

# Teacher Turnover:

## Why It Matters and What We Can Do About It





Over the course of 4 years, my school's administration steadily expanded the workload and workday while barely adjusting salaries. More and more major decisions were made behind closed doors, and more and more teachers felt micromanaged rather than supported.

—**Sarah Fine**, a former Washington, DC, teacher who left teaching after 4 years

# Nation's schools short at least 100,000 qualified teachers.

BARTOW, Fla. - Only the  
still looking for

Teacher shortages affecting  
every state as 2017-18 school  
year begins

crisis in rural towns

Oklahoma Teacher Shortage  
Bay Area districts still seeking teachers

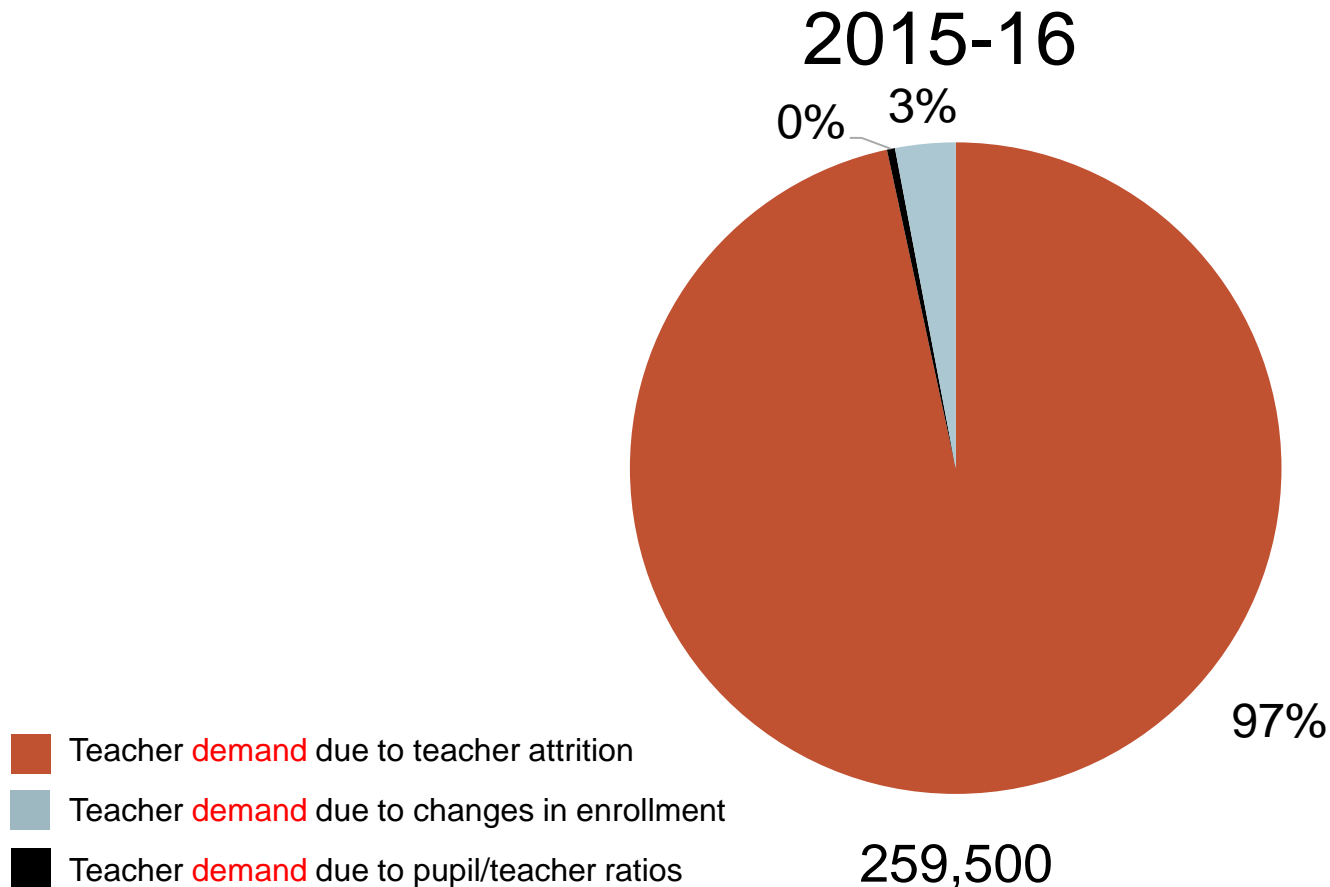
Administrators

Metro Students Have To Take  
Online Courses Due To Teacher  
shortage

Teacher shortage looms over Detroit

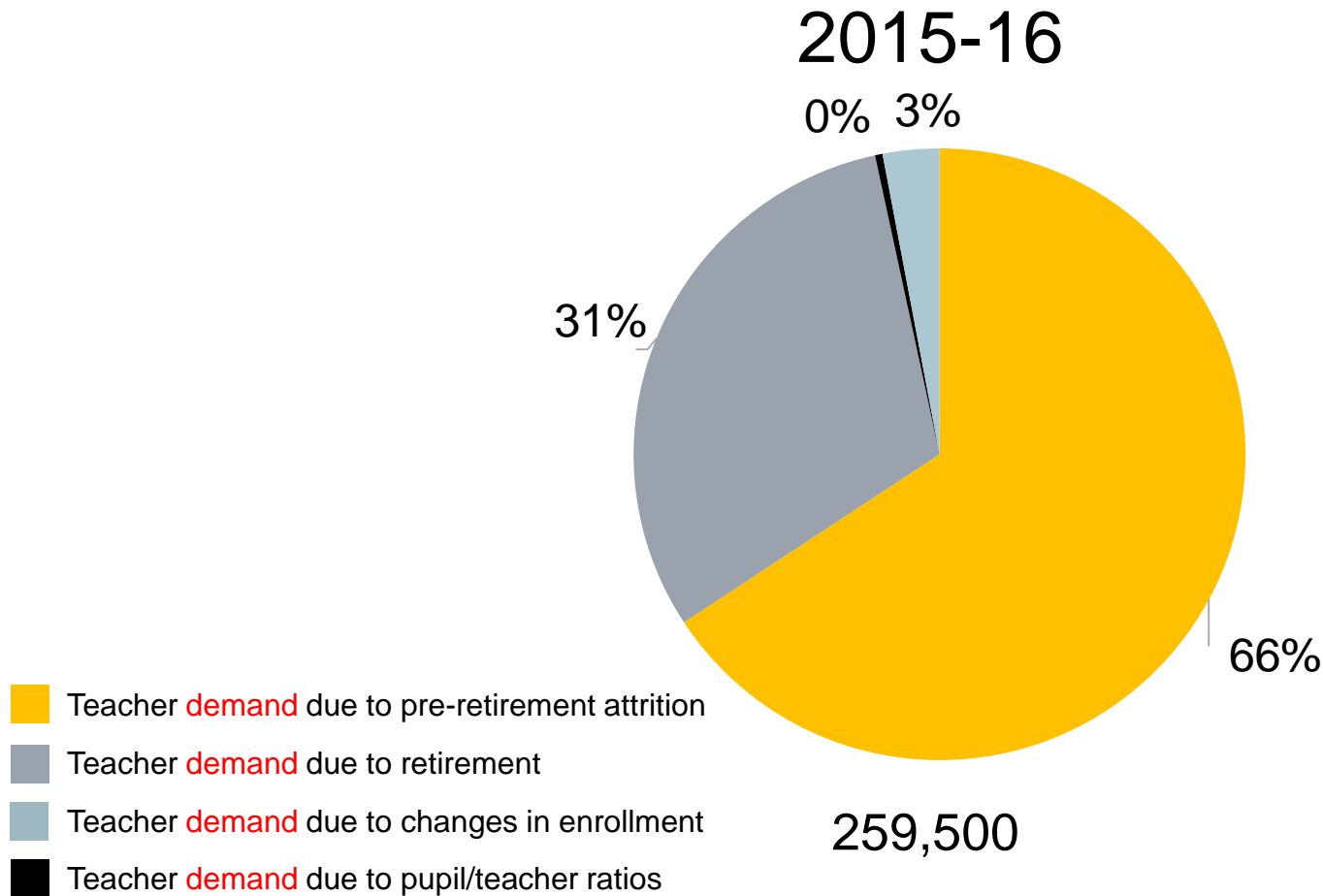
ian

# Teacher attrition drives teacher demand.



Source: Sutchter, L., Darling-Hammond, L., and Carver-Thomas, D. (2016). *A Coming Crisis in Teaching? Teacher Supply, Demand, and Shortages in the U.S.* Palo Alto, CA: Learning Policy Institute.

# Most attrition is not due to retirement.



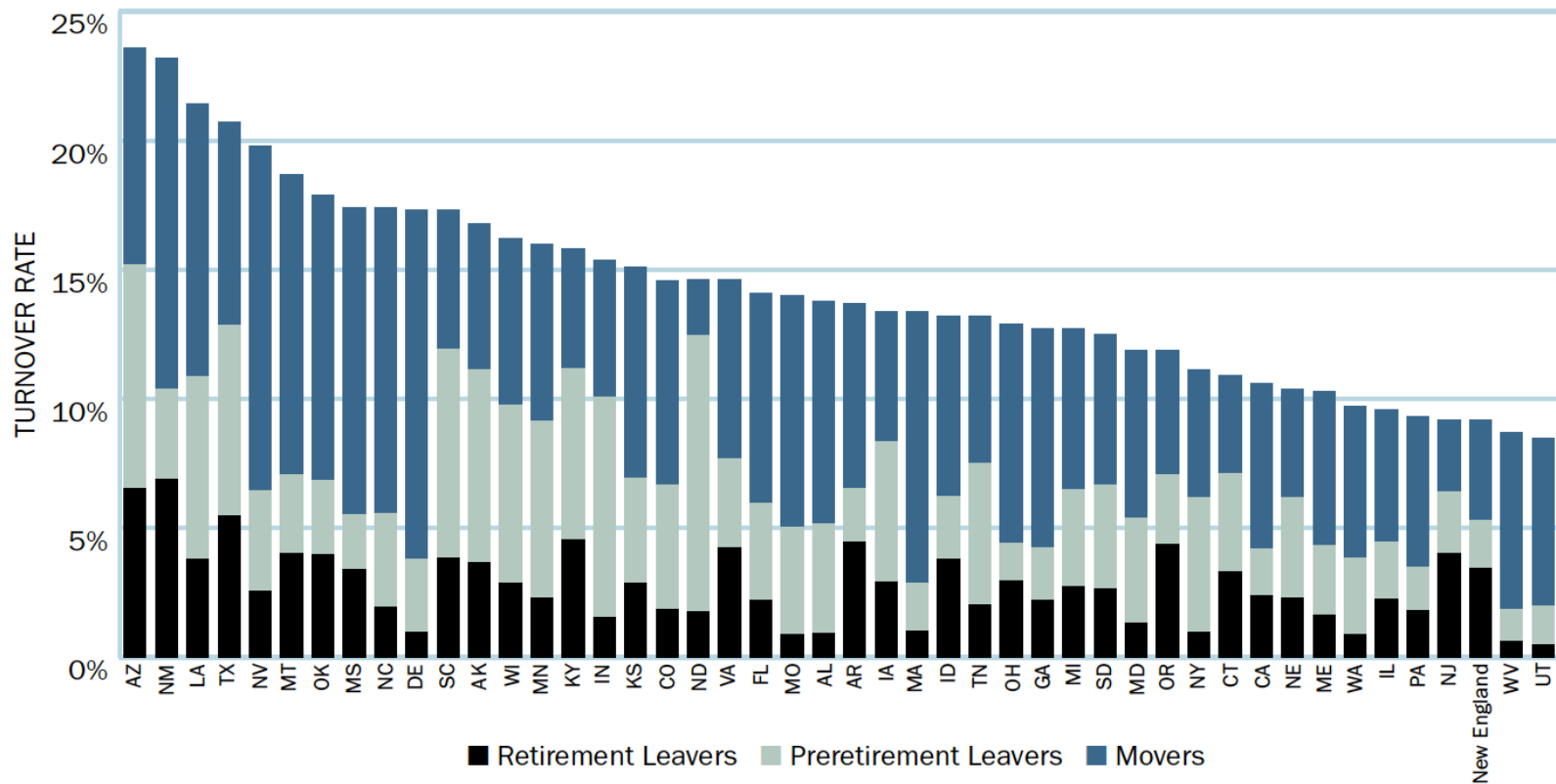
Source: Sutchter, L., Darling-Hammond, L., and Carver-Thomas, D. (2016). *A Coming Crisis in Teaching? Teacher Supply, Demand, and Shortages in the U.S.* Palo Alto, CA: Learning Policy Institute.

# Shortages undermine teacher quality and student achievement.

# What is teacher turnover?

- **Teachers leaving the profession & moving schools**
- **8% of teachers leave**
- **8% of teachers switch schools**

# Turnover varies across the country.

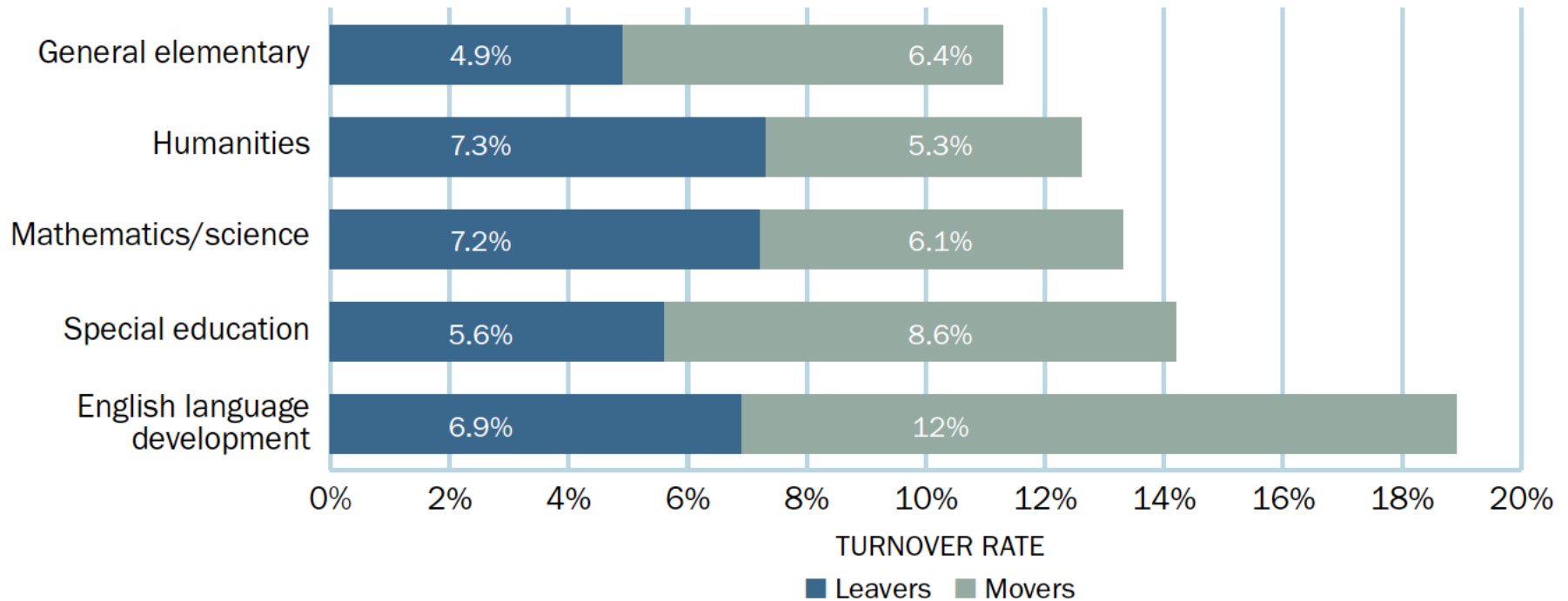


Note: States with fewer than 25 teachers surveyed were excluded (DC, HI, and WY). Three small New England states with similar data patterns were combined (NH, RI, VT).

Source: Learning Policy Institute analysis of National Center for Education Statistics Schools and Staffing Survey, 2011-12 and Teacher Follow-up Survey, 2012-13.

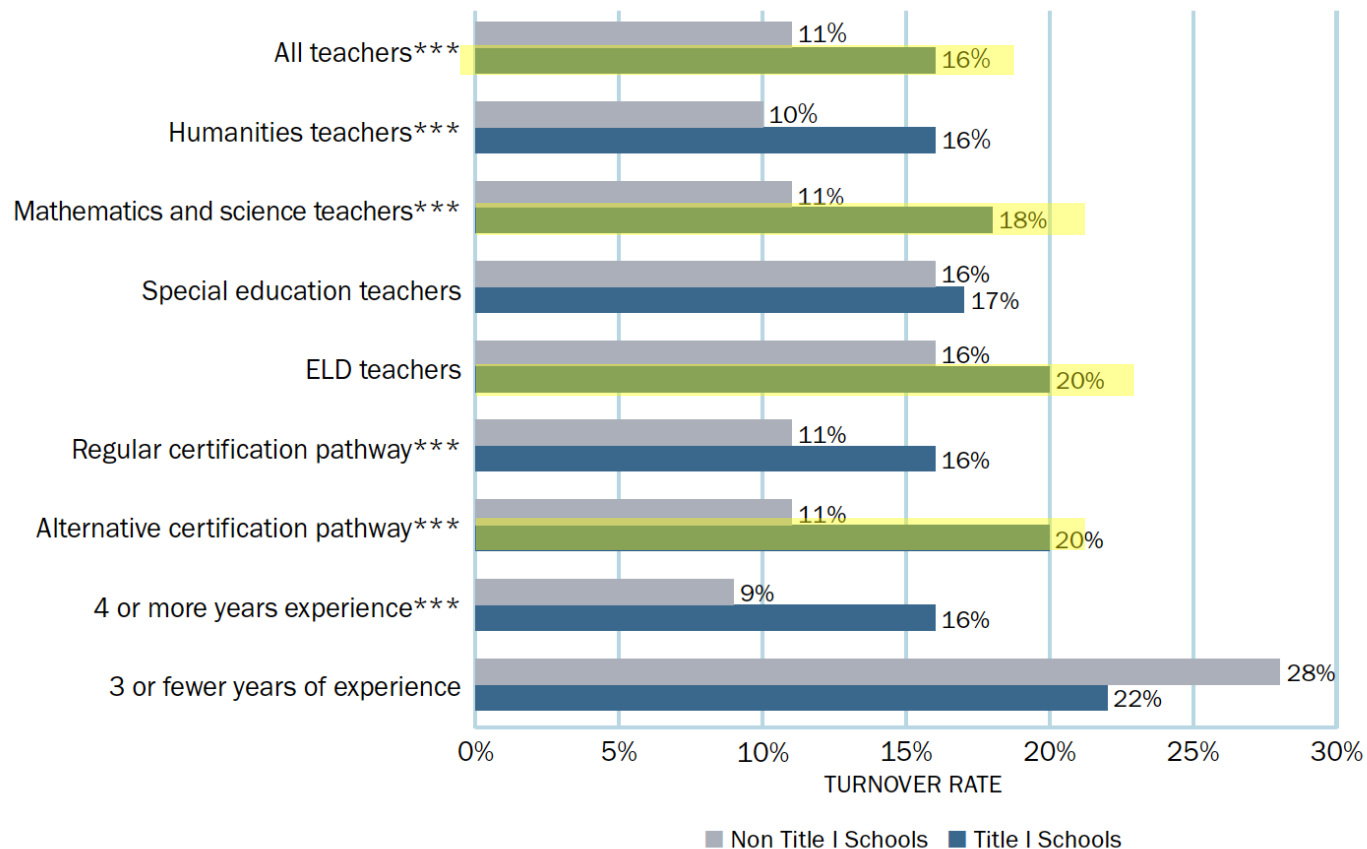


# Turnover is worse in critical shortage subjects.



Source: Learning Policy Institute analysis of National Center for Education Statistics Schools and Staffing Survey, 2011–12.

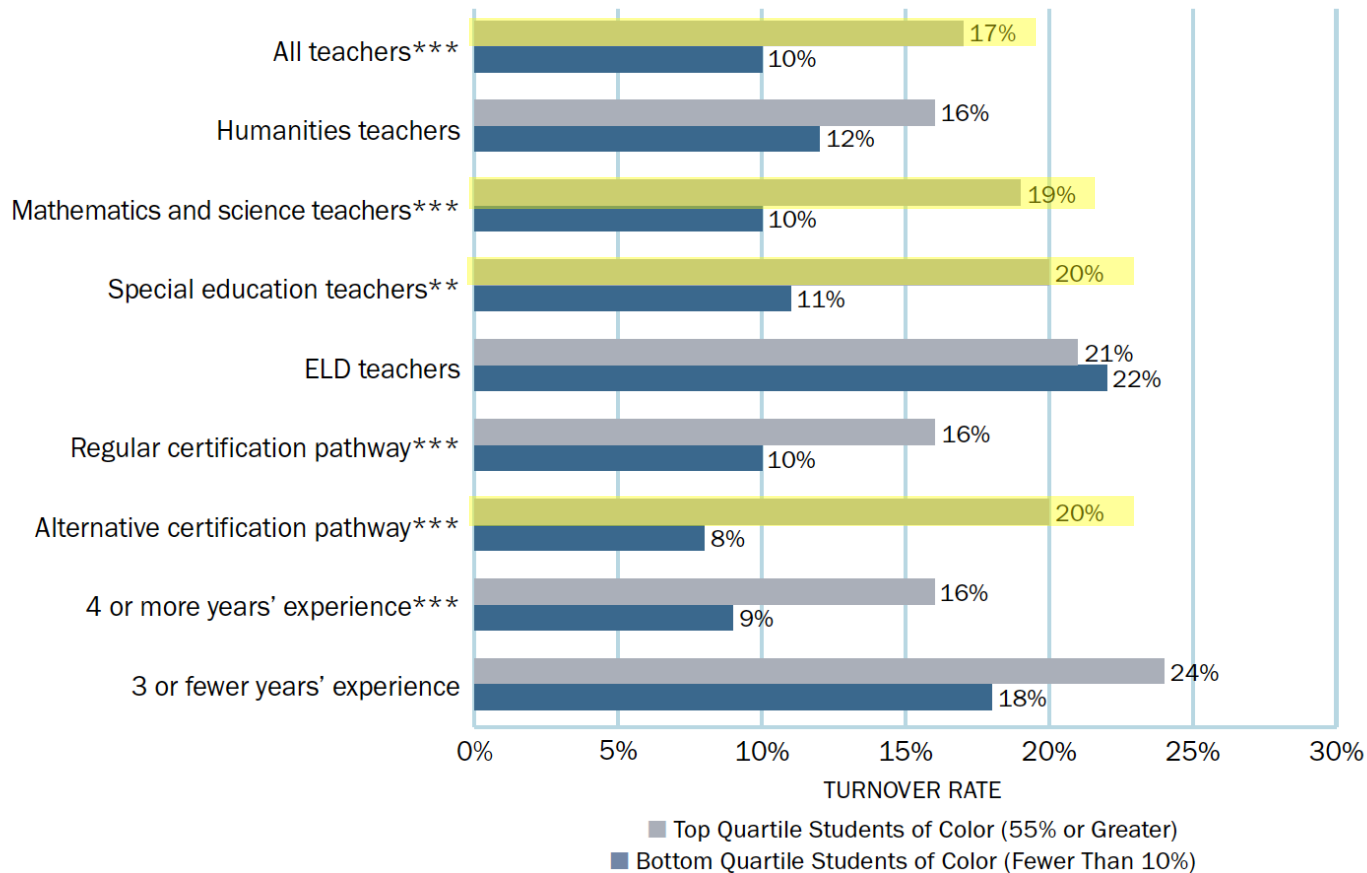
# Turnover is higher in schools serving low-income students.



Note: Percentages are rounded to the nearest whole number; \*\*\* p<0.01, \*\* p<0.05, \* p<0.1

Source: Learning Policy Institute analysis of National Center for Education Statistics Schools and Staffing Survey, 2011–12 and Teacher Follow-Up Survey, 2012–13.

# Turnover is higher in schools serving students of color.



Note: Percentages are rounded to the nearest whole number; \*\*\*  $p < 0.01$ , \*\*  $p < 0.05$ , \*  $p < 0.1$

Source: Learning Policy Institute analysis of National Center for Education Statistics Schools and Staffing Survey, 2011–12 and Teacher Follow-Up Survey, 2012–13.

# 6. Teachers of color teach in high turnover schools

- **18% of the teacher workforce**
- **3 in 4 work in schools serving the most student of color**
- **Twice as likely to enter through an alternative certification pathway**
- **Comparable turnover, holding all else constant**

# Turnover has costs.

- **Teacher quality**
- **School stability**
- **Student achievement**
- **Financial costs**

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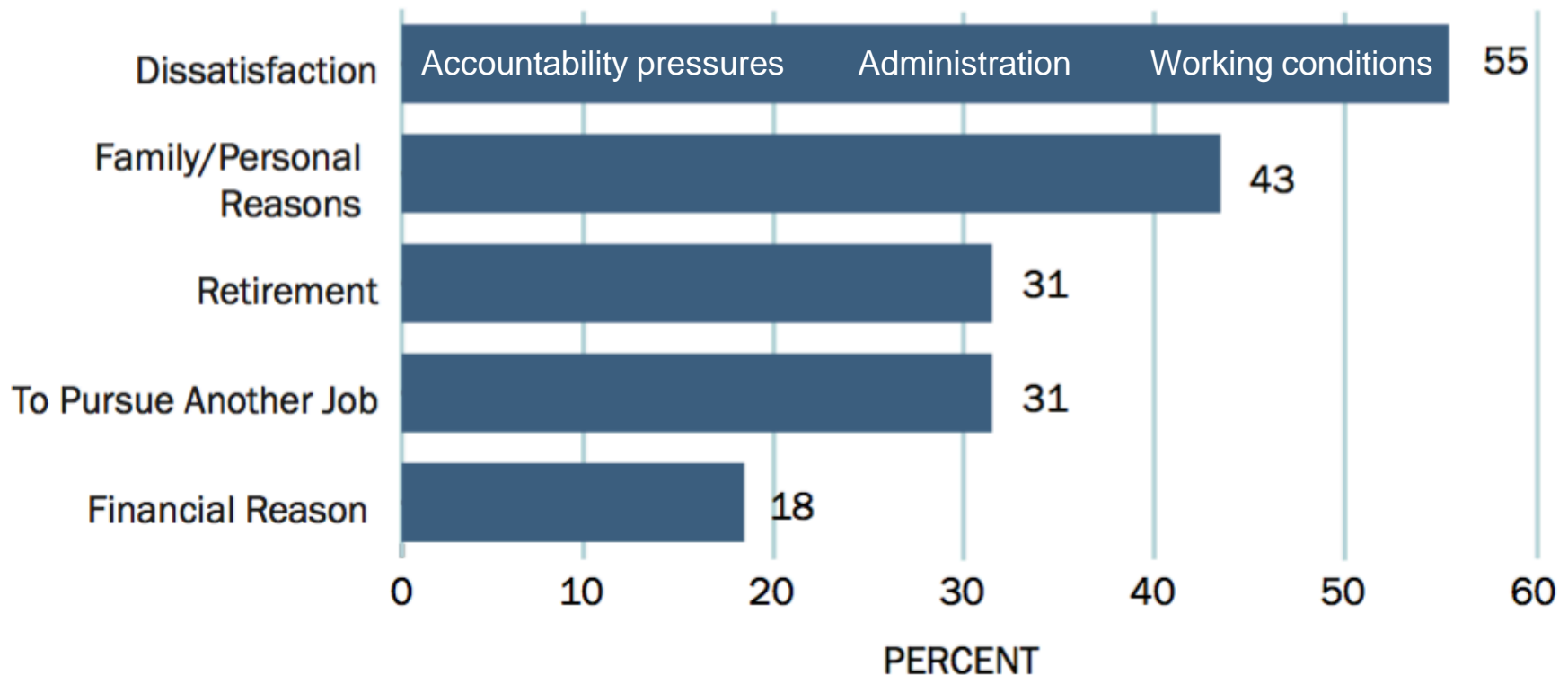


# Why does teacher turnover matter?

- **High turnover rates drive teacher shortages**
- **Shortages undermine teacher quality and student achievement**
- **Turnover also undermines student achievement**
- **Turnover is worse in mathematics, science, special education, foreign languages, and English language development**
- **Turnover most impacts students from low-income families and students of color**
- **Turnover has costs**

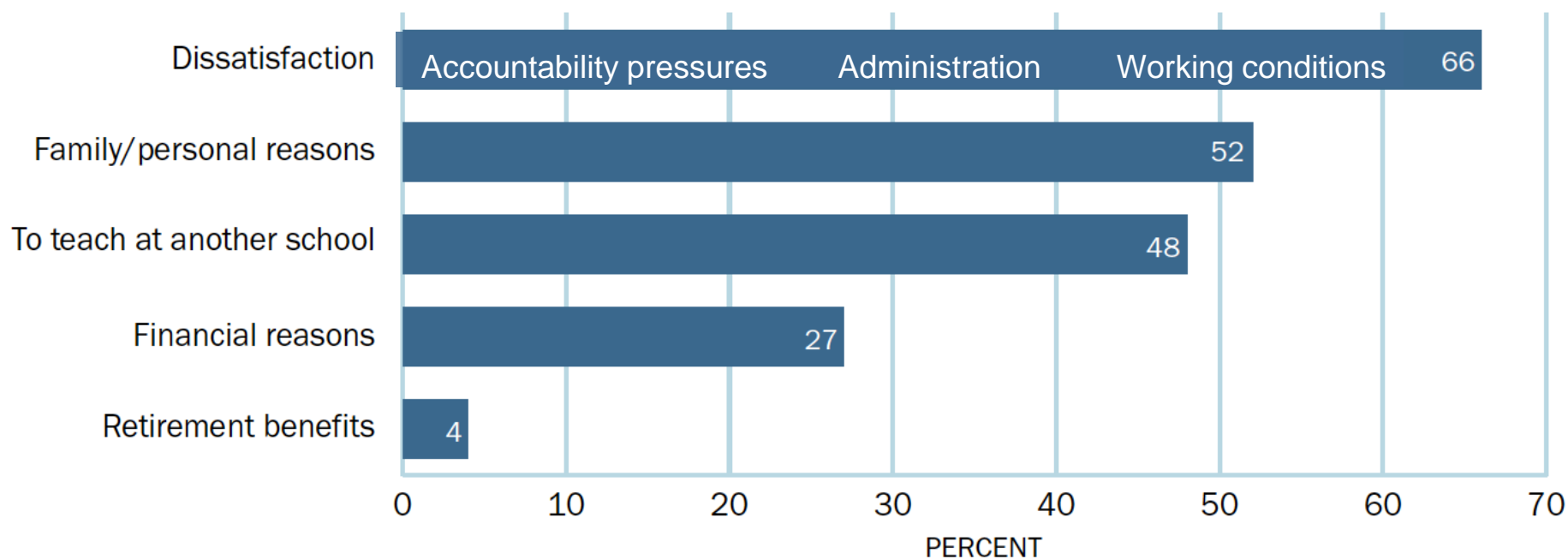


# Types of Reasons Given by Teachers for Leaving the Profession



Source: LPI analysis of the Teacher Follow-Up Survey (TFS), 2013, from the Schools and Staffing Survey, National Center for Education Statistics.

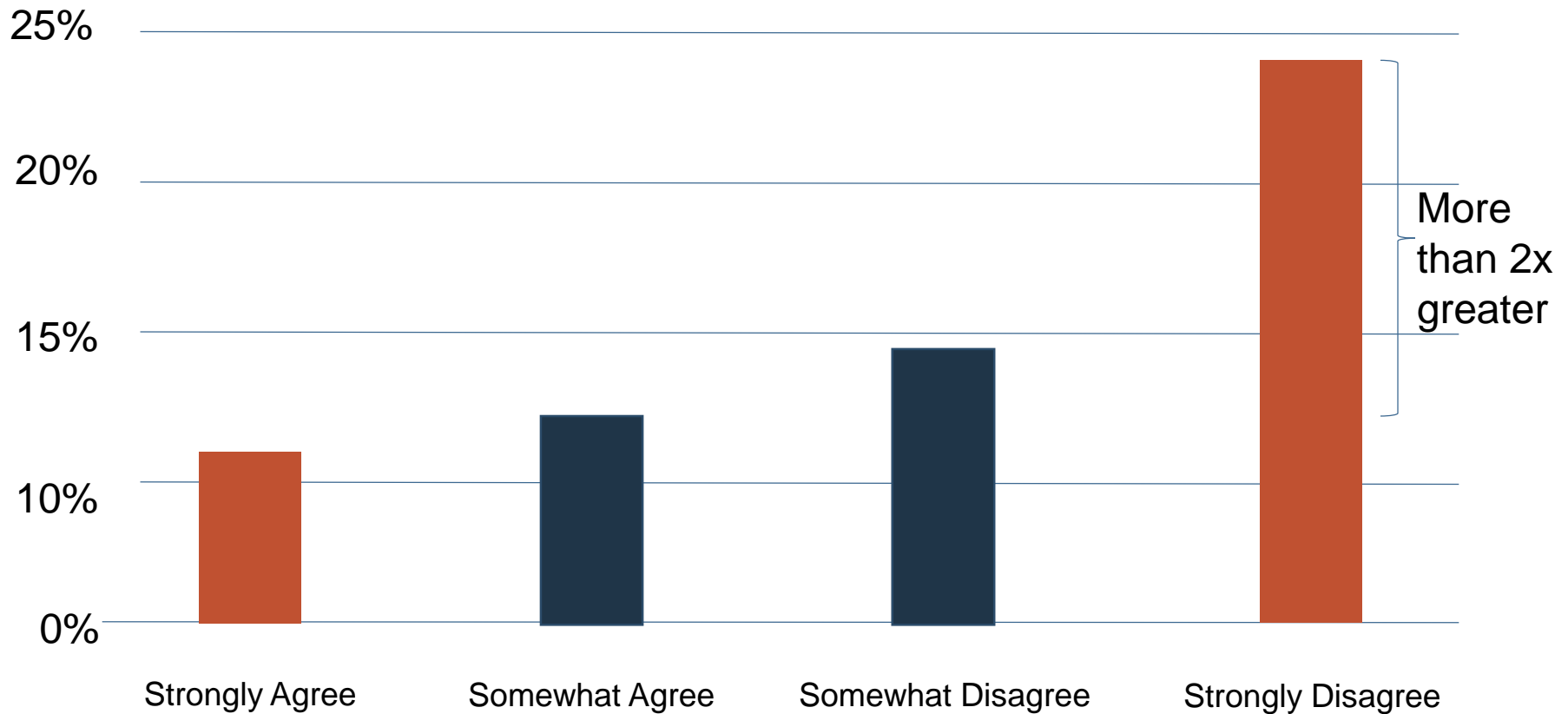
# Types of Reasons Given by Teachers for Moving Schools



Note: Percentages do not add to 100 as teachers may select more than one reason for moving.

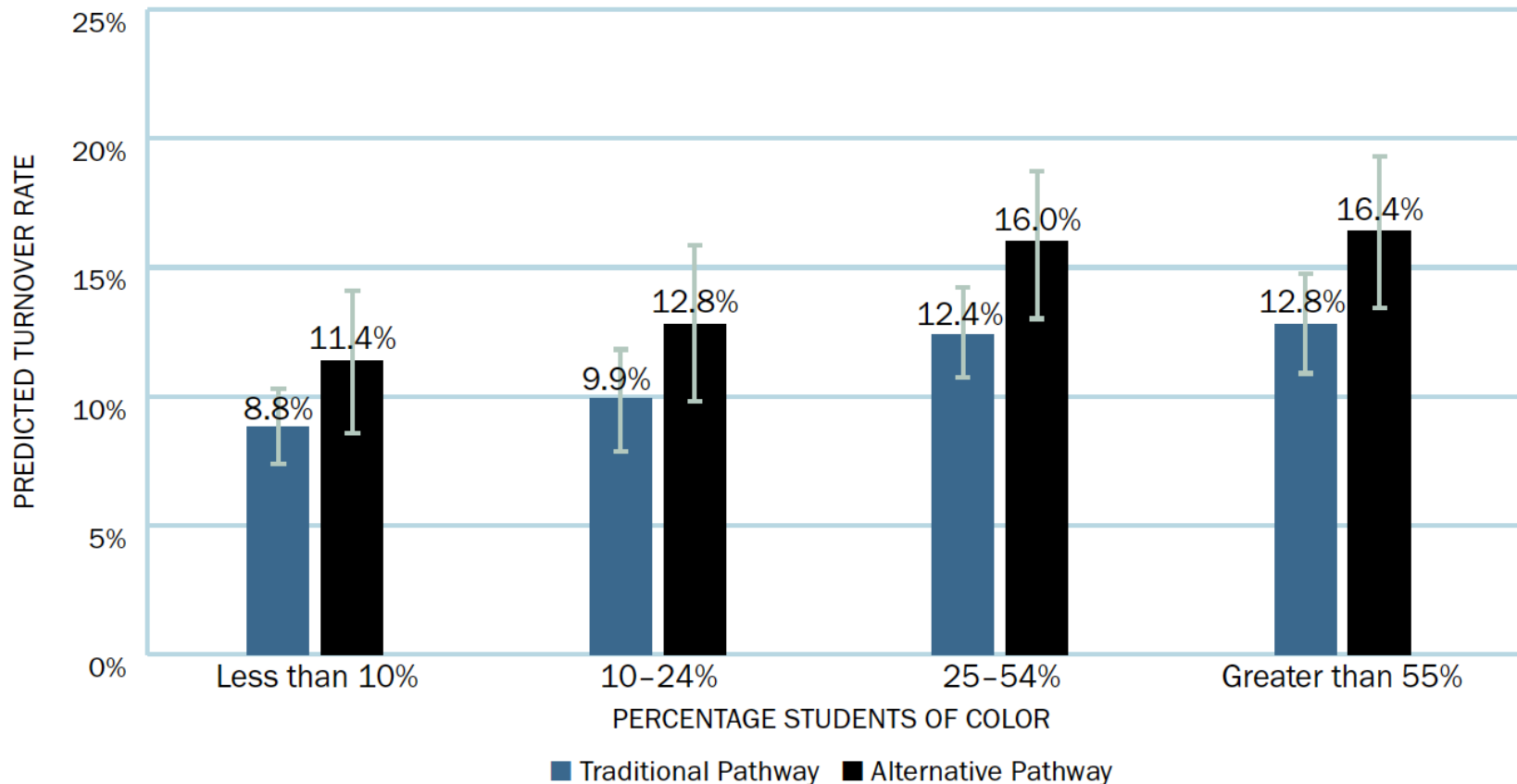
Source: Learning Policy Institute analysis of National Center for Education Statistics Schools and Staffing Survey, 2012–13.

# Dissatisfaction with administrative support impacts turnover.



**SCHOOL ADMINISTRATION IS SUPPORTIVE**

# Lack of preparation impacts turnover.



Note: Brackets represent 95% confidence interval of the estimate.

Source: Learning Policy Institute analysis of National Center for Education Statistics Schools and Staffing Survey, 2011-12 and Teacher Follow-Up Survey, 2012-13.

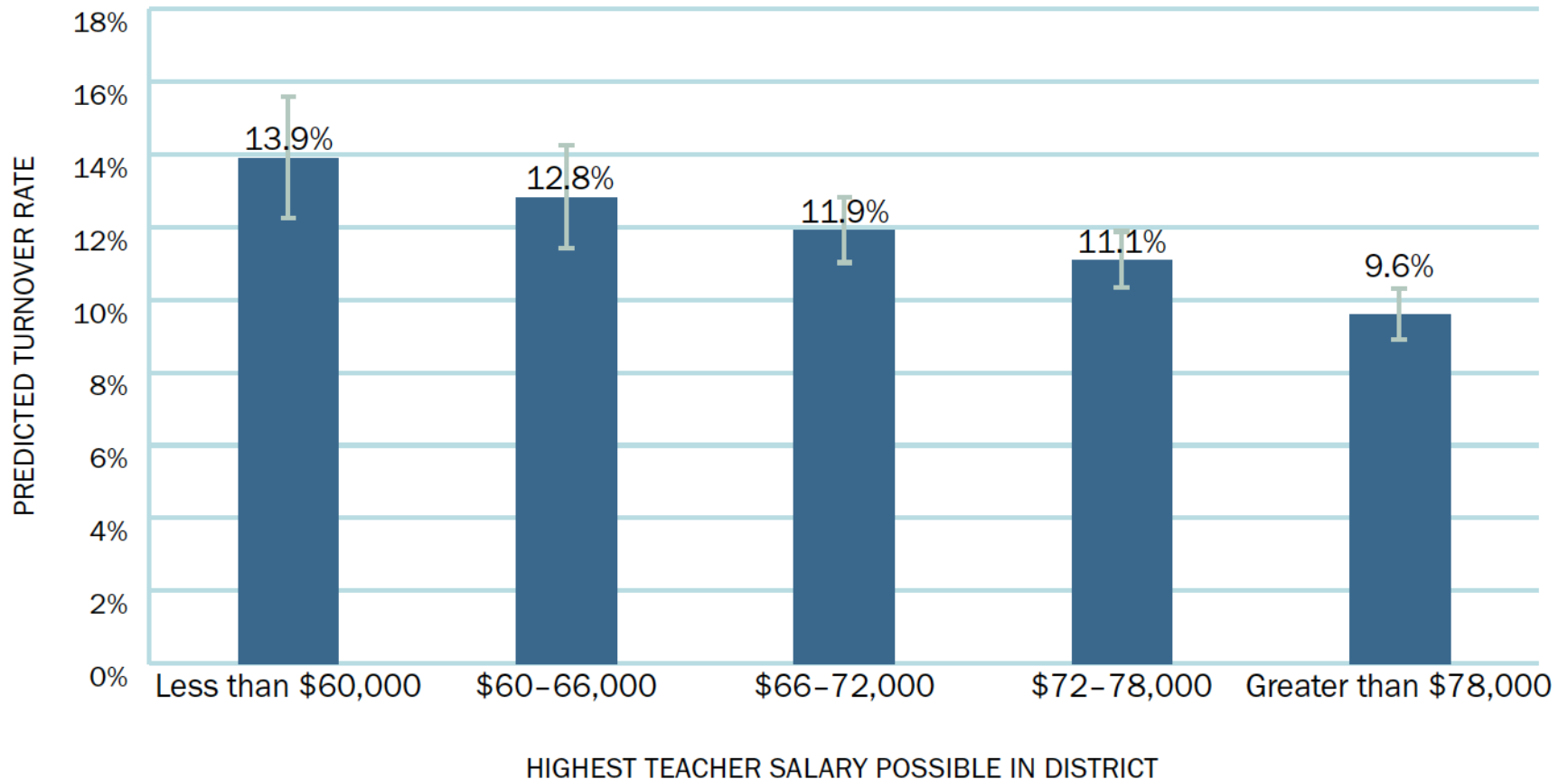
# Compensation impacts turnover



This decision wasn't an easy one. Not by a long shot. ... I considered other jobs, tried to find adjunct positions, and my wife and I have worked very hard to pay off our debt in bigger chunks. But at the end of the day, the simple truth is that we can be paid a respectable wage for doing the same job—this job we love very much—by heading out of state.”

—**Shawn Sheehan**, 2016 Oklahoma  
Teacher of the Year who moved to  
Texas for a better-paid teaching position

# Compensation impacts turnover.



Note: Brackets represent 95% confidence interval of the estimate.

Source: Learning Policy Institute analysis of National Center for Education Statistics Schools and Staffing Survey, 2011-12 and Teacher Follow-up Survey, 2012-13.

# What can we do about turnover?

## Better compensation packages:

- Competitive, equitable salaries
- Service scholarships & loan forgiveness
- Financial incentives
  - ✓ Housing
  - ✓ Child care

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## Build lasting teacher supply:

- Teacher residencies
- “Grow-Your-Own” programs
- Beginning teacher induction & mentoring



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## Improve school leadership:

- Principals prepared to lead supportive and collegial work settings
- High-quality principal professional learning
- Leadership pipelines

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