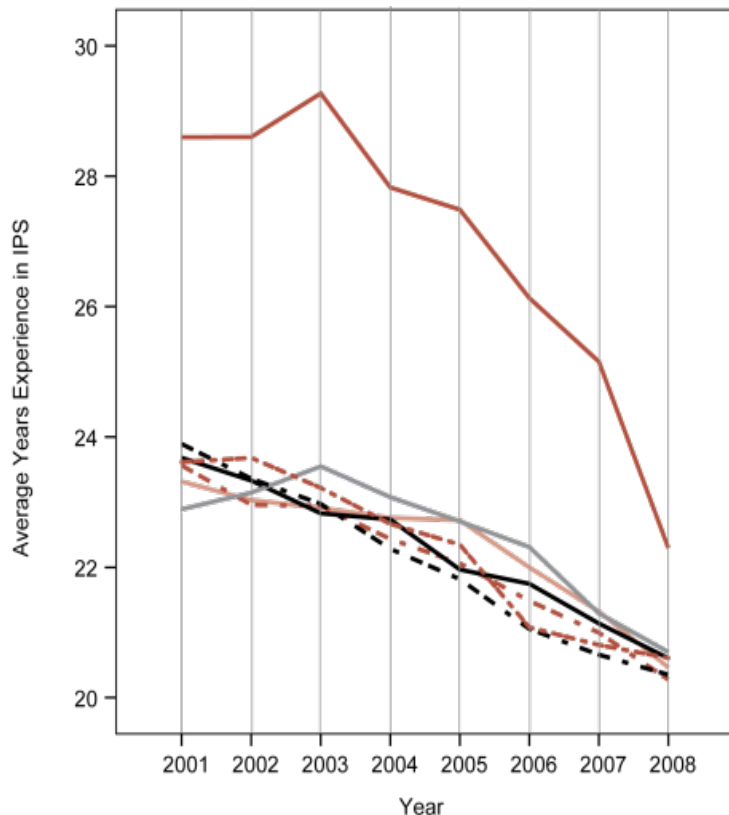
High school principals tend to have slightly less experience as principals than their elem/mid school counterparts



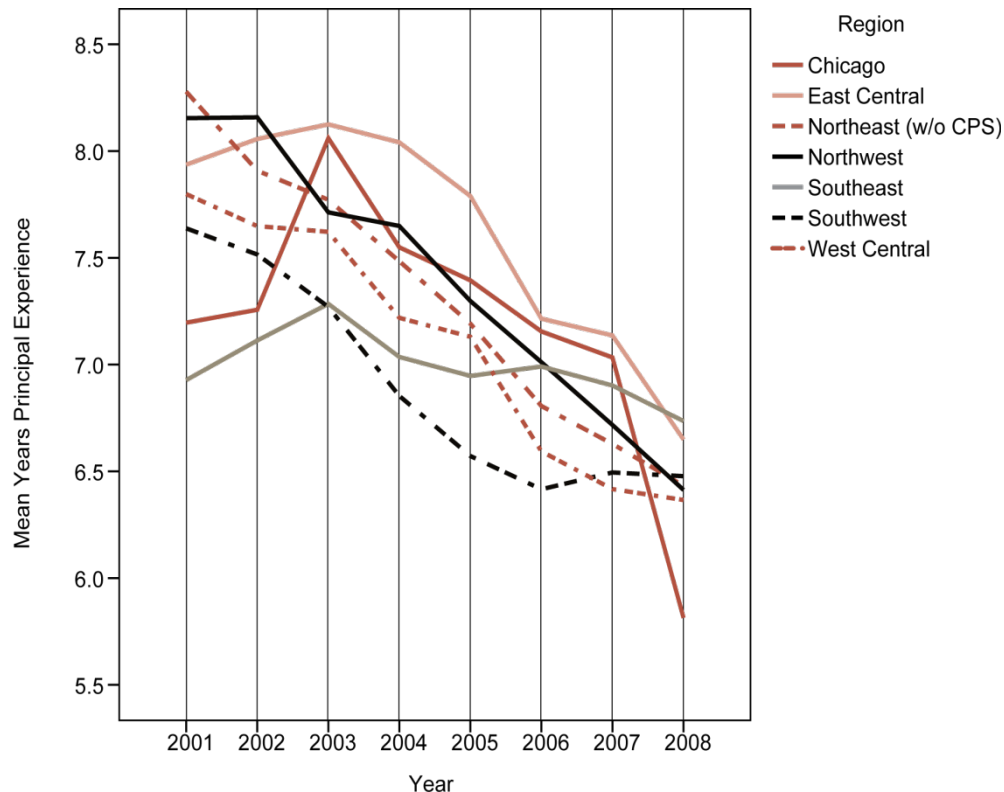
Principals' Experience as Principals by School Level

Chicago principals have more overall experience, but there's not much difference between regions in terms of experience as a principal

Experience in Any Position



Experience as a Principal

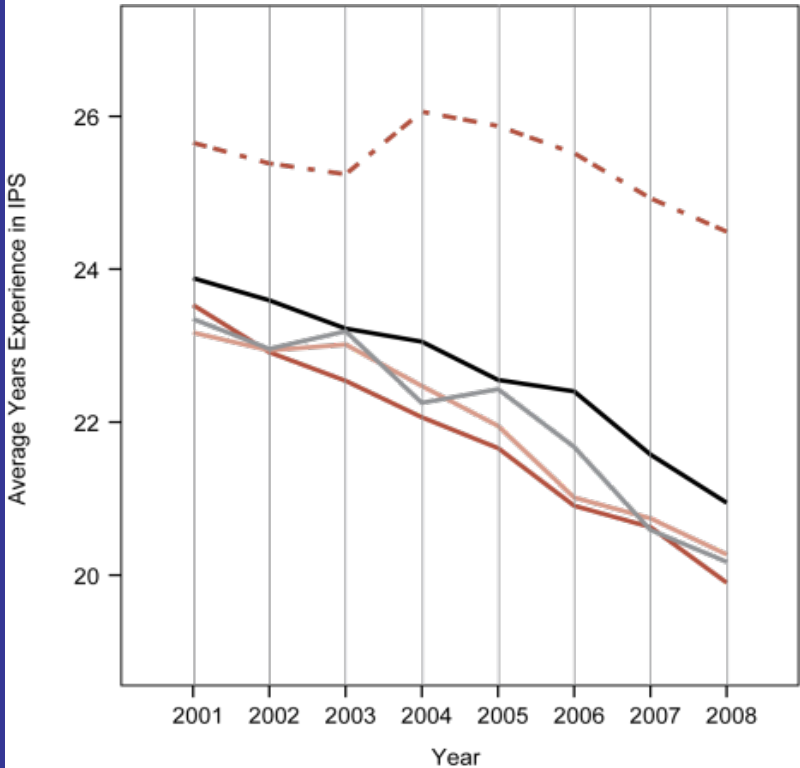


Principal Experience by Region

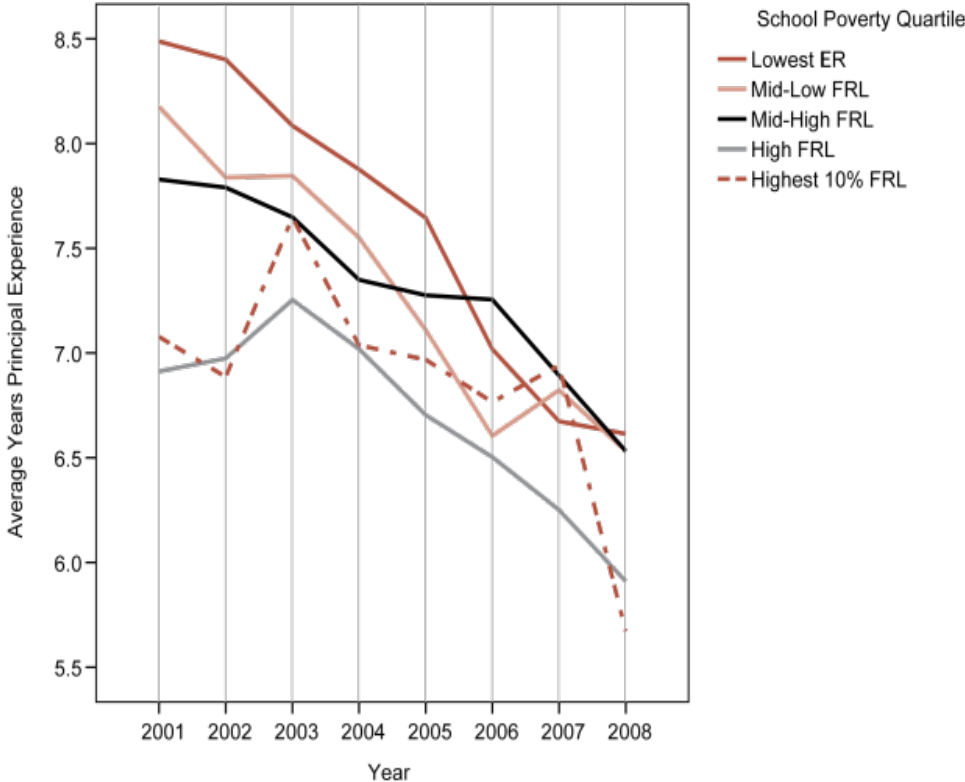


Principals in high-poverty schools tend to have more overall experience, but comparable (or less) experience as principals

Experience in Any Position
(non-CPS Schools)



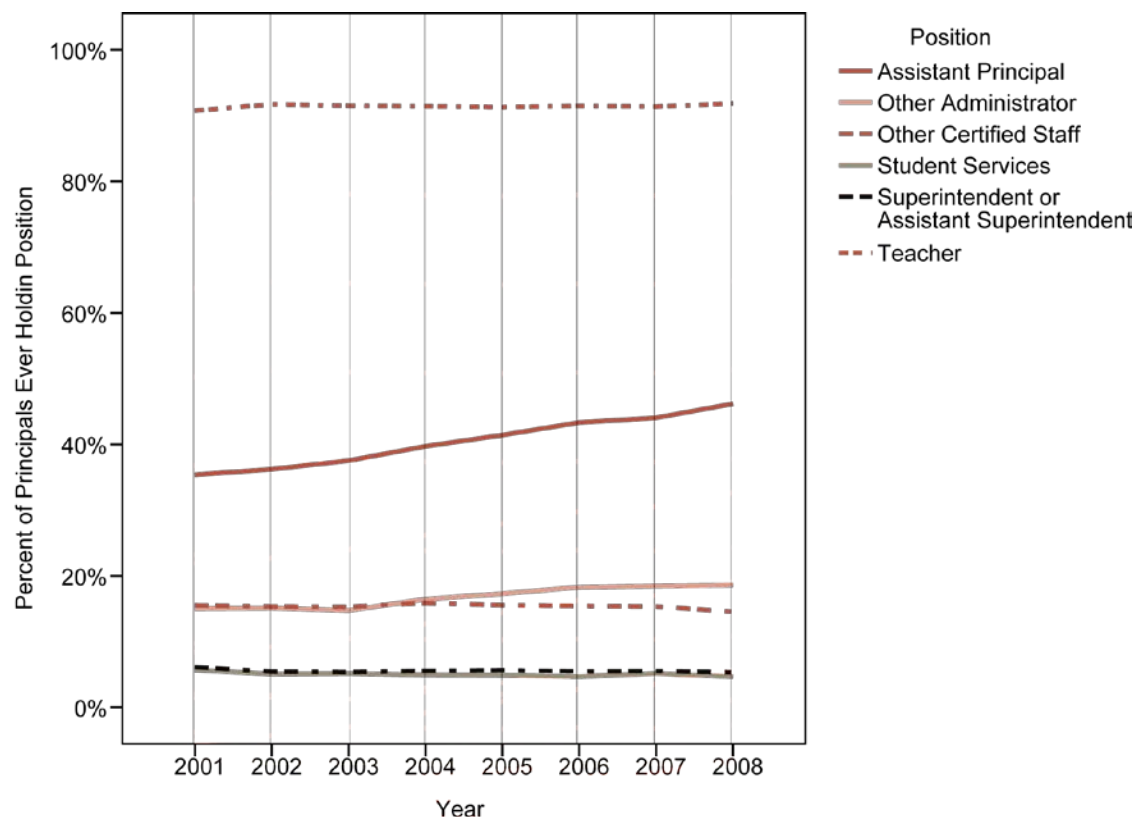
Experience as Principal



Principal Experience by School Poverty



More than 80% of principals have regular classroom teaching experience in Illinois public schools, and the proportion with experience as an AP is increasing

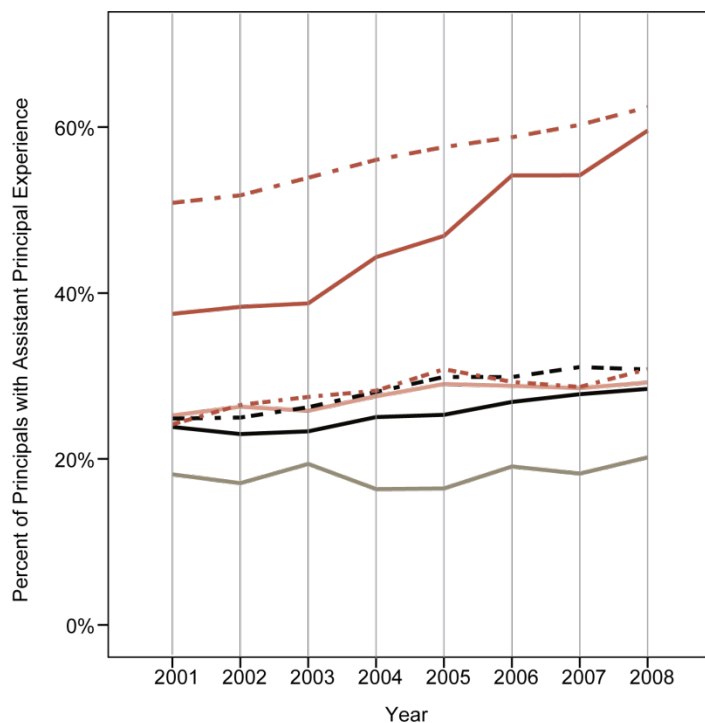


Principals' Prior Positions in IPS

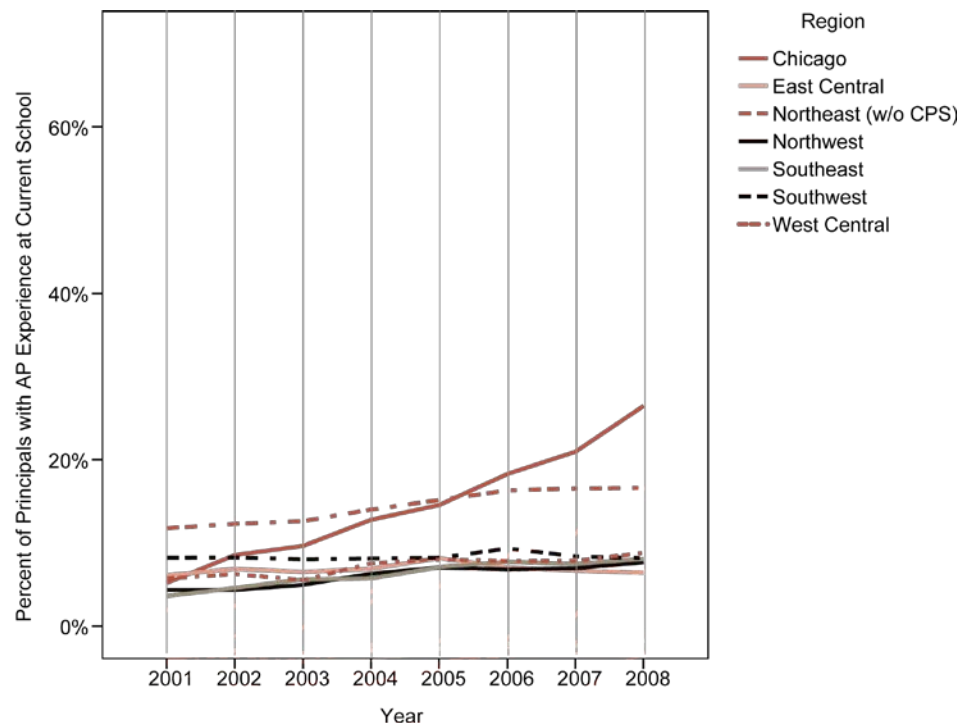


Principals in the more populous regions of the state were more likely to have AP experience, and the proportion of CPS principals who were APs at the same school has increased substantially

AP Experience (Any School)



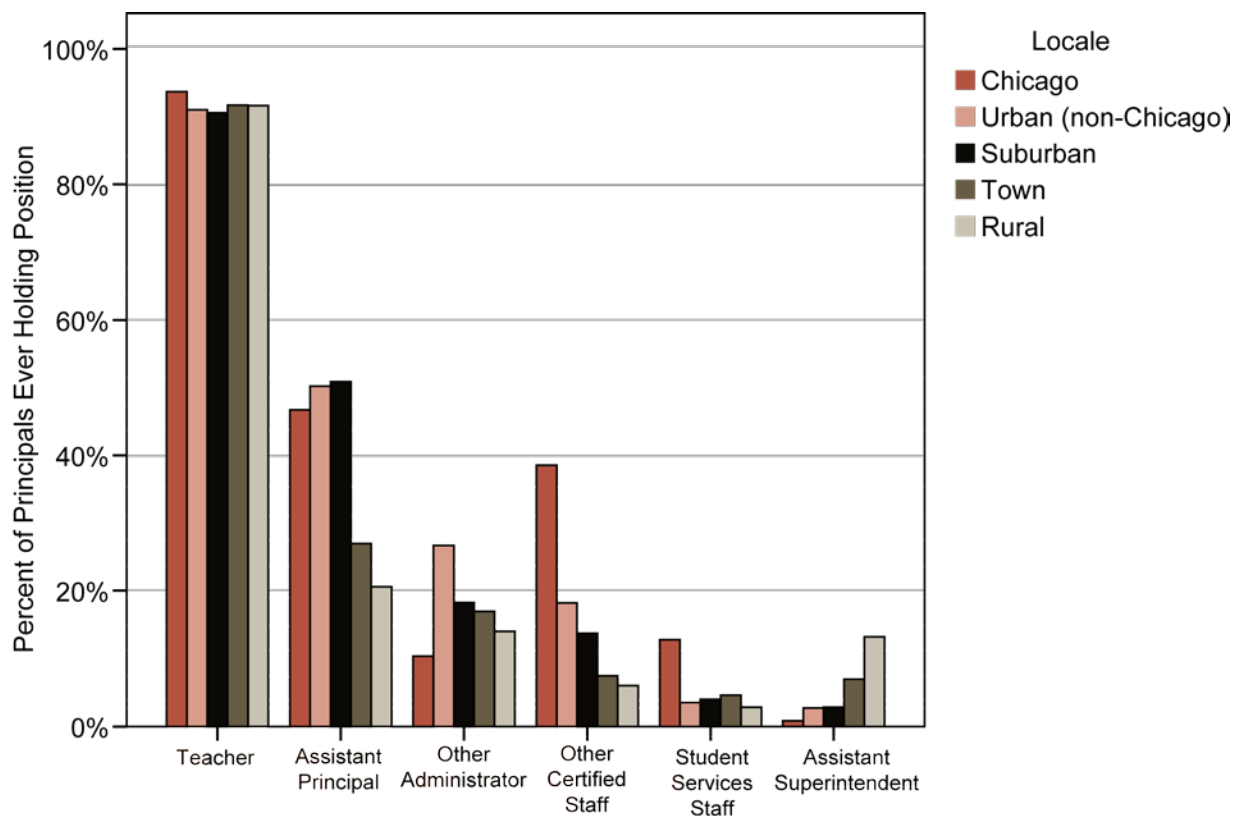
AP Experience (Current School)



Assistant Principal Experience by Region



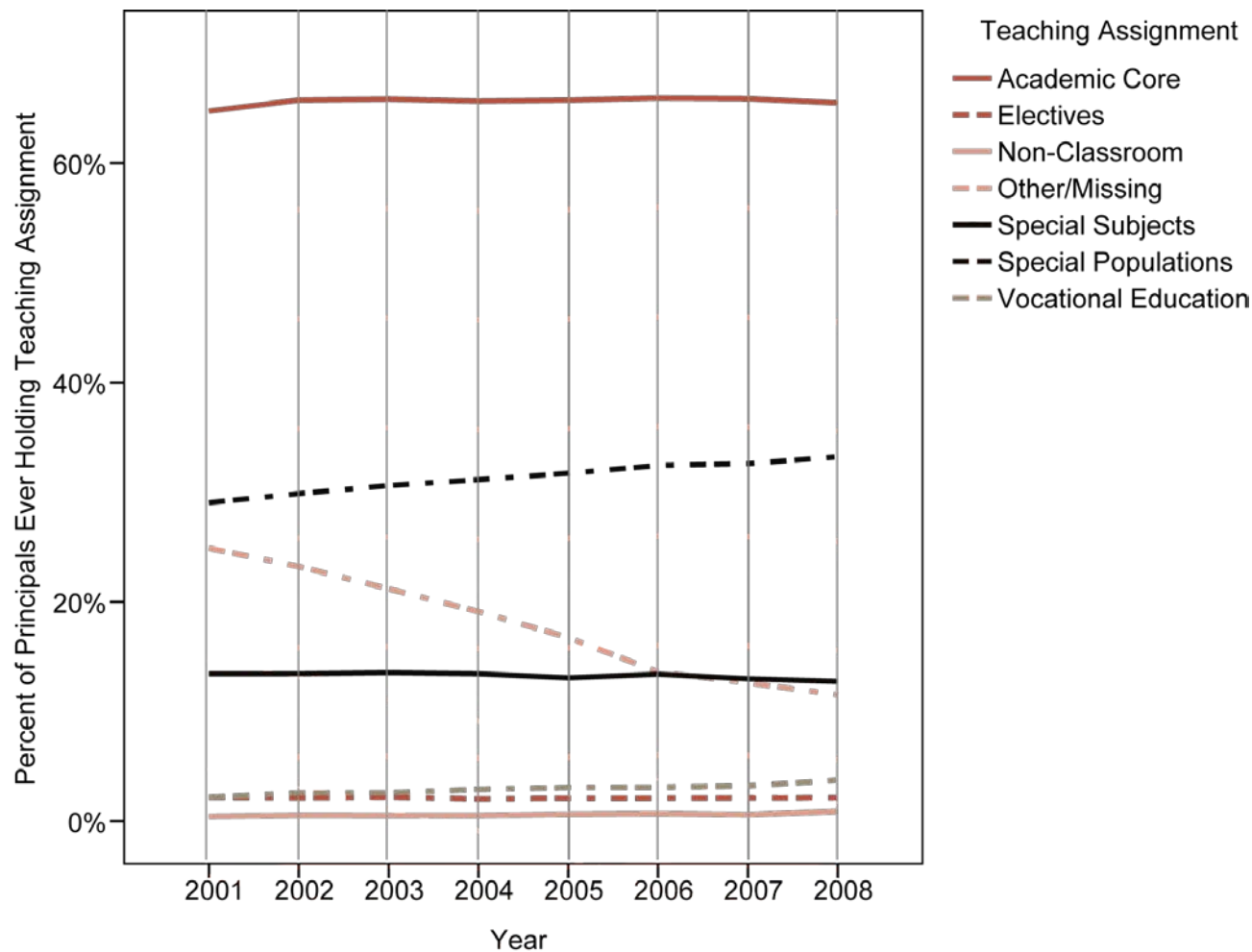
Principals in towns/rural schools were less likely to have experience as APs, special education, other certified staff, or student services, and more likely to have worked (or to concurrently work) as superintendents/asst supts.



Principals' Prior Positions by Locale



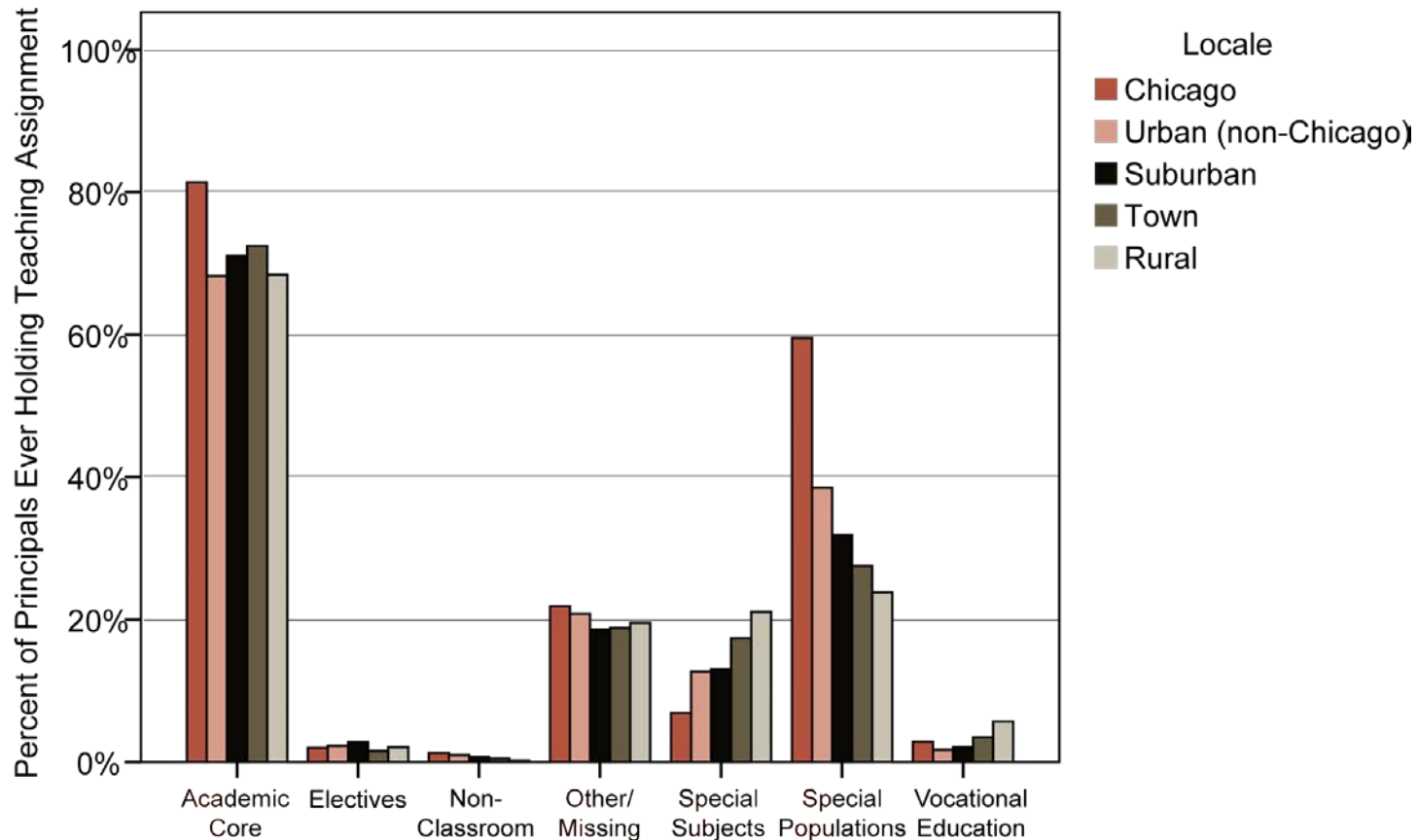
The majority of principals have experience teaching core academic subjects, and they are least likely to come from vocational education and electives (such as foreign languages)



Principals' Prior Teaching Assignments

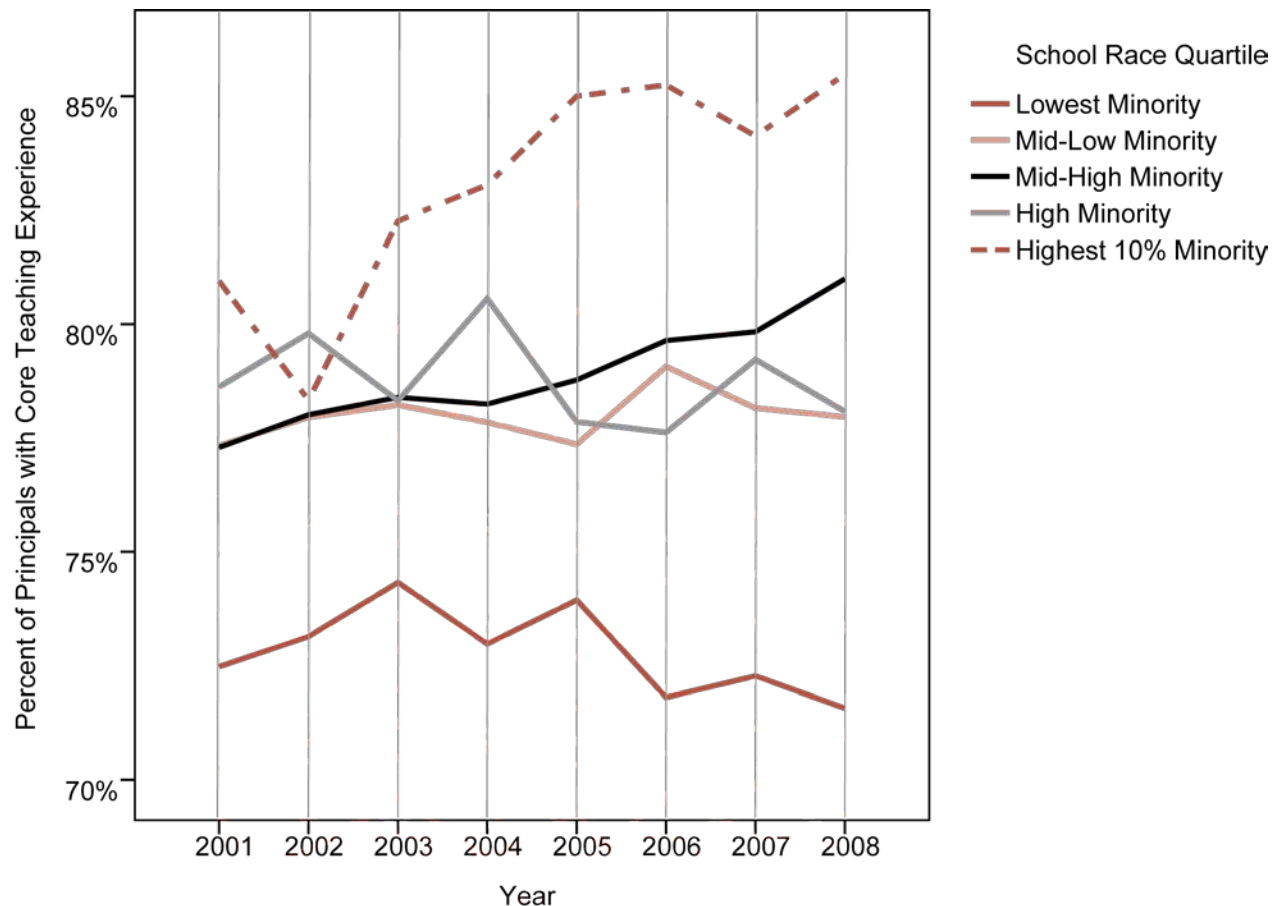


Principals in more populous locales are more likely to have experience teaching special student populations and less likely to have experience teaching “specials” (such as art or PE)



Principals' Prior Teaching Assignments by Locale

Even excluding Chicago, principals in high-minority schools are more likely to have an academic core teaching background



Academic Core Teaching Experience by School Racial Composition (Non-CPS Schools)

Principals' Academic Backgrounds

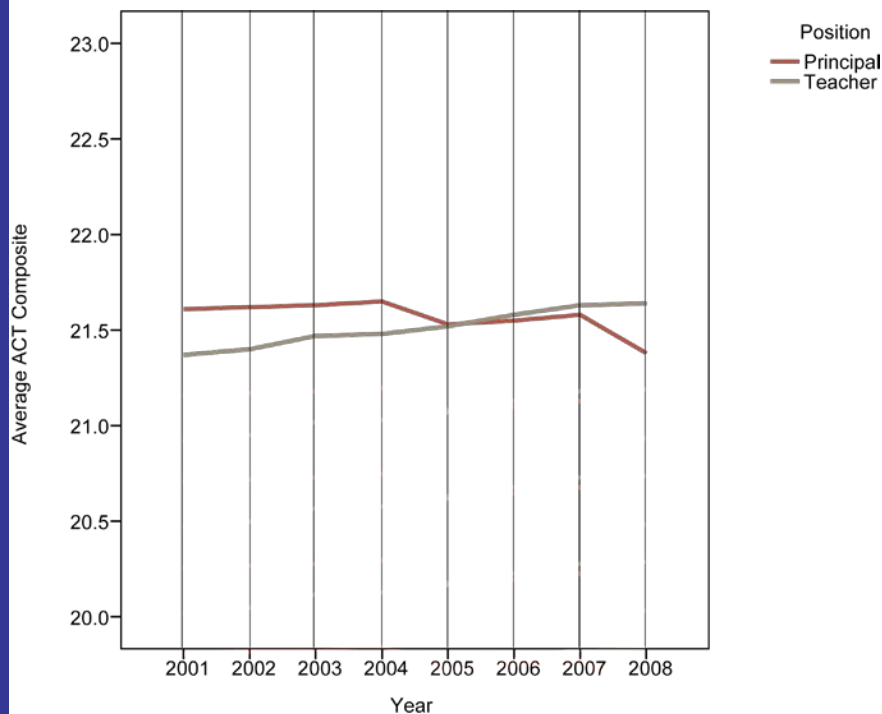
There were no major or consistent changes to principals' academic backgrounds

| Principal Academic Characteristics | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 |
|------------------------------------|------|------|------|------|------|------|------|------|
| ACT English | 21.3 | 21.4 | 21.6 | 21.4 | 21.4 | 21.5 | 21.5 | 21.3 |
| ACT Math | 21.3 | 21.2 | 21 | 21 | 20.9 | 21 | 21.1 | 20.9 |
| ACT Composite | 21.6 | 21.6 | 21.6 | 21.7 | 21.5 | 21.6 | 21.6 | 21.4 |
| Mean Undergraduate Competitiveness | 3.10 | 3.10 | 3.10 | 3.10 | 3.10 | 3.11 | 3.12 | 3.13 |
| % from More Competitive Colleges | 19.2 | 19.3 | 19.5 | 19.9 | 20.1 | 20.5 | 21.4 | 21.3 |
| % from Less Competitive Colleges | 13.2 | 13.1 | 13.4 | 13.7 | 13.7 | 13.9 | 14.3 | 13.7 |
| Mean Graduate College Competitive | 2.97 | 2.95 | 2.94 | 2.93 | 2.92 | 2.92 | 2.93 | 2.91 |
| % with Doctorate Degree | 8.6 | 8.9 | 8.7 | 8.7 | 8.8 | 8.5 | 8.1 | 7.5 |

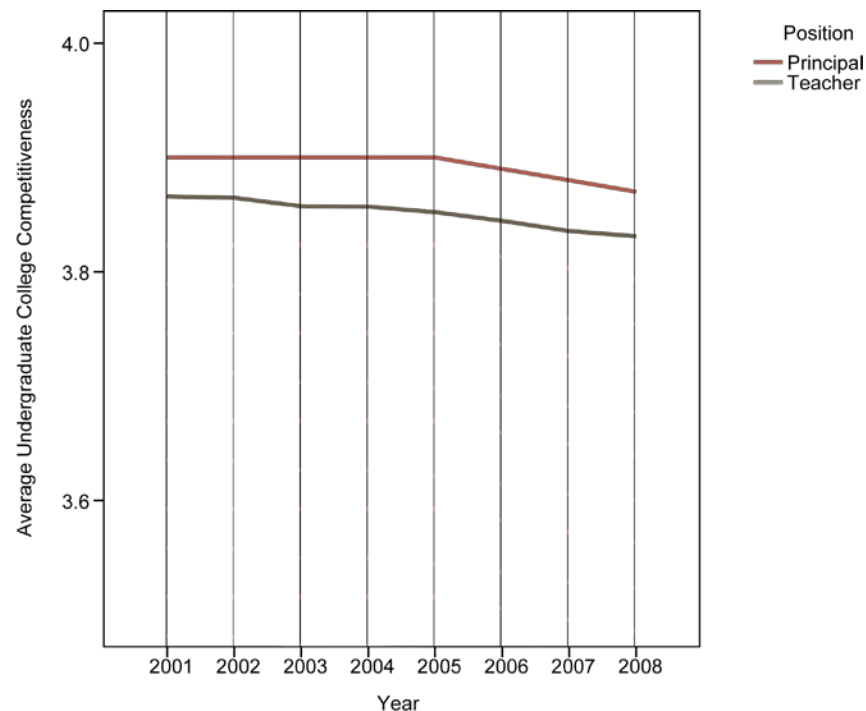
Principals' Academic Background Characteristics, 2001-2008

There is little evidence that only the most academically talented teachers move on to the principalship

ACT Composite



College Competitiveness



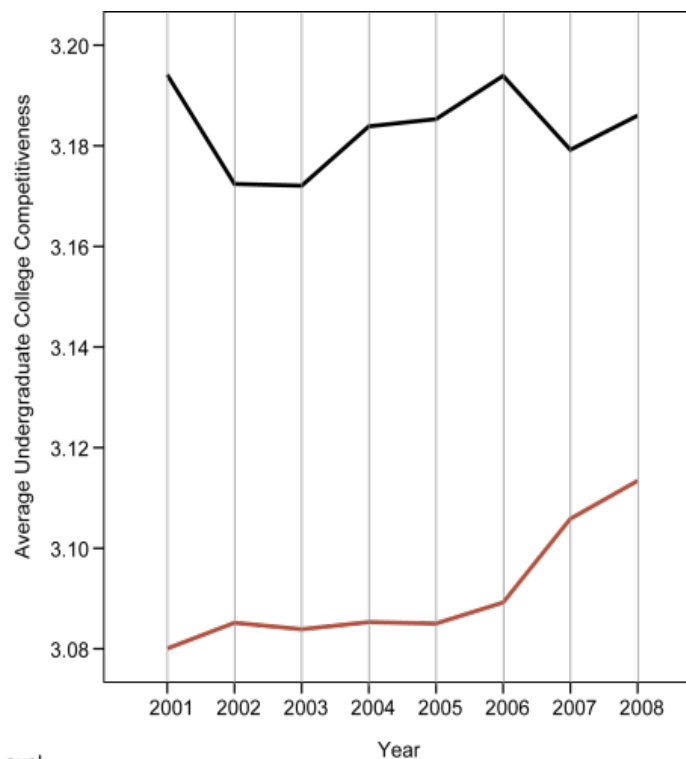
Teachers' and Principals' Academic Backgrounds

HS principals tend to have stronger academic backgrounds

ACT Composite



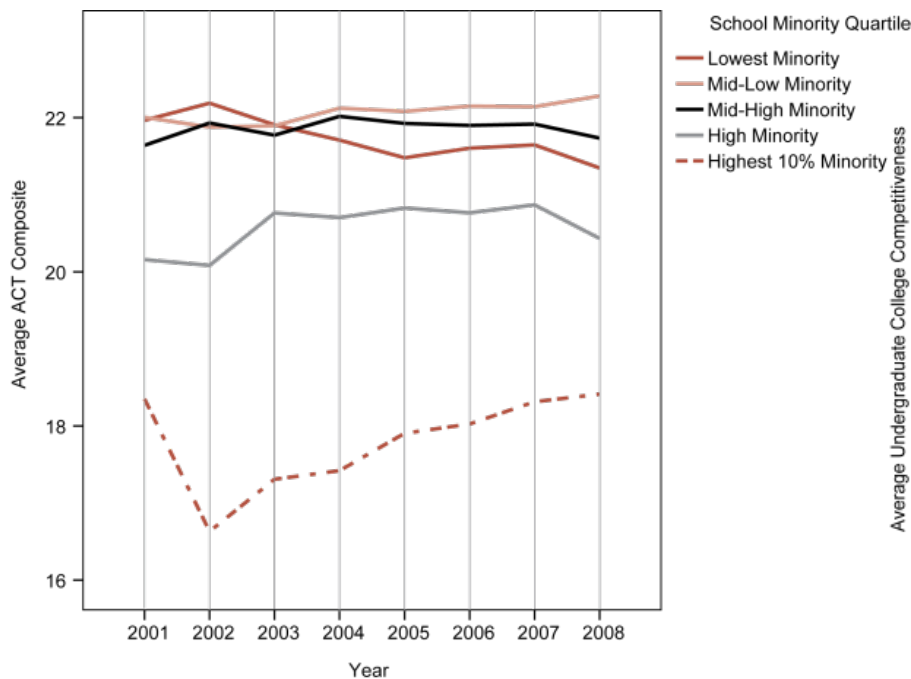
College Competitiveness



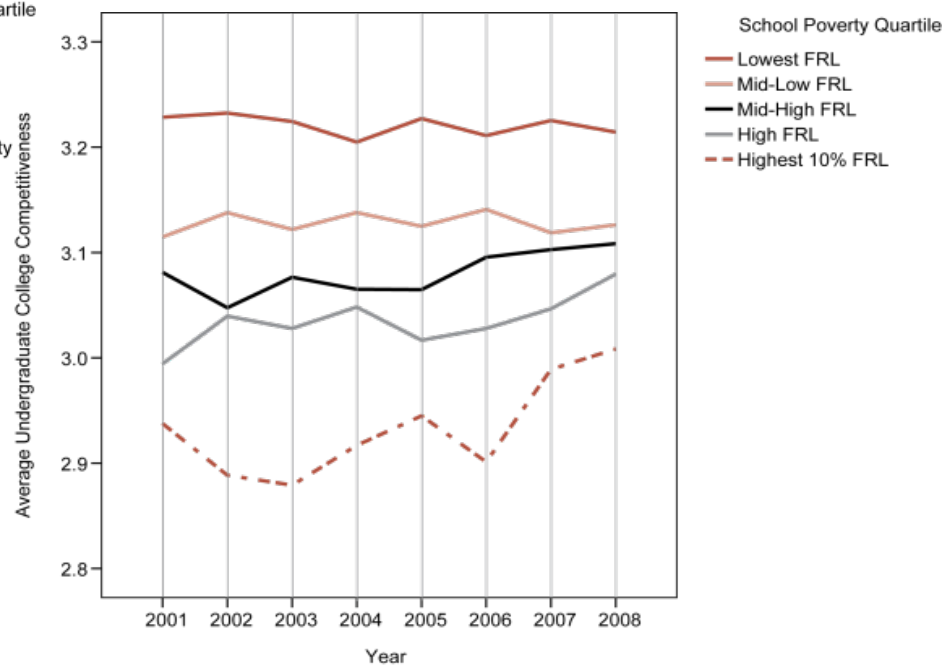
Principal Academics by School Level

The principals in the most disadvantaged schools tend to have the weakest academic backgrounds

Principal ACT by School Minority



Principal College by School Poverty

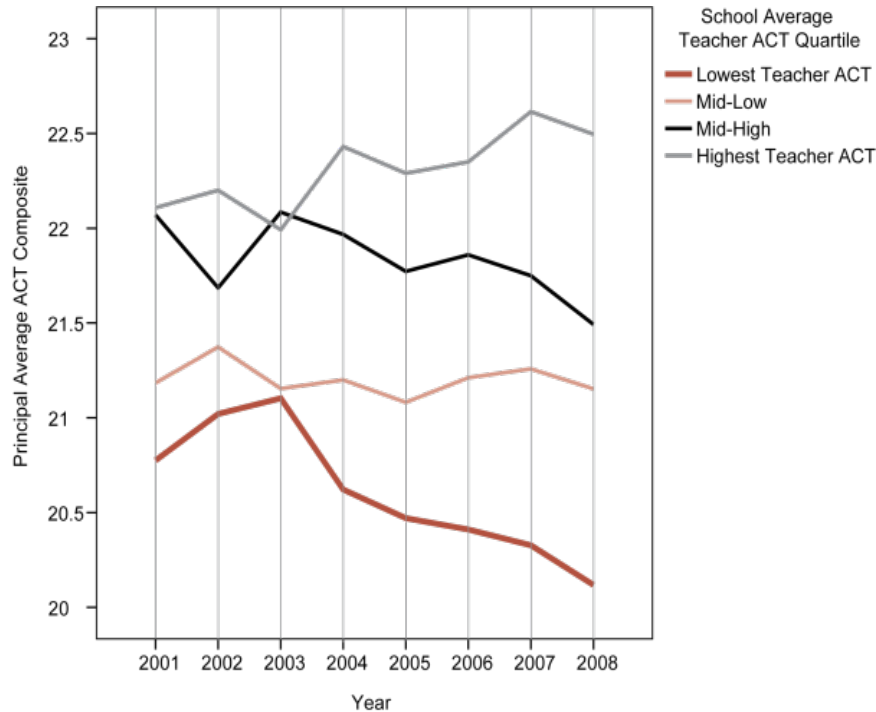


Principal Academics by School Demographics

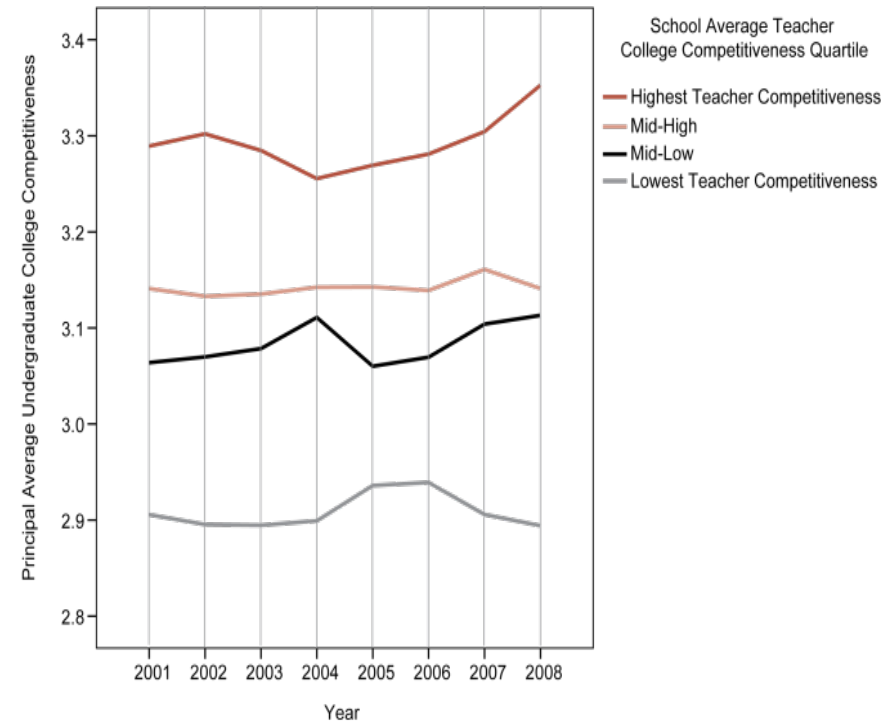


Principals' academic characteristics tend to be similar to those of the teachers at their school

ACT Composite



College Competitiveness



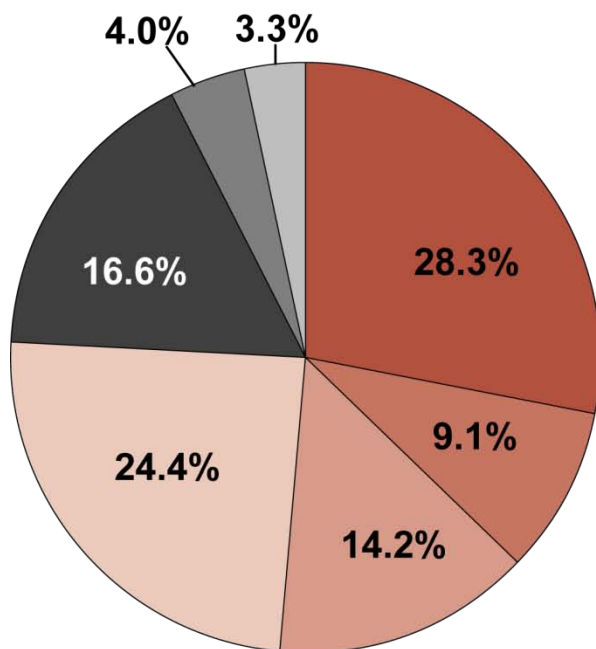
Principal Academics by Teacher Academics

Summary

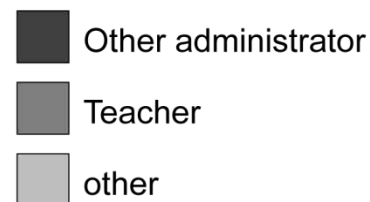
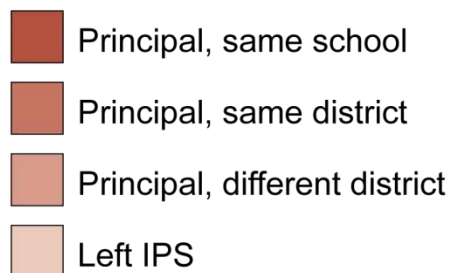
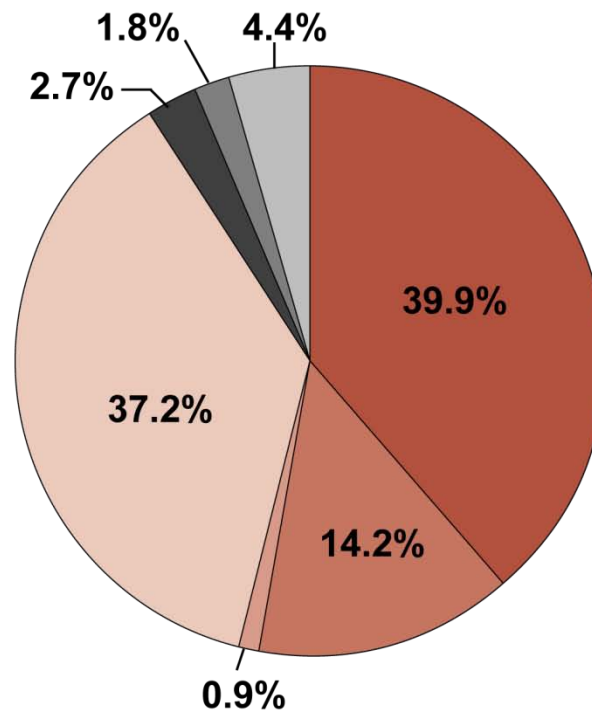
- Proportion of women increased to more than 50% and proportion of minorities *slightly* increased
 - Principals in more populated areas (Chicago/ Northeast/ urban/suburban) are more likely to be minorities and more likely to be women
- Today's principals are younger and less experienced than those eight years ago
 - But assistant principal and academic core teacher experience have increased, and principals in the state's more populous areas are more likely to have such experience
- Principals' academic characteristics have not changed much
 - And they are distributed in much the same manner as teacher academic backgrounds – schools with low proportions of poor and minority students tend to have principals with the strongest academic backgrounds

First Year Principals' Positions After 6 Years (2001 and 2002 Cohorts)

First Time Principals in Illinois

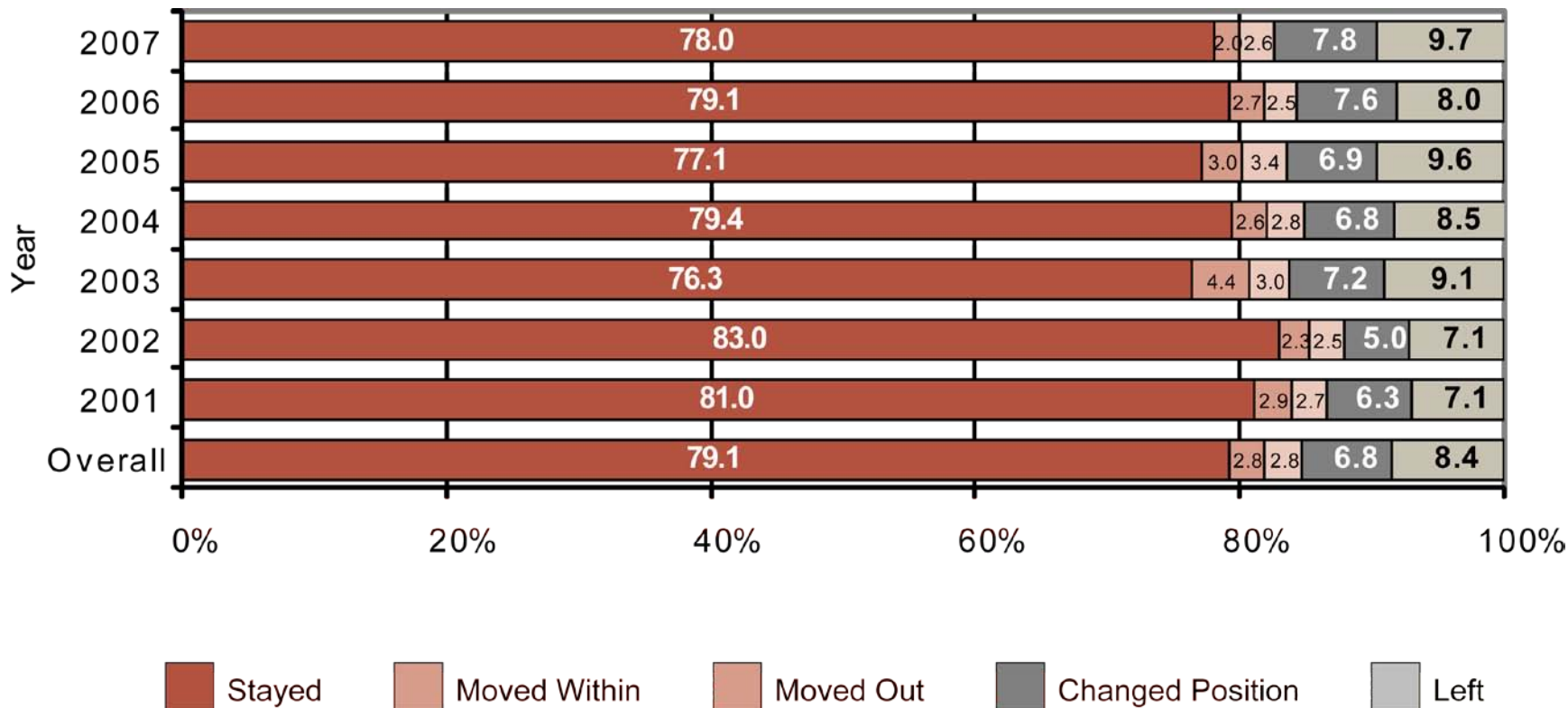


First Time Principals in Chicago



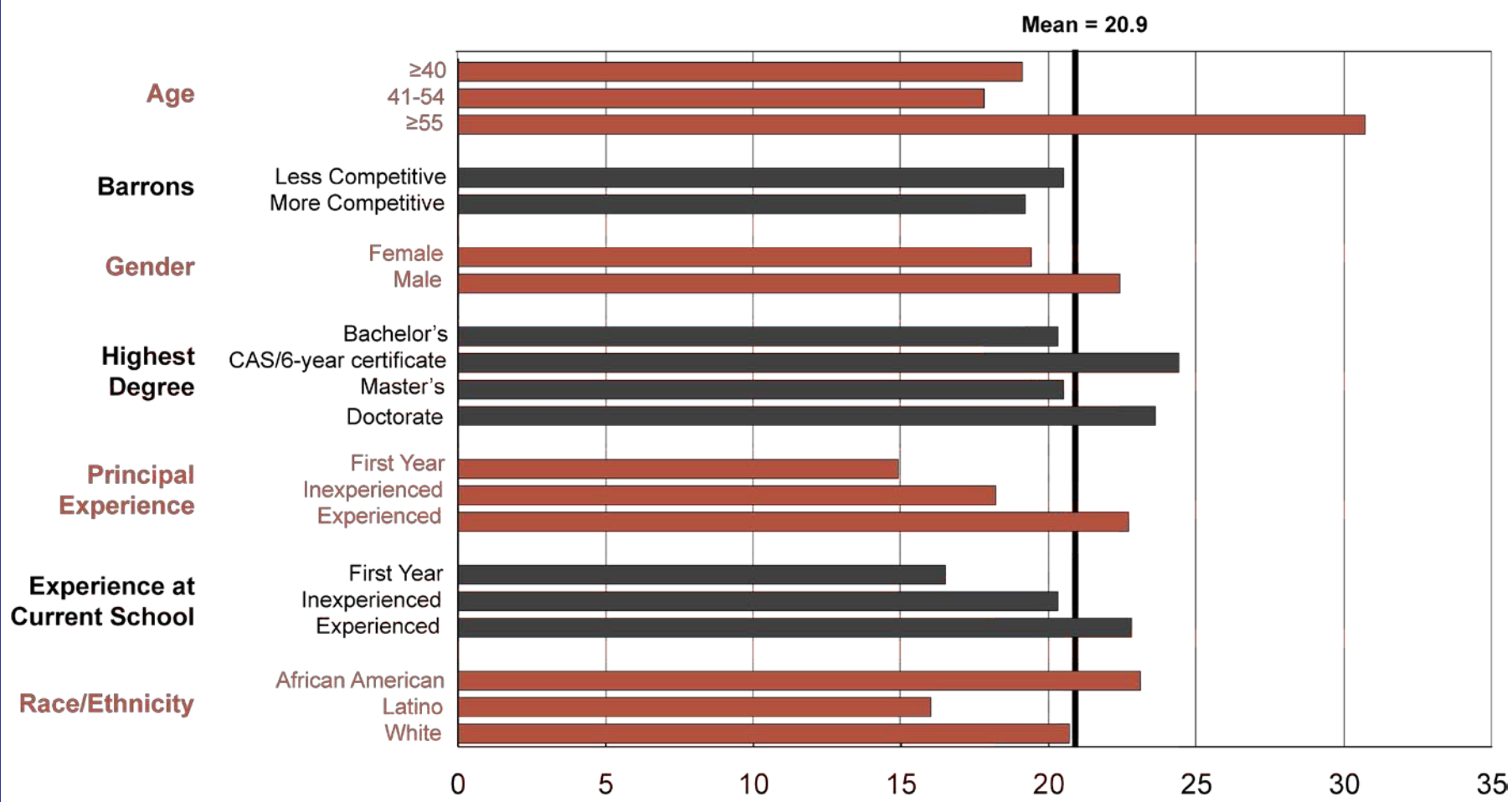


Annual Attrition/Mobility Rates of Principals Overall



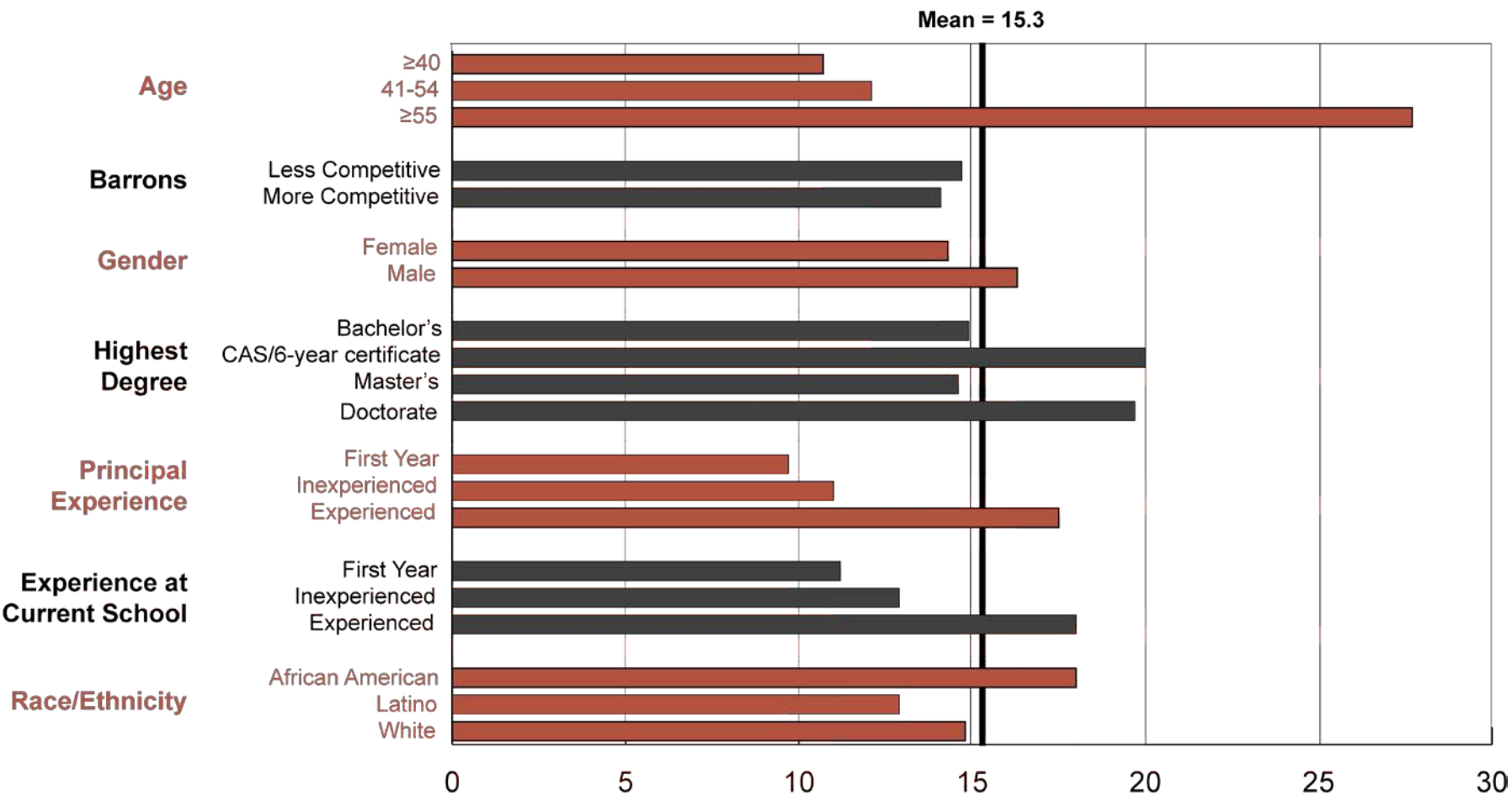


Average One-Year School Attrition Rates, by Principal Characteristics



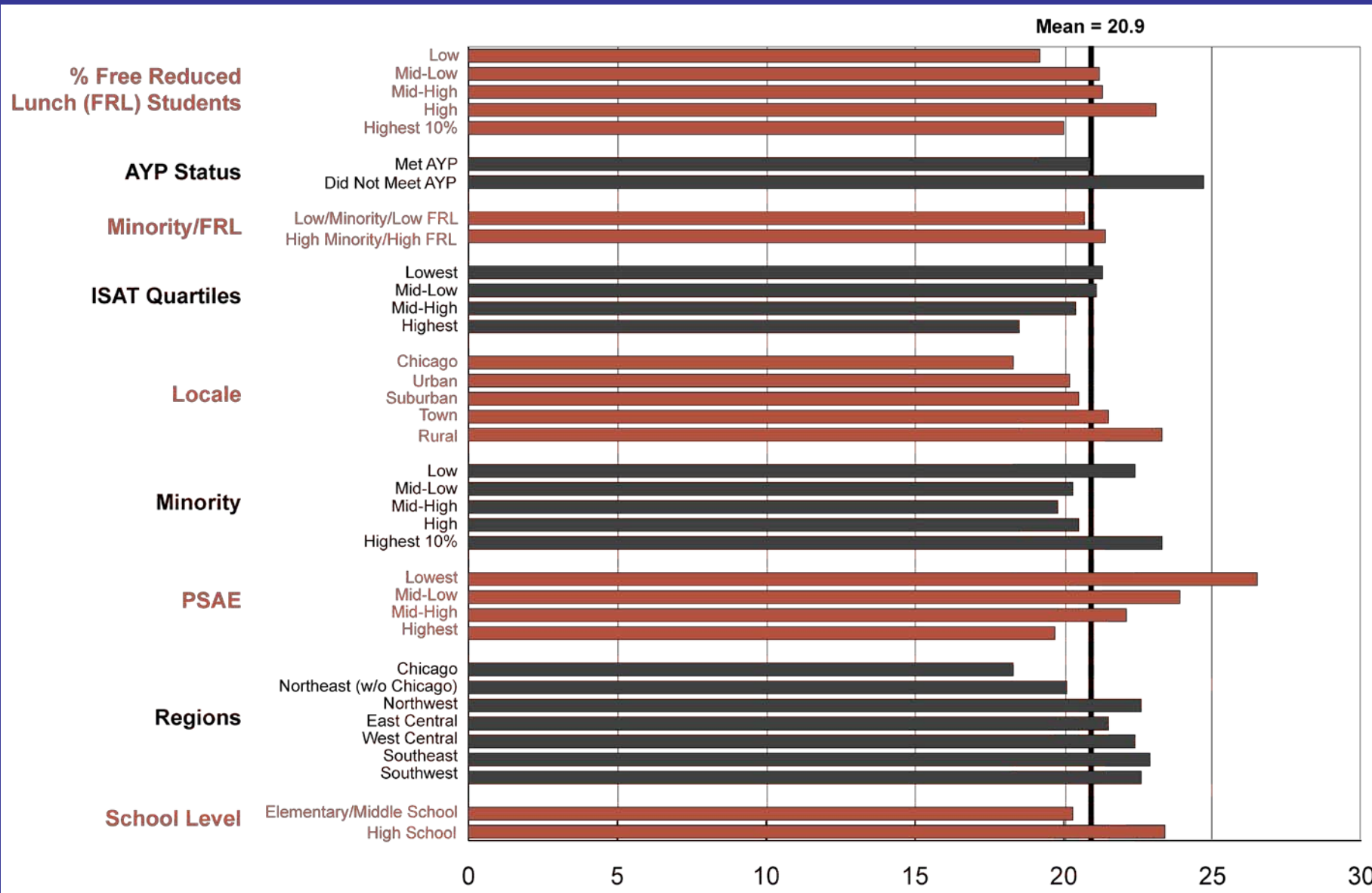


Average One-Year Attrition from Profession, by Principal Characteristics





Average One-Year School Attrition Rates, by School Characteristics





Average One-Year Attrition from Profession, by School Characteristics

