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# **TEACHER TURNOVER REPORT**

## **Annual Report on the Reasons Teachers Leave**

**2007-2008**

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Prepared by:

Public Schools of North Carolina  
Department of Public Instruction  
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## TEACHER TURNOVER REPORT 2007-2008

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G. S. 115C-12(22) requires the State Board of Education to monitor and compile an annual report on the decisions of teachers to leave the teaching profession. To this end, LEAs are asked to complete a survey on an annual basis. The survey for the 2007-2008 school year asked LEAs to report the total number of teachers employed in the system between March 2007 and March 2008, the total number of teachers leaving the system, the number of teachers with tenure who were leaving, and the reason given by teachers for leaving. The results of the surveys are summarized in the following pages.

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### Changes in Teacher Turnover Reporting effective with the 2007-2008 data

To more accurately and consistently report data, changes have been made to the annual teacher turnover report to better align it with the data that will be reported in the School Report Card. LEA level turnover for the 2008 School Report Card is calculated based on the individuals employed in the LEA as teachers in March 2007, but not employed in the LEA as teachers in March 2008, as reflected in the DPI Licensure/Salary database. LEA turnover does not include teachers who moved from one school to another school in the LEA. Personnel administrators were provided a list of individuals employed as teachers in the LEA in March 2007, but not employed in the LEA as teachers in March 2008, and asked to provide summative data on the reasons these teachers left teaching. The numbers of teachers leaving when totaled, should equal the total number of teachers on the list provided to the LEA personnel administrator. This change should bring consistency to the turnover numbers that are being reported. In past years, LEAs provided us with the number of teachers, per the LEA's calculations, and the number that left, per the LEA's calculations. The teacher turnover data was for the fiscal year, July 1 through June 30.

We realize that this change will make it inappropriate to compare the turnover reported by LEAs this year to the turnover reported by LEAs last year. We also realize that in order to make decisions on data, we need accurate and consistent data. Going forward, this change will help ensure the quality of teacher turnover data.

Appendix A provides information as to how teacher turnover was determined for 2007-2008. This is the same procedure used for the State Report Card.

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### Survey Instruments Used

Copies of the survey used and clarifying examples are contained in Appendix B. As before, LEAs were asked to identify up to five teaching areas in which they found the greatest difficulty in hiring appropriately licensed teachers. Their responses have been summarized and are included in this report.

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### Turnover

The 2007-2008 State turnover average is **9.36%**. While this percentage is less than the system level turnover rate, this percentage is reflective of those who are no longer in the public schools of North Carolina. (See Appendix A for further information.)

The 115 school systems reported that 13,432 teachers of the 96,966 teachers employed during the 2007-2008 school year left their systems for a **system level turnover rate of 13.85%**. This represents an increase in the turnover rate (12.31%) reported for the 2006-07 school year. This figure includes Visiting International Faculty (VIF) who are required to return to their home countries after three years. VIF teachers accounted for 279 teachers who left and removal of this category would reflect a system level turnover rate of 13.56%.

Of the 13,432 teachers reported leaving, 4,562 (33.96%) had tenure. During the 2006-07 school year 32.58% of the teachers who left had tenure, during the 2005-06 school year, 30.77% of the teachers who left teaching had tenure, and during the 2004-05 school year 29% of the teachers who left had tenure.

Turnover rates ranged from a high of 41.57% in Weldon City to a low of 4.55% in Graham County. A listing of turnover by systems is included in Appendix C. Appendix D contains a listing of turnover reported by local systems for the last five years.

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### **Reasons for Leaving**

The table that follows details the reasons for teachers leaving as reported by their school systems. They are ranked in descending order. Appendix E summarizes the reasons given for teachers leaving across the past five years. Appendix F provides an analysis of turnover using the categories: Remained/Remaining in Education, Turnover that Might be Reduced, Turnover Initiated by the LEA, and Turnover Beyond Control.

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### **Teacher Turnover and Teacher Working Conditions**

Appendix G provides information that relates to the Teacher Working Conditions for the ten (10) LEAs with the highest percentage of teacher turnover compared to the ten (10) LEAs with the lowest percentage of teacher turnover.

**Reasons for Leaving As Reported By the LEAs  
(2007-2008)**

<b>Reason</b>	<b>% of teachers leaving for this reason</b>	<b>Number leaving for this reason</b>
Resigned to teach elsewhere To teach in another NC LEA (78.19%) To teach in another state (15.79%) To teach in a NC non-public/private school (3.75%) To teach in a NC Charter School (2.27%)	22.02%	2958
Retired With full benefits (88.92%) With reduced benefits (11.08%)	16.26%	2184
Resigned—Family Relocation	12.16%	1633
Resigned—Other reasons or reason unknown Other reasons (72.98%) Unknown reasons (27.02%)	11.87%	1595
Resigned—Family responsibility/child care	5.97%	802
Stayed in LEA but in Non-Teaching position	5.96%	800
Interim contract ended – not rehired	4.96%	666
Re-employed retired teacher resigned	3.42%	459
Resigned—Career Change	3.18%	427
Resigned—To continue education/sabbatical	2.43%	327
Resigned—End of VIF Term	2.08%	279
Resigned—Dissatisfied with teaching	1.78%	239
Resigned—Because of health/disability	1.46%	196
Resigned—In lieu of dismissal	1.35%	181
Did not obtain or maintain license	1.21%	162
Non-Renewal (Probationary contract ended)	1.06%	142
Moved to a non-teaching position in education in another LEA/Agency	.96%	129
Deceased	.51%	68
Resigned—End of Teach for America Term	.48%	64
Resigned—Moving due to Military Orders	.45%	60
Reduction in Force	.28%	37
Dismissed	.18%	24
<b>Totals</b>	<b>100%</b>	<b>13,432</b>

**Most Difficult Areas of Licensure  
for which to find Licensed Teachers**

<b>2005-2006</b>		<b>2006-2007</b>		<b>2007-2008</b>	
Number of LEAs Responding to Question =110		Number of LEAs Reporting to Question = 113		Number of LEAs Reporting to Question = 111	
<b>License Area</b>	<b># Identifying</b>	<b>License Area</b>	<b># Identifying</b>	<b>License Area</b>	<b># Identifying</b>
9-12 Mathematics	97	9-12 Mathematics	87	9-12 Mathematics	88
Sp. Ed.: General Curriculum	77	9-12 Science	67	9-12 Science	69
9-12 Science	72	Sp. Ed.: General Curriculum	64	Sp. Ed.: General Curriculum	58
6-9 Mathematics	62	6-9 Mathematics	54	6-9 Mathematics	49
6-9 Science	49	6-9 Science	46	6-9 Science	40
Sp Ed.: Adapted Curriculum	49	Sp Ed.: Adapted Curriculum	38	Sp Ed.: Adapted Curriculum	28
Cross Categorical	34	Second Languages	33	ESL	25
Behavioral/Emotional Disabilities	32	Severely/Profoundly Disabled	22	Second Languages	24
Learning Disabilities	29	ESL	20	EC (Separate areas not indicated)	18
Second Languages	28	Mental Disabilities	19	9-12 English	14
Mental Disabilities	20	Cross Categorical	18	Family/Consumer Sciences 6-12	13
Speech Language Pathologist	14	Speech Language Pathologist	13	Speech Language Pathologist	11
ESL	14	9-12 English	12	6-9 Language Arts	10
6-9 Language Arts	14	6-9 Language Arts	12	Cross Categorical	9

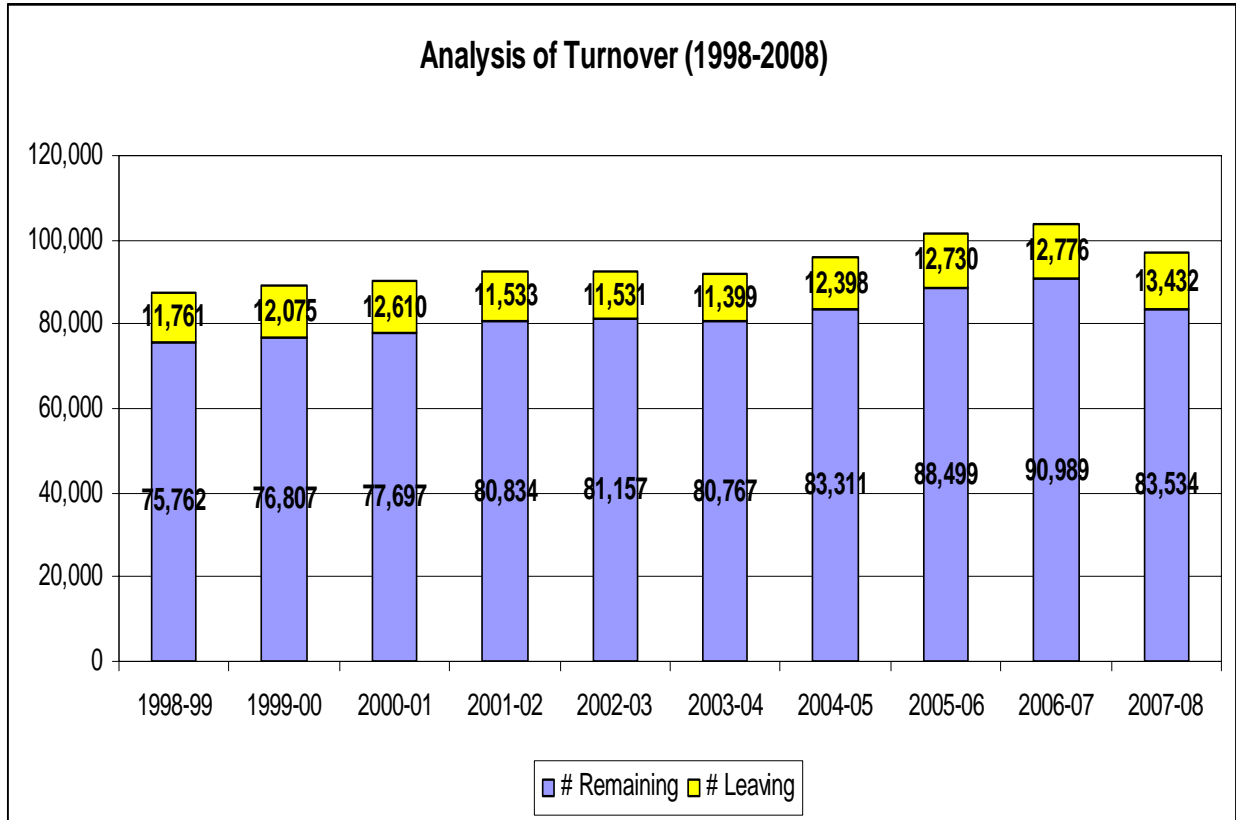
2005-2006		2006-2007		2007-2008	
Number of LEAs Responding to Question = 110		Number of LEAs Reporting to Question = 113		Number of LEAs Reporting to Question = 111	
License Area	# Identifying	License Area	# Identifying	License Area	# Identifying
Family/Consumer Sciences 6-12	12	Media Coordinator	10	Counselor	8
Elementary Education	11	Counselor	9	Media Coordinator	7
9-12 English	11	Family/Consumer Sciences 6-12	7	Elementary Education	6
6-9 Social Studies	8	Birth-Kindergarten	6	Behavioral/Emotional Disabilities	6
Severely/Profoundly Disabled	8	Elementary Education	6	Mental Disabilities	6
Counselor	7				
Birth-Kindergarten	6				
Media Coordinator	6				

Notes: <sup>1</sup> Above numbers include only those areas identified by 5 or more LEAs.

<sup>2</sup> Spanish was the Second Language most often identified.

## Analysis of Turnover (System Level)

The chart that follows depicts teacher turnover relative to teacher retention since the 1998-99 school year.



- The five-year (2003-04 through 2007-08) system level teacher turnover reported by North Carolina Local Education Agencies is 12.81%.
- This year, 2007-2008, the system level turnover is 13.85% which is up from the 12.31% reported for 2006-2007.
- The top five reasons for teachers leaving has remained consistent for the years, 2003-04 through 2007-08. The reasons are as follows:
  1. To teach elsewhere\*
  2. Retired
  3. Family Relocation
  4. Other/Unknown Reasons
  5. Family Responsibilities/Childcare
- The national teacher turnover rate is 16.8%. (National Commission on Teaching and America's Future)

\*While this reason indicates a loss to the local system, it does not represent a loss to the State.

## Categories of Reasons why Teachers Leave the Profession

### **Remained/Remaining in Education**

(includes individuals resigning to teach in another NC LEA or charter school and individuals who moved to non-teaching positions in education)

### **Turnover that Might be Reduced**

(includes individuals retiring with reduced benefits, individuals resigning to teach in a non-public school in NC, individuals resigning to teach in another state, individuals dissatisfied with teaching, individuals seeking a career change, and individuals who resigned for unknown and other reasons)

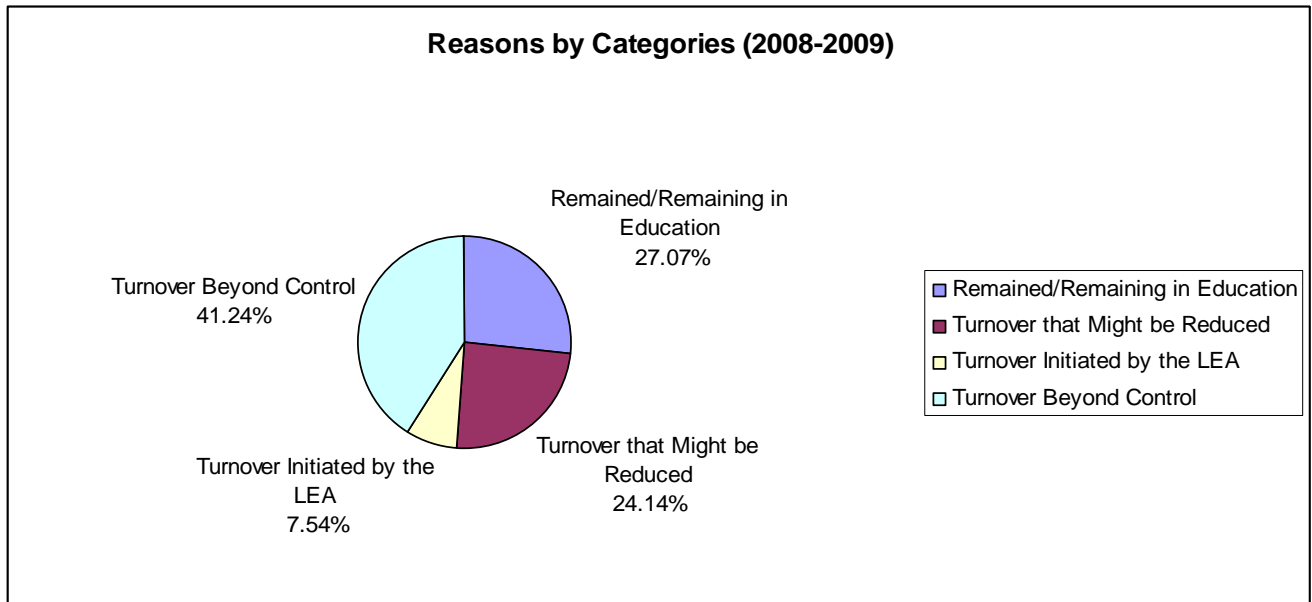
### **Turnover Initiated by the LEA**

(includes individuals who were non-renewed, dismissed, or resigned in lieu of dismissal)

### **Turnover Beyond Control**

(includes individuals who retired with full benefits, individuals who resigned for health reasons, individuals who resigned due to family responsibilities and/or childcare, and individuals who resigned due to family relocation)

As reflected in the chart that follows, 27.07% of those teachers reported as leaving *remained in education*; 7.54% of the reported turnover was *initiated by the LEA*; 41.24% of the turnover was for *reasons beyond control*; and 24.14% of the reported turnover *might be reduced*.



The results of the North Carolina Teacher Working Conditions Survey, conducted by the Office of the Governor in conjunction with the North Carolina Professional Teaching Standards Commission and the North Carolina Association of Educators, provide information that can help address *Turnover that Might be Reduced*. The survey provides state, district, and school level data on teacher perceptions of empowerment, facilities and resources, leadership, professional development, and time.



## **Appendix A**

### **How Teacher Turnover is Determined for the Teacher Turnover Report and the State Report Card**



## **How Teacher Turnover is Determined for the State Report Card**

1. For the 2008 State Report Card (SRC), teacher turnover is based upon the March 2008 employment status of 'classroom teachers' from March 2007. Payroll data is used for the determination.
2. 'Classroom Teachers' are determined by Purpose Codes 5100, 5200, or 5500 AND Object Codes 121, 123, 124, 128, or 129. Purpose and Object Codes are part of the payroll budget code.
3. Classroom teachers employed in March 2007 are determined using March 2007 payroll and the criteria in step #2.
4. Once the roster from step #3 is determined, the SSNs of the classroom teachers are queried against all certified employee budget codes in March 2008 payroll data. If the SSN is not found to be employed in the same LEA in March 2008 as they were in March 2007, they are classified as turnover at the LEA level.
5. The system level turnover includes those who moved between LEAs.
6. The State average of 9.36% reflects those who are no longer in the public schools of North Carolina.
7. A couple of the reasons why the system level turnover rate is higher than the State average turnover rate:
  - In the change of tying the LEA turnover report sent from the LEAs to the State Report Card turnover, more LEAs reviewed the rosters of teacher turnover.
  - Those on approved leave were excluded from turnover.

\*In past years, the LEA provided us with the number of teachers, per the LEA's calculations, and the number of teachers who left, per the LEA's calculations. The teacher turnover data was for the fiscal year, July 1 through June 30.

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**Appendix B**  
**Survey Instrument**

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LEA:

Individual Submitting Report:

Total Number of Teachers Employed in LEA:

Total Number of Teachers Leaving March 2007 - March 2008

Number of teachers leaving who were tenured in your LEA:

Teacher Turnover Percent:

Number of teachers on spreadsheet / Total Teacher Count

Give the number of teachers who left teaching or left your LEA from March 2007-March 2008 for each of the reasons below.

(Where more than one reason applies, choose the one which best describes the reason the teacher is leaving.)

Moved to a non teaching position in the LEA (75)
Retired with full benefits (66)
Retired with reduced benefits (68)
Re-employed Retired Teacher Resigned (73)
Dismissed (50)
Did not obtain or maintain license (56)
Interim contract ended*-Not rehired (54)
Non-renewed-Probationary Contract ended (53)
Reduction in Force (51)
Moved to a non-teaching position in education in another LEA or Agency (59)
Resigned-In lieu of dismissal (55)
Resigned-To teach in another NC public school system (58)
Resigned-To teach in a NC Charter School (70)
Resigned-To teach in a NC non-public/private school (71)
Resigned-To teach in another state (62)
Resigned-End of VIF Term (74)
Resigned-End of Teach for America Term (77)
Resigned-Dissatisfied with teaching (63)
Resigned-Career Change (72)
Resigned-Family Responsibility/Child care (57)
Resigned-Family relocation (61)
Resigned-To continue education/Take a sabbatical (60)
Resigned-Because of health/Disability (64)
Resigned-Moving Due to Military Orders (76)
Resigned-Reason unknown (69)
Resigned-Other Reasons (65)
Deceased (67)
Total

List up to five teaching areas in which you are having the greatest difficulty hiring appropriately licensed teachers.

(PLEASE INCLUDE THE LICENSURE CODE FOR EACH AREA)

**ANNUAL REPORT ON THE REASONS TEACHERS LEAVE THE PROFESSION  
(CLARIFICATION OF REPORTING CATEGORIES)**

**Moved to a non teaching position in the LEA**

- Teachers moved to counselor, media coordinator, or non-teaching duties in current LEA of employment
- Teachers moved to administrative positions (school-based) in current LEA of employment
- Teachers moved to supervisory, director, or coordinator positions in current LEA of employment
- Teachers accepted non-teaching support or administrative positions in current LEA of employment

**Retired with full benefits**

- Teachers age 60 with 25 years of creditable service
- Teachers with 30 years of creditable service
- Teachers age 65 with at least 5 years of creditable service
- Teachers retiring with full/unreduced retirement benefits

**Retired with reduced benefits**

- Teachers retiring after age 50 with reduced benefits
- Teachers retiring with less than full benefits

**Re-employed Retired Teacher Resigned**

- Teacher who had retired, was re-employed and subsequently resigns

**Dismissed**

- Teachers demoted or dismissed under GS 115C-325(h)
- Probationary teachers dismissed during the school year under GS 115C-325(m)
- Teachers dismissed under GS 115C-325 (Below standard ratings)
- Teachers reported to the dismissed teacher list
- Teachers dismissed and the ruling upheld by case manager

**Did not obtain or maintain license**

- Teachers not renewed due to failure to fulfill lateral entry requirements
- Teachers not renewed due to failure to earn 15 renewal credits
- Teachers failed to meet Praxis or provisional license requirements
- Teachers let license expire
- Teachers' license was revoked

**Interim Contract – Not Rehired** (*Report only for interim contracts of 6 months or more*)

- Interim teachers not rehired under retirement cap
- Teachers not rehired under a term contract with specific employment dates
- Teachers not rehired due to return of a permanent teacher from a leave of absence

**Non-Renewed – Probationary Contract Ended**

- Probationary teachers whose contract is not renewed after the end of the year

**Reduction in Force**

- Teachers not rehired due to loss of enrollment, funding, or programming
- Teachers covered under local "RIF" policies

**Moved to a non-teaching position in education in another LEA or Agency**

- Teachers moved to counselor, media coordinator, or non-teaching duties in another LEA or Agency
- Teachers moved to administrative positions (school-based) in another LEA or Agency
- Teachers moved to supervisory, director, or coordinator positions in another LEA or Agency
- Teachers accepted non-teaching support or administrative positions in another LEA or Agency

**Resigned in lieu of dismissal**

- Teachers resigned to avoid placement on dismissed teacher list
- Teachers resigned rather than go through full dismissal hearing
- Teachers resigned during an active investigation regarding performance/behavior as a professional educator

**Resigned to teach in another NC public school system**

- Teachers leaving LEA to accept a teaching position in another NC system
- Teachers obtaining another teaching job on their own initiative (as opposed to spouse relocation)

**Resigned to teach in a NC charter school**

- Teachers leaving LEA to accept a teaching position in a NC Charter School
- Teachers obtaining another teaching job on their own initiative (as opposed to spouse relocation)

**Resigned to teach in a NC non-public/private school**

- Teachers leaving LEA to accept a teaching position in a NC non-public/private school
- Teachers obtaining another teaching job on their own initiative (as opposed to spouse relocation)

**Resigned – To teach in another state**

- Teachers leaving NC to teach in a public school in another state
- Teachers leaving NC to teach in a private school in another state

**Resigned – End of VIF Term**

- Teachers whose cultural visas have expired and are no longer eligible to be employed in North Carolina

**Resigned – End of Teach for America Term****Resigned – Dissatisfied with teaching**

- Teachers resigning due to dissatisfaction with teaching

**Resigned – Career Change**

- Teachers resigning to pursue another employment opportunity
- Teachers resigning to pursue interests outside teaching

**Resigned – Family responsibility/Child care**

- Teachers resigning for maternity/family leave
- Teachers resigning to care for ill parents or members of the immediate family
- Teachers resigning to care for family business or personal needs

**Resigned – Family relocation**

- Teachers resigning due to spouse's relocation
- Teachers resigning as a result of marriage and relocation
- Teachers resigning due to family relocation
- Teachers resigning due to military transfer or relocation

**Resigned – To continue education/Take a sabbatical**

- Teachers resigning to return to school
- Teachers resigning to pursue an educational leave of absence

**Resigned – Because of health/disability**

- Teachers resigning due to personal disability or health related issues

**Resigned – Moving Due to Military Orders**

- Teachers resigning due to being moved under military orders

**Resigned – Reason unknown**

- Teachers resigning; however, there is no information on why

**Resigned – Other reason(s)**

- Teachers resigning or leaving teaching for reasons not listed on the survey  
(For example: Job abandonment, arrest, criminal activity, failing a criminal history check, activation of military reserve, dislocation due to flood, fire, or other disaster, etc.)

**Deceased**

- Teachers who die while in active service in a NC public school

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**Appendix C**  
**2007-08 System Level Teacher Turnover**

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**2007-2008 Teacher Turnover  
(as reported by LEAs)**

<b>LEA Code</b>	<b>Region</b>	<b>LEA</b>	<b>Total Teachers</b>	<b>Teachers Leaving</b>	<b>Leaving with Tenure</b>	<b>Turnover Percentage</b>
10	C	Alamance-Burlington	1536	233	71	15.17%
20	NW	Alexander	350	20	15	5.71%
30	NW	Alleghany	131	19	9	14.50%
40	SW	Anson	292	61	13	20.89%
50	NW	Ashe	254	13	9	5.12%
60	NW	Avery	194	20	11	10.31%
70	NE	Beaufort	531	81	39	15.25%
80	NE	Bertie	215	47	17	21.86%
90	SC	Bladen	371	42	19	11.32%
100	SE	Brunswick	756	101	10	13.36%
110	W	Buncombe	1689	186	30	11.01%
111	W	Asheville City	335	60	28	17.91%
120	NW	Burke	1039	98	40	9.43%
130	SW	Cabarrus	1692	183	81	10.82%
132	SW	Kannapolis	373	52	19	13.94%
140	NW	Caldwell	888	86	39	9.68%
150	NE	Camden	132	10	0	7.58%
160	SE	Carteret	661	76	30	11.50%
170	C	Caswell	231	31	0	13.42%
180	NW	Catawba	1120	144	28	12.86%
181	NW	Hickory Public	310	61	20	19.68%
182	NW	Newton Conover	217	42	17	19.35%
190	C	Chatham	538	59	7	10.97%
200	W	Cherokee	286	30	18	10.49%
210	NE	Edenton-Chowan	181	24	9	13.26%
220	W	Clay	102	8	6	7.84%
230	SW	Cleveland	1202	111	73	9.23%
240	SC	Columbus	480	61	22	12.71%
241	SC	Whiteville City	185	18	10	9.73%
250	SE	Craven	1004	161	91	16.04%
260	SC	Cumberland	3717	652	185	17.54%
270	NE	Currituck	280	36	0	12.86%
280	NE	Dare	378	26	14	6.88%
290	C	Davidson	1227	136	70	11.08%
291	C	Lexington City	222	45	21	20.27%
292	C	Thomasville City	186	44	16	23.66%
300	NW	Davie	435	59	25	13.56%
310	SE	Duplin	632	110	15	17.41%
320	NC	Durham	2302	400	107	17.38%
330	NC	Edgecombe	501	132	29	26.35%
340	C	Forsyth-Winston Salem	3900	472	204	12.10%
350	NC	Franklin	548	81	16	14.78%
360	SW	Gaston	2069	291	83	14.06%

<b>LEA Code</b>	<b>Region</b>	<b>LEA</b>	<b>Total Teachers</b>	<b>Teachers Leaving</b>	<b>Leaving with Tenure</b>	<b>Turnover Percentage</b>
370	NE	Gates	153	17	8	11.11%
380	W	Graham	88	4	0	4.55%
390	NC	Granville	573	71	19	12.39%
400	SE	Greene	222	31	9	13.96%
410	C	Guilford	4931	774	276	15.70%
420	NC	Halifax	332	67	18	20.18%
421	NC	Roanoke Rapids City	195	29	14	14.87%
422	NC	Weldon City	89	37	3	41.57%
430	SC	Harnett	1201	188	26	15.65%
440	W	Haywood	555	56	32	10.09%
450	W	Henderson	891	112	46	12.57%
460	NE	Hertford	244	44	4	18.03%
470	SC	Hoke	472	106	30	22.46%
480	NE	Hyde	73	9	1	12.33%
490	NW	Iredell-Statesville	1376	205	57	14.90%
491	NW	Mooresville Graded	331	40	8	12.08%
500	W	Jackson	264	41	15	15.53%
510	NC	Johnston	2070	304	89	14.69%
520	SE	Jones	108	21	2	19.44%
530	SC	Lee	596	80	29	13.42%
540	SE	Lenoir	680	110	19	16.18%
550	SW	Lincoln	803	83	34	10.34%
560	W	Macon	315	28	17	8.89%
570	W	Madison	187	22	9	11.76%
580	NE	Martin	309	50	7	16.18%
590	W	McDowell	449	53	2	11.80%
600	SW	Charlotte-Mecklenburg	8642	1259	380	14.57%
610	W	Mitchell	165	17	17	10.30%
620	SC	Montgomery	338	59	23	17.46%
630	SC	Moore	799	126	55	15.77%
640	NC	Nash-Rocky Mount	1225	159	41	12.98%
650	SE	New Hanover	1579	205	92	12.98%
660	NC	Northampton	236	54	34	22.88%
670	SE	Onslow	1504	248	80	16.49%
680	C	Orange	507	74	37	14.60%
681	C	Chapel Hill-Carrboro	869	129	46	14.84%
690	SE	Pamlico	135	25	13	18.52%
700	NE	Pasquotank-Elizabeth City	459	70	26	15.25%
710	SE	Pender	517	66	18	12.77%
720	NE	Perquimans	124	21	7	16.94%
730	C	Person	424	74	28	17.45%
740	NE	Pitt	1672	260	108	15.55%
750	W	Polk	198	17	11	8.59%
760	C	Randolph	1248	170	80	13.62%
761	C	Asheboro City	326	48	18	14.72%
770	SC	Richmond	572	67	34	11.71%

<b>LEA Code</b>	<b>Region</b>	<b>LEA</b>	<b>Total Teachers</b>	<b>Teachers Leaving</b>	<b>Leaving with Tenure</b>	<b>Turnover Percentage</b>
780	SC	Robeson	1570	194	38	12.36%
790	C	Rockingham	989	116	50	11.73%
800	NW	Rowan-Salisbury	1450	196	92	13.52%
810	W	Rutherford	664	64	45	9.64%
820	SE	Sampson	544	88	42	16.18%
821	SE	Clinton City	222	34	10	15.32%
830	SC	Scotland	550	109	32	19.82%
840	SW	Stanly	707	78	46	11.03%
850	C	Stokes	509	69	9	13.56%
860	NW	Surry	611	66	47	10.80%
861	NW	Elkin	92	6	2	6.52%
862	NW	Mount Airy City	136	16	5	11.76%
870	W	Swain	151	24	12	15.89%
880	W	Transylvania	275	38	21	13.82%
890	NE	Tyrrell	57	12	4	21.05%
900	SW	Union	2291	282	83	12.31%
910	NC	Vance	568	117	18	20.60%
920	NC	Wake	8734	1019	372	11.67%
930	NC	Warren	196	39	8	19.90%
940	NE	Washington	170	34	13	20.00%
950	NW	Watauga	371	41	24	11.05%
960	SE	Wayne	1320	164	81	12.42%
970	NW	Wilkes	671	88	31	13.11%
980	NC	Wilson	805	134	33	16.65%
990	NW	Yadkin	395	35	17	8.86%
995	W	Yancey	180	17	10	9.44%
<b>TOTALS</b>			<b>96,966</b>	<b>13,432</b>	<b>4,562</b>	<b>13.85%</b>

**2007-2008 Teacher Turnover  
(in descending order)**

<b>LEA CODE</b>	<b>LEA</b>	<b>Turnover Percentage</b>
422	Weldon City	41.57%
330	Edgecombe	26.35%
292	Thomasville City	23.66%
660	Northampton	22.88%
470	Hoke	22.46%
80	Bertie	21.86%
890	Tyrrell	21.05%
40	Anson	20.89%
910	Vance	20.60%
291	Lexington City	20.27%
420	Halifax	20.18%
940	Washington	20.00%
930	Warren	19.90%
830	Scotland	19.82%
181	Hickory Public	19.68%
520	Jones	19.44%
182	Newton Conover	19.35%
690	Pamlico	18.52%
460	Hertford	18.03%
111	Asheville City	17.91%
260	Cumberland	17.54%
620	Montgomery	17.46%
730	Person	17.45%
310	Duplin	17.41%
320	Durham	17.38%
720	Perquimans	16.94%
980	Wilson	16.65%
670	Onslow	16.49%
580	Martin	16.18%
820	Sampson	16.18%
540	Lenoir	16.18%
250	Craven	16.04%
870	Swain	15.89%
630	Moore	15.77%
410	Guilford	15.70%
430	Harnett	15.65%
740	Pitt	15.55%
500	Jackson	15.53%
821	Clinton City	15.32%
70	Beaufort	15.25%
700	Pasquotank-Elizabeth City	15.25%
10	Alamance-Burlington	15.17%
490	Iredell-Statesville	14.90%
421	Roanoke Rapids City	14.87%
681	Chapel Hill-Carrboro	14.84%
350	Franklin	14.78%

<b>LEA CODE</b>	<b>LEA</b>	<b>Turnover Percentage</b>
761	Asheboro City	14.72%
510	Johnston	14.69%
680	Orange	14.60%
600	Charlotte-Mecklenburg	14.57%
30	Alleghany	14.50%
360	Gaston	14.06%
400	Greene	13.96%
132	Kannapolis	13.94%
880	Transylvania	13.82%
760	Randolph	13.62%
300	Davie	13.56%
850	Stokes	13.56%
800	Rowan-Salisbury	13.52%
530	Lee	13.42%
170	Caswell	13.42%
100	Brunswick	13.36%
210	Edenton-Chowan	13.26%
970	Wilkes	13.11%
650	New Hanover	12.98%
640	Nash-Rocky Mount	12.98%
270	Currituck	12.86%
180	Catawba	12.86%
710	Pender	12.77%
240	Columbus	12.71%
450	Henderson	12.57%
960	Wayne	12.42%
390	Granville	12.39%
780	Robeson	12.36%
480	Hyde	12.33%
900	Union	12.31%
340	Forsyth-Winston Salem	12.10%
491	Mooreville Graded	12.08%
590	McDowell	11.80%
862	Mount Airy City	11.76%
570	Madison	11.76%
790	Rockingham	11.73%
770	Richmond	11.71%
920	Wake	11.67%
160	Carteret	11.50%
90	Bladen	11.32%
370	Gates	11.11%

<b>LEA CODE</b>	<b>LEA</b>	<b>Turnover Percentage</b>
290	Davidson	11.08%
950	Watauga	11.05%
840	Stanly	11.03%
110	Buncombe	11.01%
190	Chatham	10.97%
130	Cabarrus	10.82%
860	Surry	10.80%
200	Cherokee	10.49%
550	Lincoln	10.34%
60	Avery	10.31%
610	Mitchell	10.30%
440	Haywood	10.09%
241	Whiteville City	9.73%
140	Caldwell	9.68%
810	Rutherford	9.64%
995	Yancey	9.44%
120	Burke	9.43%
230	Cleveland	9.23%
560	Macon	8.89%
990	Yadkin	8.86%
750	Polk	8.59%
220	Clay	7.84%
150	Camden	7.58%
280	Dare	6.88%
861	Elkin	6.52%
20	Alexander	5.71%
50	Ashe	5.12%
380	Graham	4.55%

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**Appendix D**

**Five-Year Average System Level Teacher Turnover**

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**Five-Year Average System Level Teacher Turnover  
2003-2008**

<b>LEA Code</b>	<b>LEA Name</b>	<b>Turnover 2003-04</b>	<b>Turnover 2004-05</b>	<b>Turnover 2005-06</b>	<b>Turnover 2006-07</b>	<b>Turnover 2007-08</b>	<b>5-Year Average</b>
10	Alamance-Burlington	16.57%	19.71%	17.26%	16.13%	15.17%	16.97%
20	Alexander County	8.96%	9.21%	9.05%	8.54%	5.71%	8.29%
30	Alleghany County	7.00%	12.40%	9.03%	10.07%	14.50%	10.60%
40	Anson County	12.67%	12.00%	18.58%	20.96%	20.89%	17.02%
50	Ashe County	7.00%	7.21%	12.40%	3.53%	5.12%	7.05%
60	Avery County	7.11%	11.27%	14.23%	9.35%	10.31%	10.45%
70	Beaufort County	10.56%	13.27%	11.63%	14.76%	15.25%	13.09%
80	Bertie County	25.76%	16.35%	25.79%	17.90%	21.86%	21.53%
90	Bladen County	11.11%	12.26%	10.64%	14.36%	11.32%	11.94%
100	Brunswick County	11.31%	9.45%	13.17%	11.52%	13.36%	11.76%
110	Buncombe County	8.37%	9.95%	10.89%	11.22%	11.01%	10.29%
111	Asheville City	12.58%	16.47%	16.34%	8.53%	17.91%	14.37%
120	Burke County	10.65%	12.44%	12.04%	9.67%	9.43%	10.85%
130	Cabarrus County	14.40%	12.21%	9.74%	8.82%	10.82%	11.20%
132	Kannapolis City	11.14%	13.40%	13.16%	10.80%	13.94%	12.49%
140	Caldwell County	11.17%	6.73%	9.62%	8.74%	9.68%	9.19%
150	Camden County	7.62%	4.31%	6.92%	6.94%	7.58%	6.67%
160	Carteret County	9.97%	9.25%	9.10%	9.53%	11.50%	9.87%
170	Caswell County	12.15%	11.81%	10.63%	10.93%	13.42%	11.79%
180	Catawba County	11.27%	11.70%	11.14%	8.64%	12.86%	11.12%
181	Hickory City	11.50%	15.79%	10.93%	15.87%	19.68%	14.75%
182	Newton-Conover City	16.37%	10.96%	15.69%	14.11%	19.35%	15.30%
190	Chatham County	14.58%	15.12%	12.81%	12.41%	10.97%	13.18%
200	Cherokee County	8.67%	6.71%	8.10%	7.86%	10.49%	8.37%
210	Edenton-Chowan	13.44%	17.09%	19.00%	12.50%	13.26%	15.06%
220	Clay County	7.27%	3.96%	10.00%	5.00%	7.84%	6.81%
230	Cleveland County	13.29%	7.97%	8.79%	8.02%	9.23%	9.46%
240	Columbus County	7.46%	10.69%	13.57%	12.43%	12.71%	11.37%
241	Whiteville City	15.02%	12.77%	9.84%	9.68%	9.73%	11.41%
250	Craven County	7.59%	13.55%	13.36%	11.16%	16.04%	12.34%
260	Cumberland County	11.09%	12.64%	13.25%	13.78%	17.54%	13.66%
270	Currituck County	11.50%	6.13%	6.41%	7.69%	12.86%	8.92%
280	Dare County	10.80%	13.11%	11.90%	9.55%	6.88%	10.45%
290	Davidson County	9.51%	10.93%	10.48%	9.93%	11.08%	10.39%
291	Lexington City	20.41%	16.54%	19.10%	21.74%	20.27%	19.61%
292	Thomasville City	18.08%	23.16%	19.10%	20.79%	23.66%	20.96%
300	Davie County	13.35%	12.50%	12.82%	13.43%	13.56%	13.13%
310	Duplin County	13.74%	12.88%	11.91%	16.08%	17.41%	14.40%
320	Durham County	17.11%	17.54%	19.20%	16.70%	17.38%	17.59%
330	Edgecombe County	24.65%	23.28%	17.80%	24.06%	26.35%	23.23%
340	Forsyth County	8.25%	9.43%	9.43%	10.12%	12.10%	9.87%
350	Franklin County	16.83%	22.18%	19.45%	13.74%	14.78%	17.40%
360	Gaston County	9.79%	14.66%	9.57%	9.55%	14.06%	11.53%

<b>LEA Code</b>	<b>LEA Name</b>	<b>Turnover 2003-04</b>	<b>Turnover 2004-05</b>	<b>Turnover 2005-06</b>	<b>Turnover 2006-07</b>	<b>Turnover 2007-08</b>	<b>5-Year Average</b>
370	Gates County	16.03%	8.81%	8.00%	9.74%	11.11%	10.74%
380	Graham County	2.73%	5.94%	10.91%	13.27%	4.55%	7.48%
390	Granville County	14.05%	18.91%	15.34%	13.48%	12.39%	14.83%
400	Greene County	16.10%	17.35%	14.34%	14.80%	13.96%	15.31%
410	Guilford County	11.49%	11.81%	13.60%	13.33%	15.70%	13.19%
420	Halifax County	15.94%	14.52%	17.60%	17.75%	20.18%	17.20%
421	Roanoke Rapids City	8.04%	8.78%	5.08%	13.27%	14.87%	10.01%
422	Weldon City	15.79%	25.56%	18.48%	17.72%	41.57%	23.82%
430	Harnett County	19.52%	28.51%	14.58%	11.87%	15.65%	18.03%
440	Haywood County	8.92%	11.76%	10.39%	10.78%	10.09%	10.39%
450	Henderson County	6.73%	9.00%	10.39%	11.23%	12.57%	9.98%
460	Hertford County	17.49%	16.54%	15.41%	15.38%	18.03%	16.57%
470	Hoke County	21.84%	21.33%	21.60%	19.60%	22.46%	21.37%
480	Hyde County	12.50%	24.40%	16.00%	9.76%	12.33%	15.00%
490	Iredell-Statesville	9.17%	9.18%	9.68%	10.32%	14.90%	10.65%
491	Mooresville City	9.03%	13.74%	10.85%	10.89%	12.08%	11.32%
500	Jackson County	12.36%	18.46%	14.59%	22.09%	15.53%	16.61%
510	Johnston County	13.14%	14.42%	16.65%	15.23%	14.69%	14.83%
520	Jones County	12.98%	21.58%	11.43%	13.56%	19.44%	15.80%
530	Lee County	14.47%	15.03%	17.99%	15.93%	13.42%	15.37%
540	Lenoir County	13.59%	16.58%	18.33%	17.97%	16.18%	16.53%
550	Lincoln County	10.60%	10.68%	10.46%	9.33%	10.34%	10.28%
560	Macon County	7.39%	9.66%	7.29%	7.65%	8.89%	8.18%
570	Madison County	9.95%	6.25%	9.91%	9.91%	11.76%	9.56%
580	Martin County	12.00%	14.36%	13.17%	15.74%	16.18%	14.29%
590	McDowell County	6.81%	13.70%	9.49%	6.00%	11.80%	9.56%
600	Mecklenburg County	15.95%	15.51%	15.07%	15.82%	14.57%	15.38%
610	Mitchell County	6.75%	6.01%	2.21%	8.20%	10.30%	6.69%
620	Montgomery County	14.17%	6.35%	9.39%	11.33%	17.46%	11.74%
630	Moore County	15.35%	16.60%	8.36%	11.40%	15.77%	13.50%
640	Nash-Rocky Mount	11.05%	12.81%	10.96%	13.42%	12.98%	12.24%
650	New Hanover County	15.22%	14.41%	14.25%	14.10%	12.98%	14.19%
660	Northampton County	17.98%	15.41%	12.71%	8.23%	22.88%	15.44%
670	Onslow County	12.40%	13.39%	15.25%	14.32%	16.49%	14.37%
680	Orange County	14.35%	17.12%	15.36%	16.81%	14.60%	15.65%
681	Chapel Hill-Carrboro	15.40%	14.09%	9.55%	8.53%	14.84%	12.48%
690	Pamlico County	11.46%	15.63%	23.68%	13.04%	18.52%	16.47%
700	Pasquotank County	21.40%	24.12%	18.53%	11.35%	15.25%	18.13%
710	Pender County	18.81%	20.34%	13.49%	11.03%	12.77%	15.29%
720	Perquimans County	6.90%	11.33%	15.17%	19.31%	16.94%	13.93%
730	Person County	13.89%	13.06%	14.37%	13.08%	17.45%	14.37%
740	Pitt County	8.20%	10.68%	12.43%	10.18%	15.55%	11.41%
750	Polk County	9.73%	8.56%	9.84%	11.00%	8.59%	9.54%
760	Randolph County	12.30%	13.33%	11.73%	11.55%	13.62%	12.51%
761	Asheboro City	13.00%	10.18%	16.29%	12.98%	14.72%	13.43%
770	Richmond County	4.76%	7.55%	8.23%	9.38%	11.71%	8.33%
780	Robeson County	12.23%	10.26%	12.92%	10.58%	12.36%	11.67%

LEA Code	LEA Name	Turnover 2003-04	Turnover 2004-05	Turnover 2005-06	Turnover 2006-07	Turnover 2007-08	5-Year Average
790	Rockingham County	15.47%	12.55%	10.56%	10.45%	11.73%	12.15%
800	Rowan-Salisbury	13.09%	10.90%	12.05%	11.53%	13.52%	12.22%
810	Rutherford County	6.25%	7.11%	10.82%	9.56%	9.64%	8.68%
820	Sampson County	10.87%	15.69%	12.32%	12.33%	16.18%	13.48%
821	Clinton City	14.72%	9.77%	15.17%	12.83%	15.32%	13.56%
830	Scotland County	11.60%	9.58%	9.12%	16.07%	19.82%	13.24%
840	Stanly County	10.30%	12.07%	10.15%	7.35%	11.03%	10.18%
850	Stokes County	17.43%	12.43%	15.14%	10.78%	13.56%	13.87%
860	Surry County	9.52%	10.82%	9.86%	8.69%	10.80%	9.94%
861	Elkin City	9.78%	19.78%	13.27%	8.33%	6.52%	11.54%
862	Mount Airy City	19.18%	9.80%	12.32%	10.95%	11.76%	12.80%
870	Swain County	10.20%	10.39%	11.39%	15.10%	15.89%	12.59%
880	Transylvania County	5.99%	13.43%	9.45%	12.73%	13.82%	11.08%
890	Tyrrell County	15.00%	27.12%	20.34%	22.81%	21.05%	21.26%
900	Union County	11.62%	10.38%	11.21%	10.86%	12.31%	11.28%
910	Vance County	21.17%	18.09%	23.49%	26.23%	20.60%	21.92%
920	Wake County	11.30%	10.24%	9.36%	10.03%	11.67%	10.52%
930	Warren County	17.51%	18.67%	18.23%	15.12%	19.90%	17.89%
940	Washington County	10.70%	12.92%	14.21%	11.56%	20.00%	13.88%
950	Watauga County	12.50%	11.93%	11.94%	10.00%	11.05%	11.48%
960	Wayne County	12.88%	16.80%	10.95%	10.94%	12.42%	12.80%
970	Wilkes County	13.00%	10.53%	12.52%	11.37%	13.11%	12.11%
980	Wilson County	9.17%	15.05%	11.10%	16.80%	16.65%	13.75%
990	Yadkin County	11.38%	8.89%	10.11%	7.83%	8.86%	9.41%
995	Yancey County	8.65%	9.76%	12.63%	6.48%	9.44%	9.39%

**State-Wide  
System Level Turnover**

**12.37%**

**12.95%**

**12.58%**

**12.31%**

**13.85%**

**12.81%**

**2003-08 Five Year Average System Level Teacher Turnover  
(in descending order)**

<b>LEA Code</b>	<b>LEA</b>	<b>Five Year Average</b>
422	Weldon City	23.82%
330	Edgecombe County	23.23%
910	Vance County	21.92%
80	Bertie County	21.53%
470	Hoke County	21.37%
890	Tyrrell County	21.26%
292	Thomasville City	20.96%
291	Lexington City	19.61%
700	Pasquotank County	18.13%
430	Harnett County	18.03%
930	Warren County	17.89%
320	Durham County	17.59%
350	Franklin County	17.40%
420	Halifax County	17.20%
40	Anson County	17.02%
10	Alamance-Burlington	16.97%
500	Jackson County	16.61%
460	Hertford County	16.57%
540	Lenoir County	16.53%
690	Pamlico County	16.47%
520	Jones County	15.80%
680	Orange County	15.65%
660	Northampton County	15.44%
600	Mecklenburg County	15.38%
530	Lee County	15.37%
400	Greene County	15.31%
182	Newton-Conover City	15.30%
710	Pender County	15.29%
210	Edenton-Chowan	15.06%
480	Hyde County	15.00%
390	Granville County	14.83%
510	Johnston County	14.83%
181	Hickory City	14.75%
310	Duplin County	14.40%
730	Person County	14.37%
670	Onslow County	14.37%
111	Asheville City	14.37%
580	Martin County	14.29%

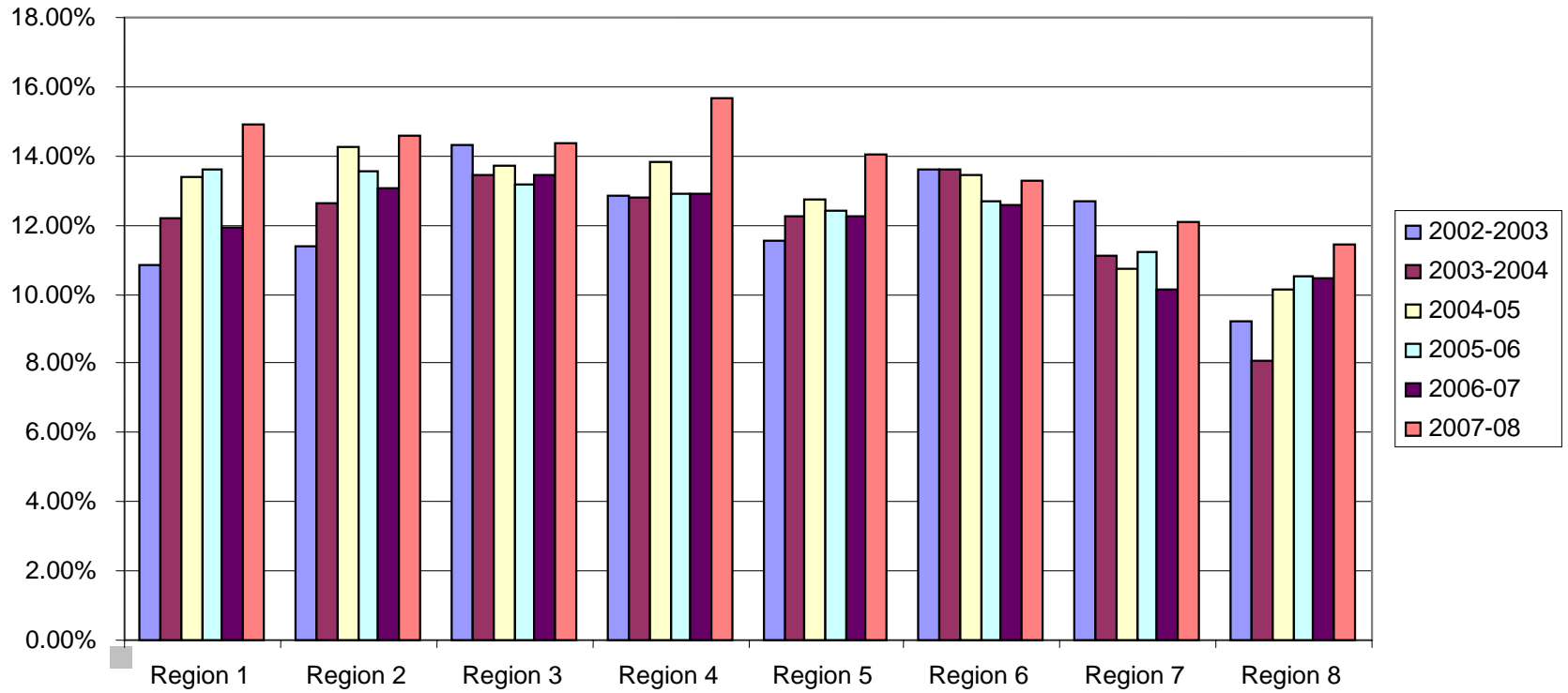
<b>LEA Code</b>	<b>LEA</b>	<b>Five Year Average</b>
650	New Hanover County	14.19%
720	Perquimans County	13.93%
940	Washington County	13.88%
850	Stokes County	13.87%
980	Wilson County	13.75%
260	Cumberland County	13.66%
821	Clinton City	13.56%
630	Moore County	13.50%
820	Sampson County	13.48%
761	Asheboro City	13.43%
830	Scotland County	13.24%
410	Guilford County	13.19%
190	Chatham County	13.18%
300	Davie County	13.13%
70	Beaufort County	13.09%
862	Mount Airy City	12.80%
960	Wayne County	12.80%
870	Swain County	12.59%
760	Randolph County	12.51%
132	Kannapolis City	12.49%
681	Chapel Hill-Carrboro	12.48%
250	Craven County	12.34%
640	Nash-Rocky Mount	12.24%
800	Rowan-Salisbury	12.22%
790	Rockingham County	12.15%
970	Wilkes County	12.11%
90	Bladen County	11.94%
170	Caswell County	11.79%
100	Brunswick County	11.76%
620	Montgomery County	11.74%
780	Robeson County	11.67%
861	Elkin City	11.54%
360	Gaston County	11.53%
950	Watauga County	11.48%
740	Pitt County	11.41%
241	Whiteville City	11.41%
240	Columbus County	11.37%
491	Mooresville City	11.32%
900	Union County	11.28%
130	Cabarrus County	11.20%
180	Catawba County	11.12%

<b>LEA Code</b>	<b>LEA</b>	<b>Five Year Average</b>
880	Transylvania County	11.08%
120	Burke County	10.85%
370	Gates County	10.74%
490	Iredell-Statesville	10.65%
30	Alleghany County	10.60%
920	Wake County	10.52%
60	Avery County	10.45%
280	Dare County	10.45%
440	Haywood County	10.39%
290	Davidson County	10.39%
110	Buncombe County	10.29%
550	Lincoln County	10.28%
840	Stanly County	10.18%
421	Roanoke Rapids City	10.01%
450	Henderson County	9.98%
860	Surry County	9.94%
160	Carteret County	9.87%
340	Forsyth County	9.87%
590	McDowell County	9.56%
570	Madison County	9.56%
750	Polk County	9.54%
230	Cleveland County	9.46%
990	Yadkin County	9.41%
995	Yancey County	9.39%
140	Caldwell County	9.19%
270	Currituck County	8.92%
810	Rutherford County	8.68%
200	Cherokee County	8.37%
770	Richmond County	8.33%
20	Alexander County	8.29%
560	Macon County	8.18%
380	Graham County	7.48%
50	Ashe County	7.05%
220	Clay County	6.81%
610	Mitchell County	6.69%
150	Camden County	6.67%

### System Level Turnover by Region

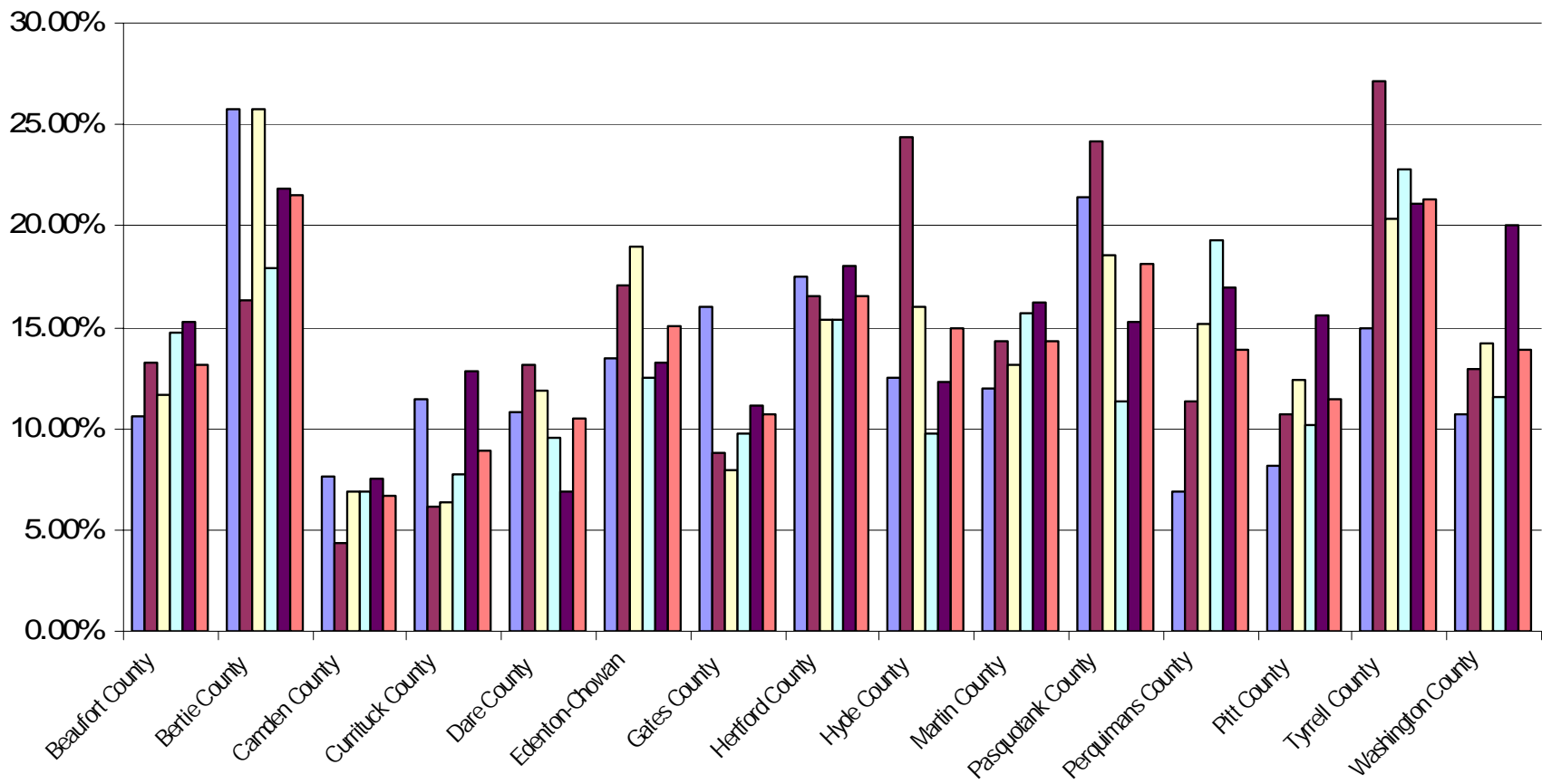
<b>REGION</b>	<b>2002-2003</b>	<b>2003-2004</b>	<b>2004-05</b>	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>
Region 1	10.82%	12.18%	13.37%	13.60%	11.94%	14.89%
Region 2	11.41%	12.62%	14.27%	13.54%	13.06%	14.57%
Region 3	14.32%	13.45%	13.73%	13.17%	13.44%	14.38%
Region 4	12.85%	12.78%	13.81%	12.88%	12.93%	15.69%
Region 5	11.54%	12.23%	12.76%	12.44%	12.25%	14.02%
Region 6	13.61%	13.59%	13.45%	12.67%	12.58%	13.28%
Region 7	12.68%	11.13%	10.76%	11.21%	10.14%	12.10%
Region 8	9.23%	8.10%	10.12%	10.52%	10.46%	11.44%

**System-Level Turnover by Region  
(2003-2008)**



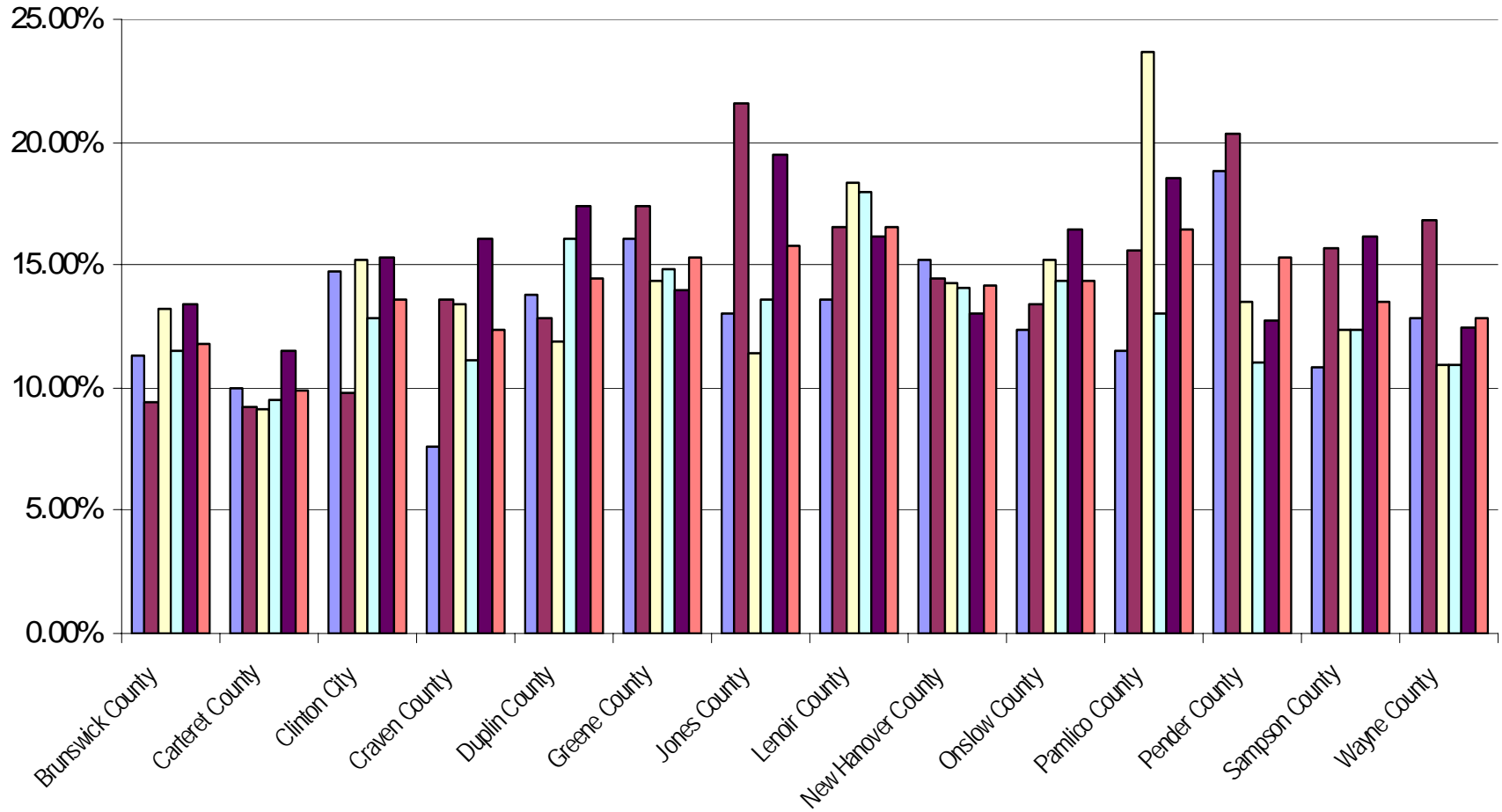
### Region 1 System-Level Turnover (2003-2008)

■ Turnover 2003-04 
 ■ Turnover 2004-05 
 ■ Turnover 2005-06 
 ■ Turnover 2006-07 
 ■ Turnover 2007-08 
 ■ Five Year Average

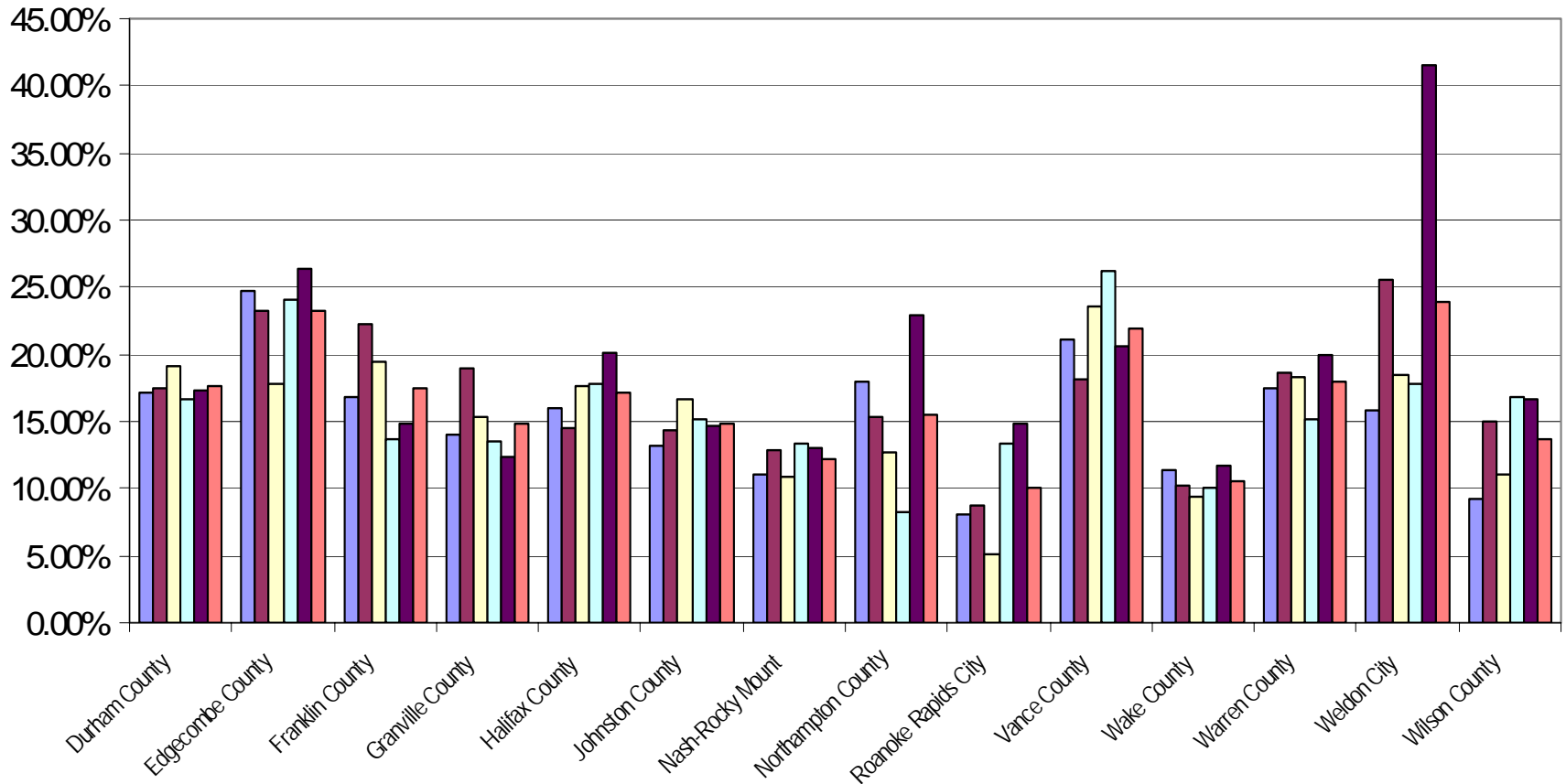
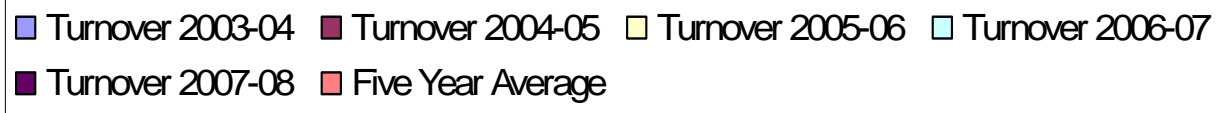


## Region 2 System-Level Turnover (2003-2008)

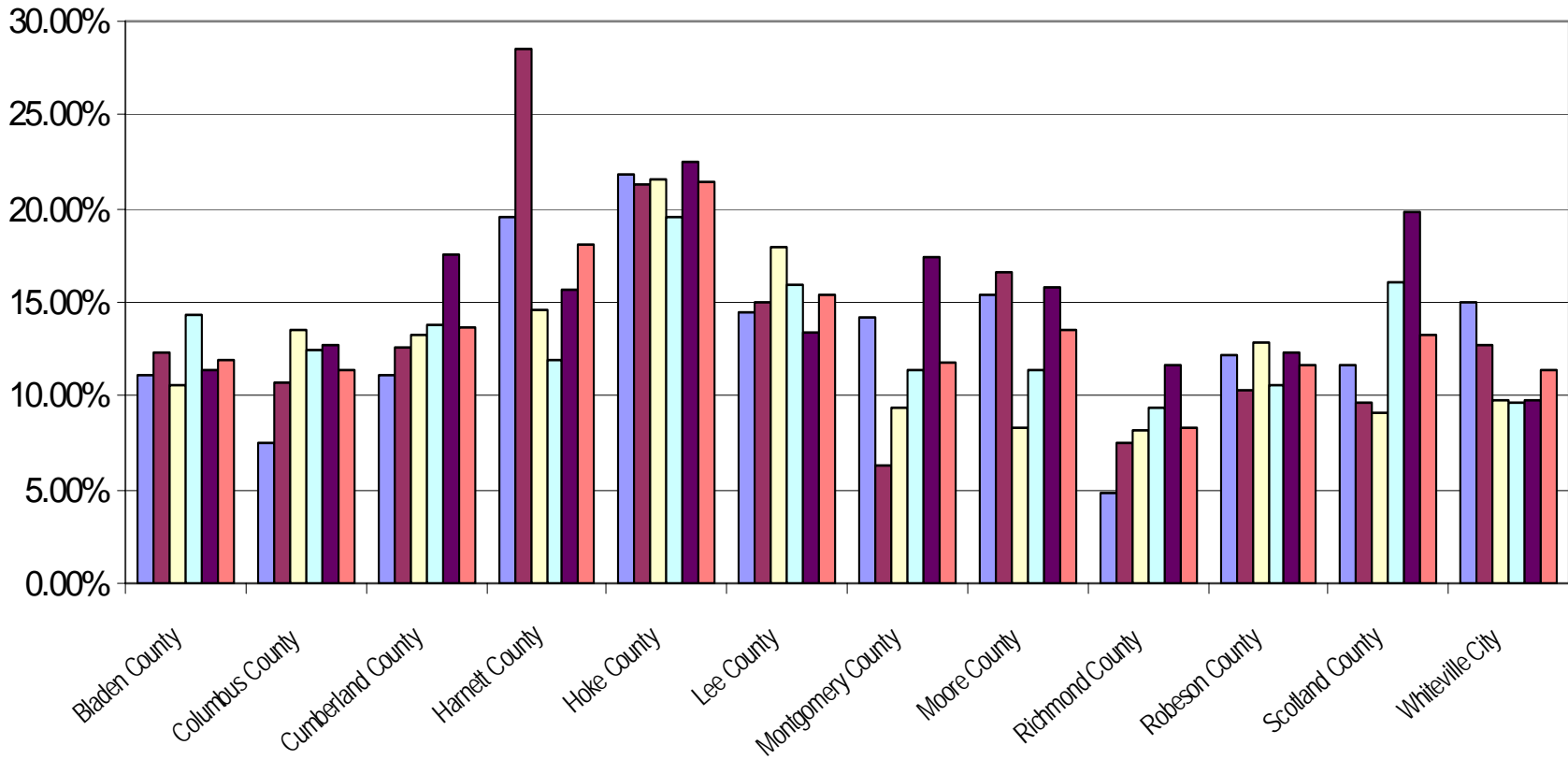
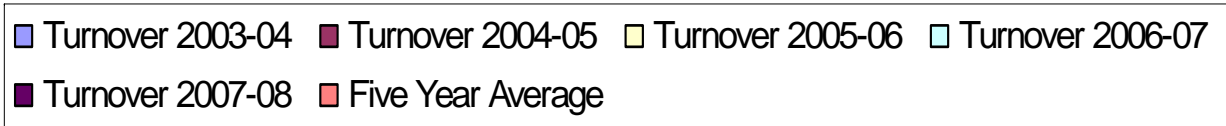
■ Turnover 2003-04   
 ■ Turnover 2004-05   
 ■ Turnover 2005-06   
 ■ Turnover 2006-07   
 ■ Turnover 2007-08   
 ■ Five Year Average



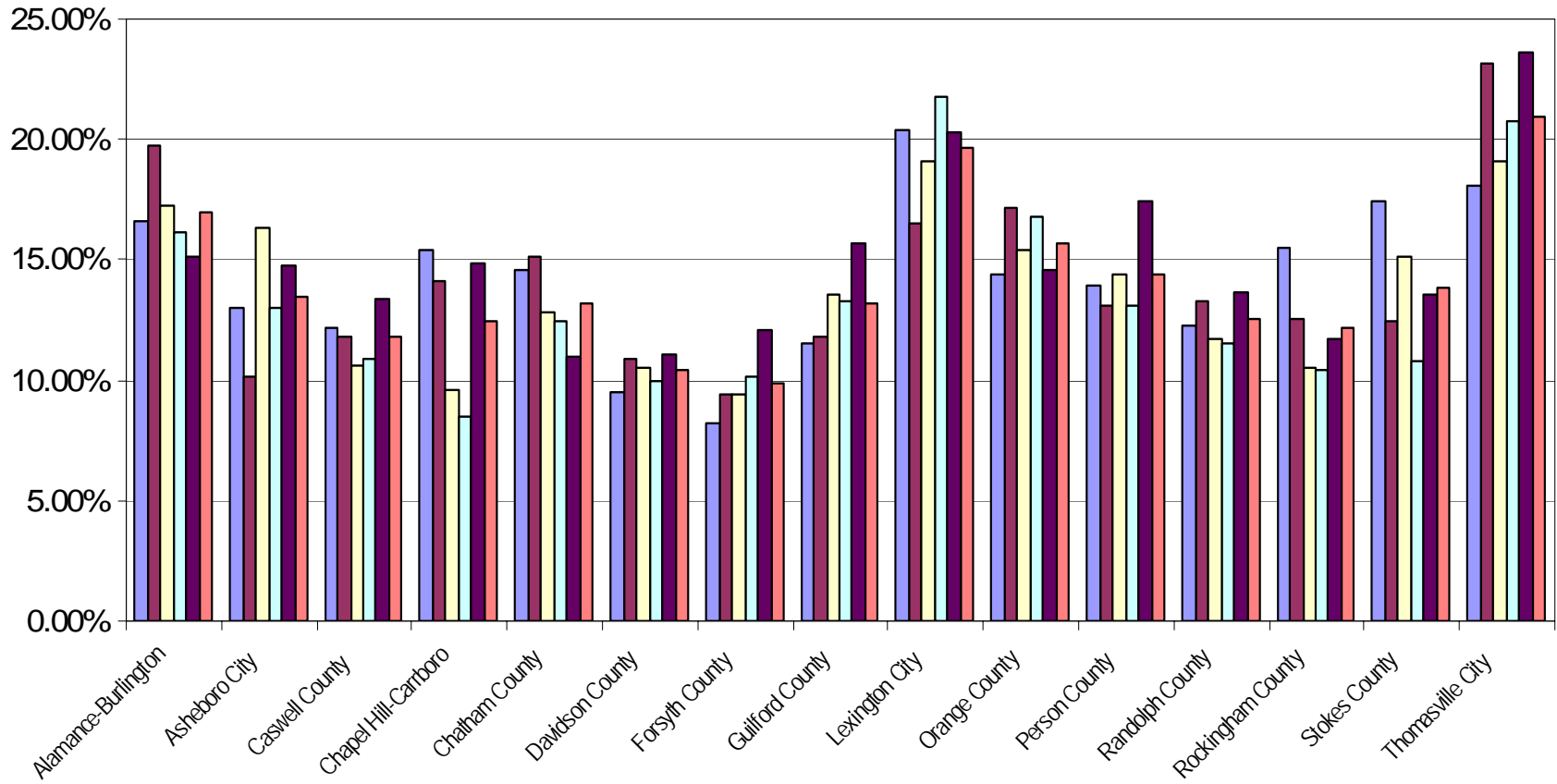
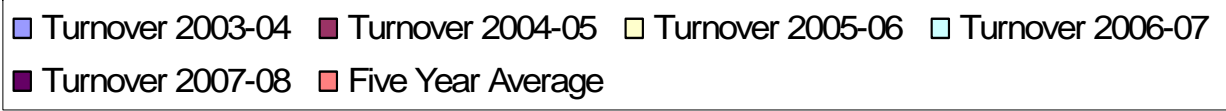
### Region 3 System-Level Turnover (2003-2008)



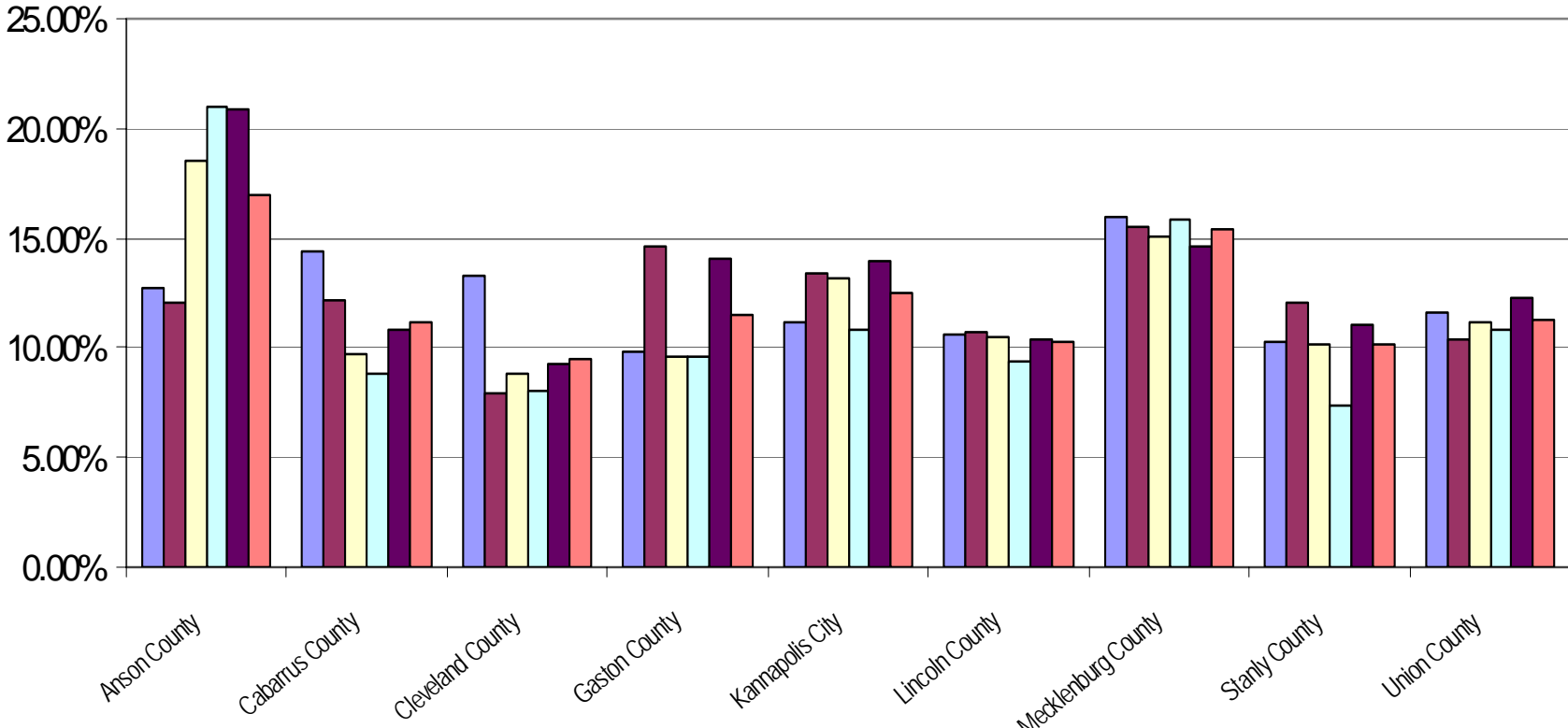
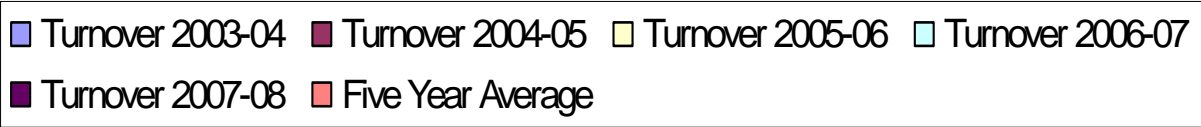
### Region 4 System-Level Turnover (2003-2008)



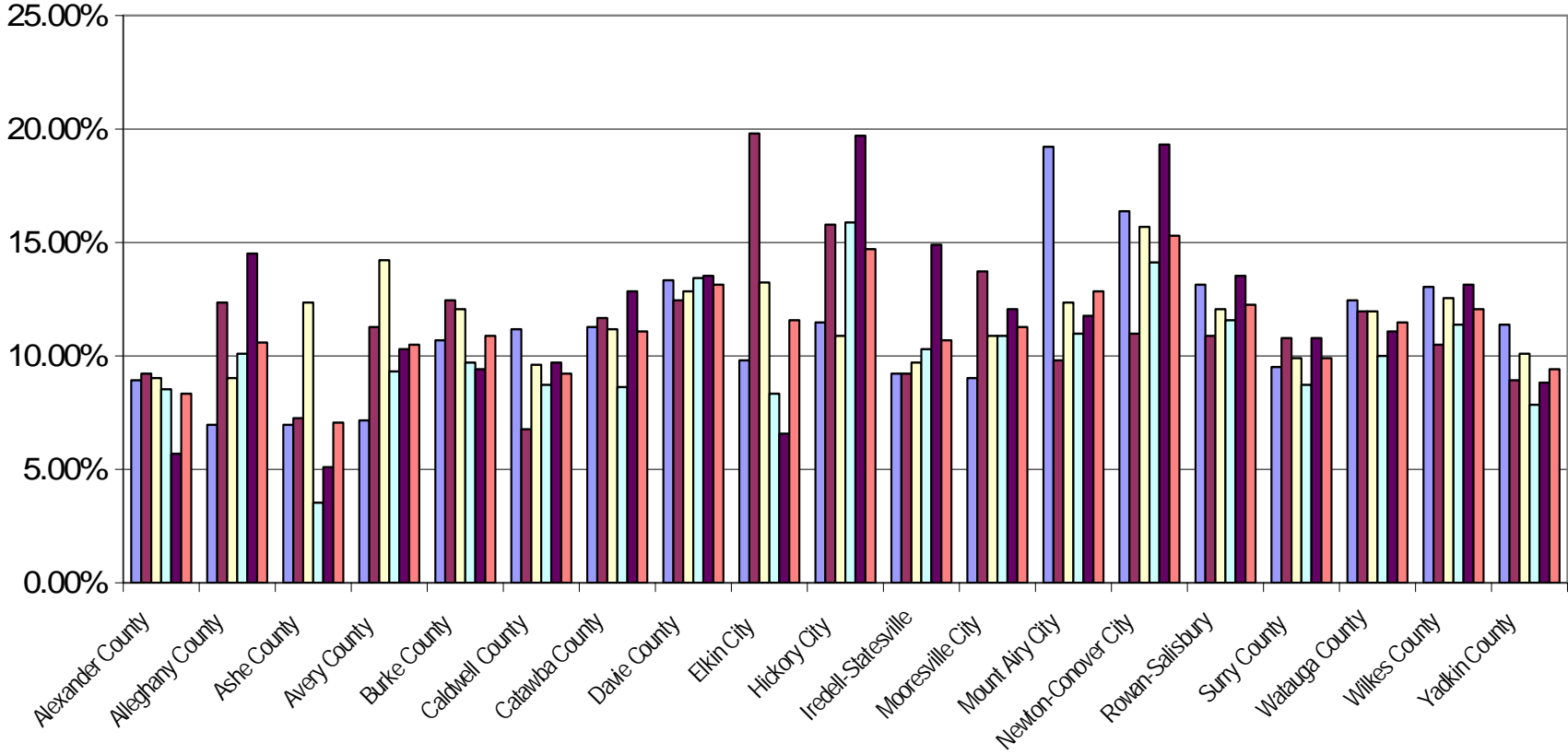
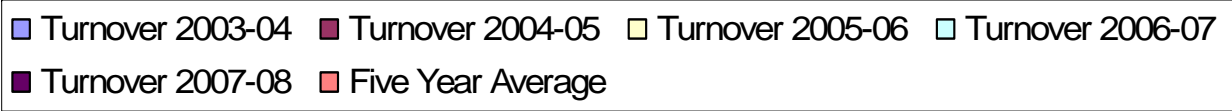
### Region 5 System-Level Turnover (2003-2008)



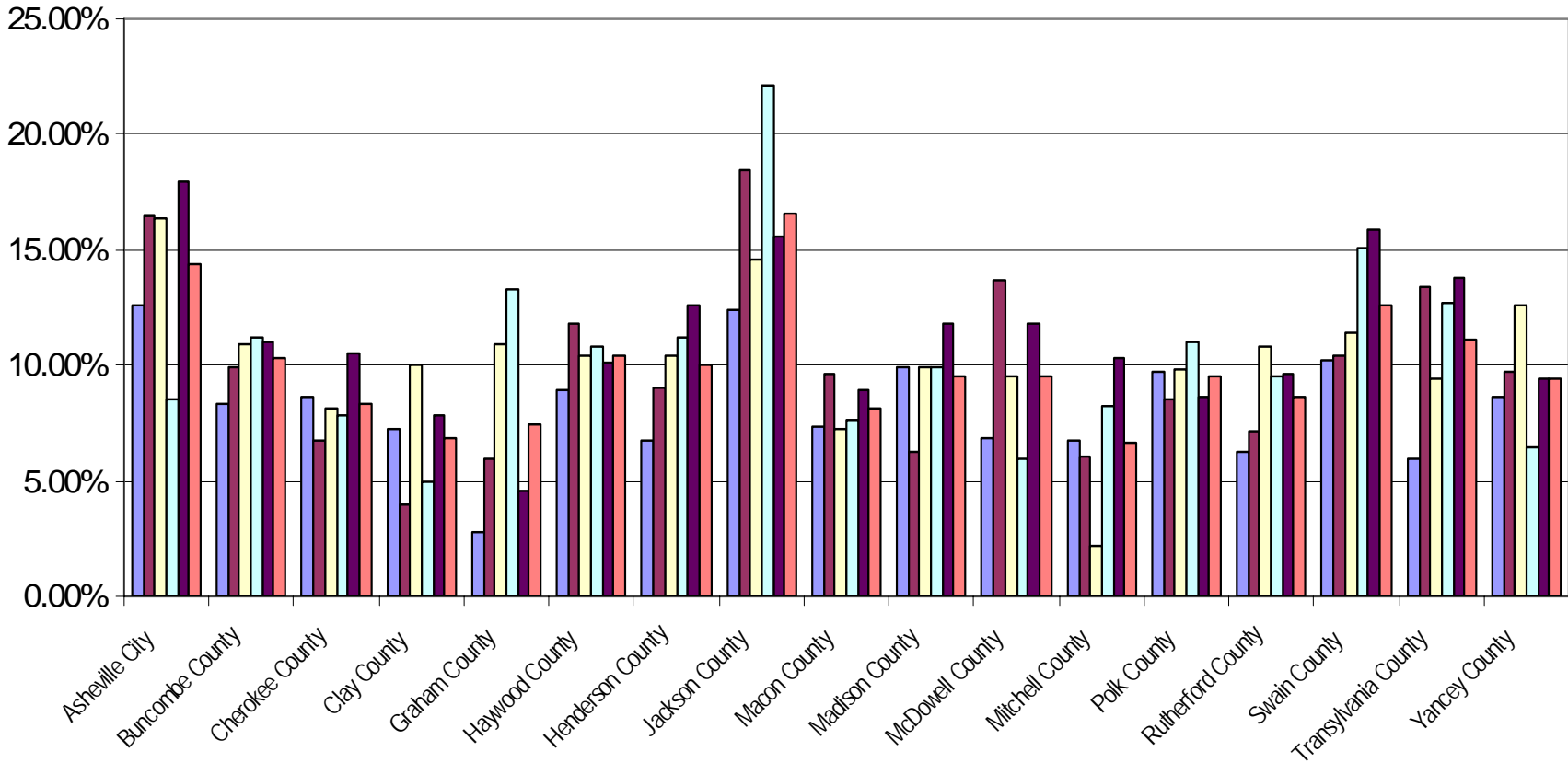
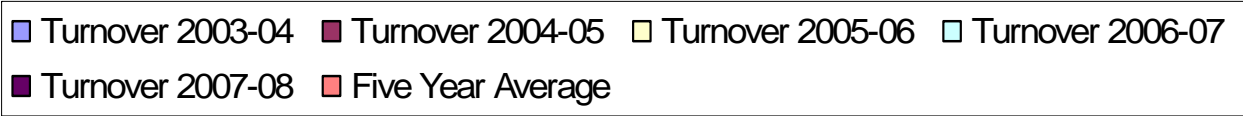
### Region 6 System-Level Turnover (2003-2008)



### Region 7 System-Level Turnover (2003-2008)



### Region 8 System-Level Turnover (2003-2008)



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**Appendix E**  
**Reasons for Turnover**

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**Reasons for Teacher Turnover  
2003-2008**  
(in descending rank order)

<b>RANK</b>	<b>2003-2004</b>	<b>2004-05</b>	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>
1	To teach elsewhere	To teach elsewhere	To teach elsewhere	To teach elsewhere	To teach elsewhere
2	Retired	Retired	Retired	Retired	Retired
3	Family Relocation	Family Relocation	Family Relocation	Family Relocation	Family Relocation
4	Other/Unknown Reasons	Other/Unknown Reasons	Other/Unknown Reasons	Other/Unknown Reasons	Other/Unknown Reasons
5	Family Responsibilities/ childcare	Family responsibilities/childcare	Family responsibilities/childcare	Family responsibilities/childcare	Family responsibilities/childcare
6	Dissatisfied with teaching/career change	Re-employed retired teacher resigned	Career Change	Career Change	Stayed in LEA in a non-teaching position
7	End of Contract	Career Change	Re-employed retired teacher resigned	Interim contract ended-not rehired	Interim contract ended-not rehired
8	Re-employed retired teacher resigned	Dissatisfied with teaching	To continue education/sabbatical	Re-employed retired teacher resigned	Re-employed retired teacher resigned
9	To continue education/sabbatical	End of Contract	Didn't obtain/maintain license	To continue education/sabbatical	Career Change
10	Didn't obtain/maintain license	To continue education/sabbatical	Interim contract ended-not rehired	Health/Disability	To continue education/sabbatical
11	Non-Renewal (Probationary Contract ended)	Didn't obtain/maintain license	Dissatisfied with teaching	Dissatisfied with teaching	End of VIF term
12	Health/Disability	Health/Disability	Health/Disability	End of VIF term	Dissatisfied with teaching
13	Moved to non-teaching position in education	Non-Renewal (Probationary Contract ended)	Resigned in lieu of dismissal	Didn't obtain/maintain license	Resigned in lieu of dismissal
14	Resigned in lieu of dismissal	Resigned in lieu of dismissal	End of VIF term	Resigned in lieu of dismissal	Didn't obtain/maintain license
15	Deceased	End of VIF term	Non-Renewal (Probationary Contract ended)	Non-Renewal (Probationary Contract ended)	Non-Renewal (Probationary Contract ended)

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**Appendix F**  
**Analysis of Turnover**

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**Analysis of Turnover  
2007-08**

<b>Remained/ Remaining in Education</b>	3636 27.07%	<b>Turnover that Might be Reduced</b>	3243 24.14%	<b>Turnover Initiated by LEA</b>	1013 7.54%	<b>Turnover Beyond Control</b>	5540 41.24%
Resigned to teach in another NC LEA	2313	Retired with reduced benefits	242	Non-Renewal (Probationary contract ended)	142	Reduction in Force	37
Resigned to teach in a NC Charter School	67	Resigned to teach in a NC non-public/private school	111	Interim contract ended— not rehired	666	Retired with full benefits	1942
Moved to a non-teaching position in education	929	Resigned to teach in another state	467	Resigned—In lieu of dismissal	181	Re-employed retired teacher resigned	459
Resigned—To continue education/ sabbatical	327	Resigned - -Dissatisfied with teaching	239	Dismissed	24	Resigned - - Family responsibility/child care	802
		Resigned - - Career Change	427			Resigned - - Family Relocation	1633
		Did not obtain or maintain license	162			Resigned - - Because of health/disability	196
		Resigned other reasons	1164			Resigned - - Moved due to Military Orders	60
		Resigned unknown reasons	431			Deceased	68
						End of VIF Term	279
						End of TFA Term	64

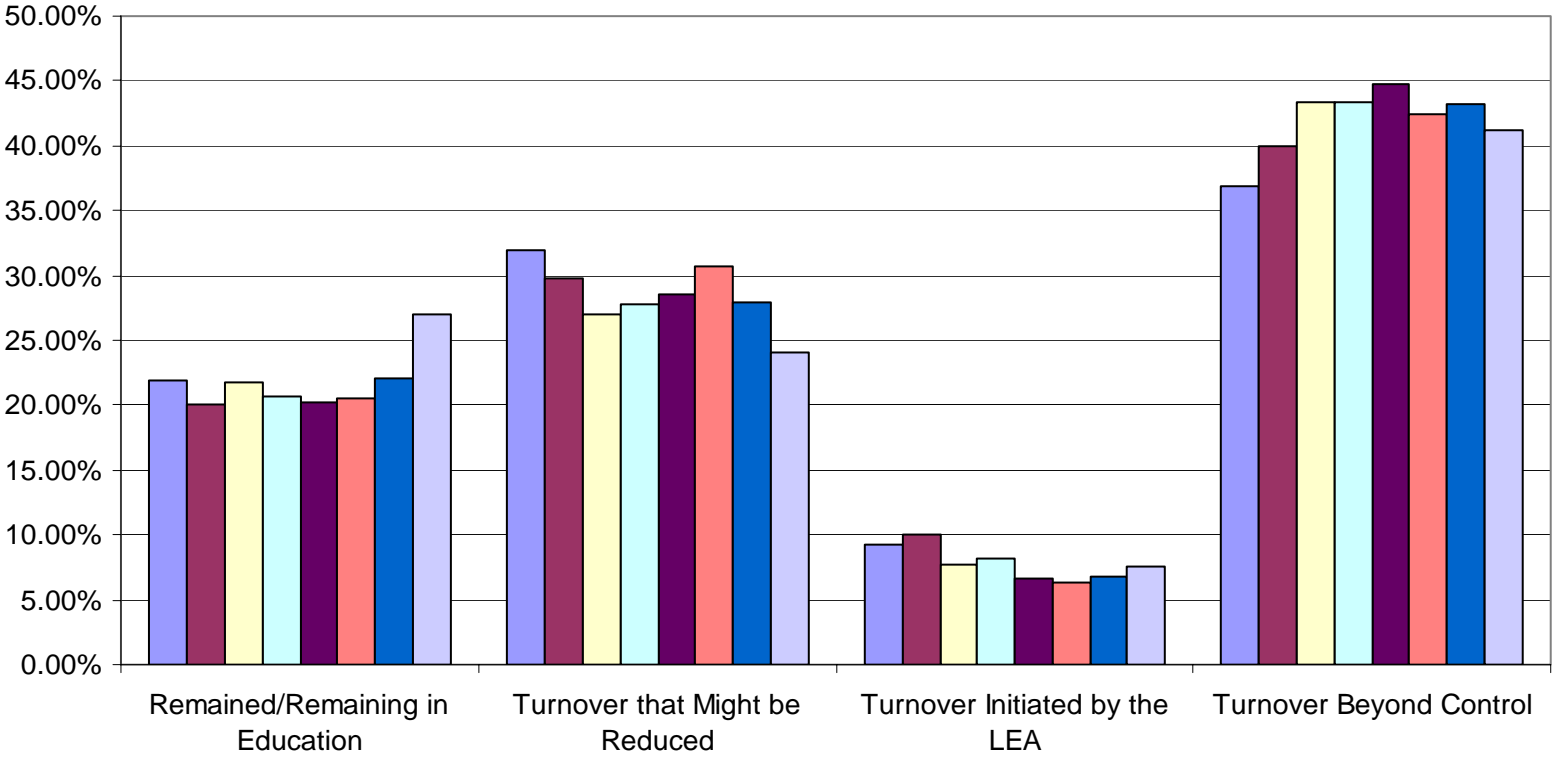
### Breakdown of Turnover by Category

<b>Remained/Remaining in Education</b>	<b>02-03</b>	<b>03-04</b>	<b>04-05</b>	<b>05-06</b>	<b>06-07</b>	<b>07-08</b>
Resigned to teach in another NC LEA	1701	1730	1921	1978	2201.5	2313
Resigned to teach in a NC Charter School	29	42	35	32	58	67
Moved to a non-teaching position in education	396	255	198	241	226	929
Resigned to continue education/sabbatical	387	337	346	367	334	327
<b>Reasons that Might be Reduced</b>	<b>02-03</b>	<b>03-04</b>	<b>04-05</b>	<b>05-06</b>	<b>06-07</b>	<b>07-08</b>
Retired with reduced benefits	185	213	217	251	304	242
Resigned to teach in a NC non-public/private school	83	66	73	104	95	111
Resigned to teach in another state	336	335	471	560	481.5	467
Dissatisfied with teaching <b>or</b> career change	600	651.5	929	1108	840	666
Did not obtain or maintain license	487	283	322	347	208	162
Resigned for other reasons	901	997	920	927	1020	1164
Resigned for unknown reasons	529	614	603	607	628	431
<b>Reasons Initiated by LEA</b>	<b>02-03</b>	<b>03-04</b>	<b>04-05</b>	<b>05-06</b>	<b>06-07</b>	<b>07-08</b>
Non-renewal (probationary contract ended)	361	277	201	173	127	142
Interim contract ended--not rehired	312	472	391	346	469.5	666
Resigned in lieu of dismissal	180	149	189	243	206	181
Dismissed	36	32	37	35	59	24
<b>Reasons Beyond Control</b>	<b>02-03</b>	<b>03-04</b>	<b>04-05</b>	<b>05-06</b>	<b>06-07</b>	<b>07-08</b>

Reduction in Force	32	24	19	7	34	37
Retired with full benefits	1807	1670	1815	1728	1802	1942
Re-employed retired teacher resigned	442	438.5	567	377	426	459
Resigned due to family responsibilities/ childcare	740	777.3	818	879	855.5	802
Resigned due to family relocation	1644	1687.5	1794	1833	1705	1633
Resigned due to health/disability	286	275	282	295	290	196
Resigned due movement required by Military Orders					72	60
Deceased	57	73	66	69	67	68
End of VIF Term			184	223	211	279
End of TFA Term					56	64

### Categories of Reasons why Teachers Leave the Profession (2000-2008)

■ 2000-2001 
 ■ 2001-2002 
 ■ 2002-2003 
 ■ 2003-2004 
 ■ 2004-2005 
 ■ 2005-2006 
 ■ 2006-2007 
 ■ 2007-2008



**Numbers of Teachers Leaving  
Category Analysis (2007-08)**

<b>LEA Code</b>	<b>LEA</b>	<b>Total Teachers</b>	<b>Teachers Leaving</b>	<b>Remained Remaining in Education</b>	<b>%</b>	<b>Reasons beyond control</b>	<b>%</b>	<b>Reasons that might be reduced</b>	<b>%</b>	<b>Reasons Initiated by the LEA</b>	<b>%</b>
10	Alamance-Burlington	1536	233	72	30.90%	89	38.20%	68	29.18%	4	1.72%
20	Alexander	350	20	1	5.00%	11	55.00%	8	40.00%		0.00%
30	Alleghany	131	19	9	47.37%	5	26.32%	5	26.32%		0.00%
40	Anson	292	61	26	42.62%	18	29.51%	9	14.75%	8	13.11%
50	Ashe	254	13	6	46.15%	6	46.15%	0	0.00%	1	7.69%
60	Avery	194	20	2	10.00%	10	50.00%	3	15.00%	5	25.00%
70	Beaufort	531	81	16	19.75%	37	45.68%	15	18.52%	13	16.05%
80	Bertie	215	47	16	34.04%	11	23.40%	13	27.66%	7	14.89%
90	Bladen	371	42	16	38.10%	18	42.86%	5	11.90%	3	7.14%
100	Brunswick	756	101	15	14.85%	56	55.45%	20	19.80%	10	9.90%
110	Buncombe	1689	186	21	11.29%	106	56.99%	45	24.19%	14	7.53%
111	Asheville City	335	60	17	28.33%	20	33.33%	16	26.67%	7	11.67%
120	Burke	1039	98	24	24.49%	59	60.20%	11	11.22%	4	4.08%
130	Cabarrus	1692	183	54	29.51%	81	44.26%	40	21.86%	8	4.37%
132	Kannapolis	373	52	19	36.54%	17	32.69%	10	19.23%	6	11.54%
140	Caldwell	888	86	20	23.26%	38	44.19%	15	17.44%	13	15.12%
150	Camden	132	10	0	0.00%	9	90.00%	0	0.00%	1	10.00%
160	Carteret	661	76	15	19.74%	43	56.58%	10	13.16%	8	10.53%
170	Caswell	231	31	5	16.13%	18	58.06%	3	9.68%	5	16.13%
180	Catawba	1120	144	34	23.61%	79	54.86%	13	9.03%	18	12.50%
181	Hickory Public	310	61	31	50.82%	20	32.79%	4	6.56%	6	9.84%
182	Newton Conover	217	42	18	42.86%	12	28.57%	8	19.05%	4	9.52%
190	Chatham	538	59	12	20.34%	27	45.76%	20	33.90%		0.00%
200	Cherokee	286	30	12	40.00%	13	43.33%	5	16.67%	0	0.00%
210	Edenton-Chowan	181	24	8	33.33%	14	58.33%	2	8.33%		0.00%
220	Clay	102	8	3	37.50%	3	37.50%	2	25.00%		0.00%
230	Cleveland	1202	111	41	36.94%	46	41.44%	20	18.02%	4	3.60%
240	Columbus	480	61	18	29.51%	29	47.54%	10	16.39%	4	6.56%
241	Whiteville City	185	18	3	16.67%	11	61.11%	3	16.67%	1	5.56%
250	Craven	1004	161	53	32.92%	71	44.10%	33	20.50%	4	2.48%
260	Cumberland	3717	652	162	24.85%	276	42.33%	146	22.39%	68	10.43%

<b>LEA Code</b>	<b>LEA</b>	<b>Total Teachers</b>	<b>Teachers Leaving</b>	<b>Remained Remaining in Education</b>	<b>%</b>	<b>Reasons beyond control</b>	<b>%</b>	<b>Reasons that might be reduced</b>	<b>%</b>	<b>Reasons Initiated by the LEA</b>	<b>%</b>
270	Currituck	280	36	14	38.89%	14	38.89%	5	13.89%	3	8.33%
280	Dare	378	26	3	11.54%	13	50.00%	8	30.77%	2	7.69%
290	Davidson	1227	136	47	34.56%	50	36.76%	31	22.79%	8	5.88%
291	Lexington City	222	45	26	57.78%	8	17.78%	5	11.11%	6	13.33%
292	Thomasville City	186	44	25	56.82%	10	22.73%	5	11.36%	4	9.09%
300	Davie	435	59	31	52.54%	15	25.42%	9	15.25%	4	6.78%
310	Duplin	632	110	39	35.45%	53	48.18%	14	12.73%	4	3.64%
320	Durham	2302	400	139	34.75%	121	30.25%	140	35.00%	0	0.00%
330	Edgecombe	501	132	53	40.15%	35	26.52%	28	21.21%	16	12.12%
340	Forsyth-Winston Salem	3900	472	94	19.92%	247	52.33%	120	25.42%	11	2.33%
350	Franklin	548	81	17	20.99%	33	40.74%	30	37.04%	1	1.23%
360	Gaston	2069	291	84	28.87%	129	44.33%	57	19.59%	21	7.22%
370	Gates	153	17	4	23.53%	9	52.94%	4	23.53%	0	0.00%
380	Graham	88	4	0	0.00%	1	25.00%	2	50.00%	1	25.00%
390	Granville	573	71	32	45.07%	16	22.54%	18	25.35%	5	7.04%
400	Greene	222	31	13	41.94%	11	35.48%	7	22.58%	0	0.00%
410	Guilford	4931	774	213	27.52%	266	34.37%	185	23.90%	110	14.21%
420	Halifax	332	67	23	34.33%	19	28.36%	24	35.82%	1	1.49%
421	Roanoke Rapids City	195	29	10	34.48%	14	48.28%	2	6.90%	3	10.34%
422	Weldon City	89	37	14	37.84%	8	21.62%	14	37.84%	1	2.70%
430	Harnett	1201	188	48	25.53%	80	42.55%	54	28.72%	6	3.19%
440	Haywood	555	56	11	19.64%	33	58.93%	5	8.93%	7	12.50%
450	Henderson	891	112	26	23.21%	36	32.14%	46	41.07%	4	3.57%
460	Hertford	244	44	2	4.55%	22	50.00%	20	45.45%	0	0.00%
470	Hoke	472	106	53	50.00%	41	38.68%	12	11.32%	0	0.00%
480	Hyde	73	9	7	77.78%	1	11.11%	0	0.00%	1	11.11%
490	Iredell-Statesville	1376	205	50	24.39%	79	38.54%	73	35.61%	3	1.46%
491	Mooreville Graded	331	40	18	45.00%	11	27.50%	9	22.50%	2	5.00%
500	Jackson	264	41	15	36.59%	15	36.59%	8	19.51%	3	7.32%
510	Johnston	2070	304	94	30.92%	121	39.80%	63	20.72%	26	8.55%
520	Jones	108	21	5	23.81%	8	38.10%	5	23.81%	3	14.29%
530	Lee	596	80	26	32.50%	36	45.00%	15	18.75%	3	3.75%

<b>LEA Code</b>	<b>LEA</b>	<b>Total Teachers</b>	<b>Teachers Leaving</b>	<b>Remained Remaining in Education</b>	<b>%</b>	<b>Reasons beyond control</b>	<b>%</b>	<b>Reasons that might be reduced</b>	<b>%</b>	<b>Reasons Initiated by the LEA</b>	<b>%</b>
540	Lenoir	680	110	34	30.91%	56	50.91%	14	12.73%	6	5.45%
550	Lincoln	803	83	28	33.73%	31	37.35%	20	24.10%	4	4.82%
560	Macon	315	28	1	3.57%	13	46.43%	10	35.71%	4	14.29%
570	Madison	187	22	7	31.82%	7	31.82%	3	13.64%	5	22.73%
580	Martin	309	50	18	36.00%	26	52.00%	4	8.00%	2	4.00%
590	McDowell	449	53	15	28.30%	21	39.62%	10	18.87%	7	13.21%
600	Charlotte-Mecklenburg	8642	1259	96	7.63%	549	43.61%	492	39.08%	122	9.69%
610	Mitchell	165	17	5	29.41%	9	52.94%	2	11.76%	1	5.88%
620	Montgomery	338	59	29	49.15%	21	35.59%	9	15.25%	0	0.00%
630	Moore	799	126	19	15.08%	64	50.79%	35	27.78%	8	6.35%
640	Nash-Rocky Mount	1225	159	46	28.93%	88	55.35%	14	8.81%	11	6.92%
650	New Hanover	1579	205	56	27.32%	55	26.83%	57	27.80%	37	18.05%
660	Northampton	236	54	36	66.67%	13	24.07%	4	7.41%	1	1.85%
670	Onslow	1504	248	60	24.19%	139	56.05%	35	14.11%	14	5.65%
680	Orange	507	74	26	35.14%	29	39.19%	12	16.22%	7	9.46%
681	Chapel Hill-Carrboro	869	129	21	16.28%	73	56.59%	26	20.16%	9	6.98%
690	Pamlico	135	25	10	40.00%	8	32.00%	4	16.00%	3	12.00%
700	Pasquotank-Elizabeth City	459	70	16	22.86%	32	45.71%	19	27.14%	3	4.29%
710	Pender	517	66	33	50.00%	25	37.88%	7	10.61%	1	1.52%
720	Perquimans	124	21	9	42.86%	8	38.10%	1	4.76%	3	14.29%
730	Person	424	74	30	40.54%	23	31.08%	13	17.57%	8	10.81%
740	Pitt	1672	260	36	13.85%	132	50.77%	63	24.23%	29	11.15%
750	Polk	198	17	3	17.65%	6	35.29%	4	23.53%	4	23.53%
760	Randolph	1248	170	63	37.06%	65	38.24%	31	18.24%	11	6.47%
761	Asheboro City	326	48	19	39.58%	23	47.92%	5	10.42%	1	2.08%
770	Richmond	572	67	18	26.87%	43	64.18%	6	8.96%	0	0.00%
780	Robeson	1570	194	43	22.16%	69	35.57%	79	40.72%	3	1.55%
790	Rockingham	989	116	35	30.17%	59	50.86%	10	8.62%	12	10.34%
800	Rowan-Salisbury	1450	196	78	39.80%	62	31.63%	53	27.04%	3	1.53%
810	Rutherford	664	64	27	42.19%	27	42.19%	8	12.50%	2	3.13%
820	Sampson	544	88	34	38.64%	33	37.50%	19	21.59%	2	2.27%

LEA Code	LEA	Total Teachers	Teachers Leaving	Remained Remaining in Education	%	Reasons beyond control	%	Reasons that might be reduced	%	Reasons Initiated by the LEA	%
821	Clinton City	222	34	19	55.88%	8	23.53%	6	17.65%	1	2.94%
830	Scotland	550	109	26	23.85%	26	23.85%	53	48.62%	4	3.67%
840	Stanly	707	78	39	50.00%	28	35.90%	10	12.82%	1	1.28%
850	Stokes	509	69	30	43.48%	22	31.88%	16	23.19%	1	1.45%
860	Surry	611	66	27	40.91%	28	42.42%	9	13.64%	2	3.03%
861	Elkin	92	6	3	50.00%	3	50.00%	0	0.00%	0	0.00%
862	Mount Airy City	136	16	4	25.00%	3	18.75%	6	37.50%	3	18.75%
870	Swain	151	24	7	29.17%	8	33.33%	8	33.33%	1	4.17%
880	Transylvania	275	38	12	31.58%	17	44.74%	7	18.42%	2	5.26%
890	Tyrrell	57	12	3	25.00%	6	50.00%	1	8.33%	2	16.67%
900	Union	2291	282	48	17.02%	115	40.78%	94	33.33%	25	8.87%
910	Vance	568	117	37	31.62%	50	42.74%	26	22.22%	4	3.42%
920	Wake	8734	1019	247	24.24%	383	37.59%	274	26.89%	115	11.29%
930	Warren	196	39	9	23.08%	19	48.72%	9	23.08%	2	5.13%
940	Washington	170	34	18	52.94%	14	41.18%	2	5.88%	0	0.00%
950	Watauga	371	41	18	43.90%	14	34.15%	7	17.07%	2	4.88%
960	Wayne	1320	164	65	39.63%	65	39.63%	34	20.73%	0	0.00%
970	Wilkes	671	88	24	27.27%	34	38.64%	14	15.91%	16	18.18%
980	Wilson	805	134	40	29.85%	55	41.04%	17	12.69%	22	16.42%
990	Yadkin	395	35	15	42.86%	18	51.43%	0	0.00%	2	5.71%
995	Yancey	180	17	9	52.94%	7	41.18%	1	5.88%	0	0.00%
	<b>TOTALS</b>	<b>96,966</b>	<b>13,432</b>	<b>3,636</b>	<b>27.07%</b>	<b>5,540</b>	<b>41.24%</b>	<b>3,243</b>	<b>24.14%</b>	<b>1,013</b>	<b>7.54%</b>



## **Appendix G**

### **Teacher Turnover and Teacher Working Conditions**



# Teacher Working Conditions in High and Low Turnover Districts

by  
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The 2008 North Carolina Teacher Working Conditions Survey demonstrates what individuals familiar with schools already know: teacher attrition is a serious problem facing many districts – and improving working conditions are a potentially powerful lever to help address the issue. Evidence throughout the survey indicates that teachers with positive perceptions about their working conditions want to remain working in their school, particularly in the areas of leadership and empowerment.

- In 2006, strong, statistically significant connections were found between the presence of select working conditions and teacher retention. In particular teacher role in selecting instructional materials, providing sufficient planning and collaborative time, and effective school leadership were found to be statistically significant in explaining teacher turnover.
- On the 2008 survey, teachers who indicated that they wanted to remain teaching in their school were far more likely than those who want to move or leave to agree that there are effective decision making processes and effective leadership in their schools. While about seven out of ten teachers who want to stay agree that the faculty has an effective process for making group decisions (68 percent), only four out of ten movers (41 percent) agree. Stayers are more likely to agree that both the school leadership and School Improvement Team are effective, and that the faculty solves problems and is committed to helping every student learn.

Differences in the presence of teacher working conditions are evident when comparing the ten districts with the highest and lowest turnover for 2007-2008 School Year (Table 1).<sup>1</sup> There was a statistically significant difference between sets of districts on the mean averages in all factor areas, except professional development. Low turnover schools had a mean average approximately .3 greater in the areas of time, leadership, facilities and resources, and decision making.

**Table 1**  
**Differences between the Ten Highest and Lowest Turnover Districts on Teacher Working Conditions Factors**

District	Time Factor Mean	Facilities and Resources Factor Mean	Leadership Factor Mean	Decision Making Factor Mean	Professional Development Factor Mean
10 Lowest Turnover Districts	3.65**	4.14*	4.06**	3.12**	3.68
10 Highest Turnover Districts	3.38	3.86	3.73	2.86	3.53

\* Significant different at the  $p < .05$  level (two-tailed ANOVA)

\*\* Significantly different at the  $p < .01$  level (two-tailed ANOVA)

**Note:** For a listing of questions included in each factor area, please see any school, district or state report summary at [www.ncteachingconditions.org](http://www.ncteachingconditions.org). Factors were created and questions were selected based on statistical analyses of survey results. All are on a one to five scale with five being the highest and therefore indicating the presence of important conditions in this area.

An examination of the questions with the greatest differences demonstrates some important differences between schools in high and low performing districts, particularly in the area of leadership (Table 2).

- Eight out of ten teachers (77 percent) in low turnover districts agree that there is an atmosphere of trust and mutual respect compared to six out of ten teachers in high turnover districts.

<sup>1</sup> Ten highest turnover districts: Weldon City, Edgecombe, Thomasville City, Northampton, Hoke, Bertie, Tyrrell, Anson, Vance, Lexington City. Ten lowest turnover districts: Graham, Ashe, Alexander, Elkin, Dare, Camden, Clay, Poke, Yadkin, Macon

- Educators in low turnover schools are more likely to agree that school leadership consistently enforces rules for student conduct and support teachers’ efforts to maintain discipline in the classroom.
- School leadership in low turnover districts are helping teachers deal with time constraints by making efforts to minimize paperwork and shielding teachers from unnecessary disruptions.
- New teachers in low turnover districts are more likely to report that their mentor helped them with required paperwork and that mentoring was an important factor in continuing to teach in their school.

**Table 2**  
**Questions with the Greatest Differences between the Top Ten Highest and Lowest Turnover School Districts**

Teacher Working Conditions Survey Item	Average Agreement for Least Turnover LEAs	Average Agreement for Greatest Turnover LEAs	Difference
Overall, my school is a good place to teach and learn.	85%	67%	18%
There is an atmosphere of trust and mutual respect within the school.	77%	60%	17%
The school leadership consistently enforces rules for student conduct.	72%	57%	15%
School leadership tries to minimize the amount of routine administrative paperwork required of teachers.	71%	55%	16%
Teachers have sufficient access to office equipment and supplies such as copy machines, paper, pens, etc.	85%	69%	16%
Overall, my mentoring experience has been important in my decision to continue teaching at this school.	58%	43%	15%
The school leadership support teachers' efforts to maintain discipline in the classroom.	81%	66%	15%
Sufficient funds and resources are available to allow teachers to take advantage of professional development activities.	67%	52%	15%
My mentor was effective helping me complete products or documentation required of new teachers	87%	74%	13%
The school leadership shields teachers from disruptions, allowing teachers to focus on educating students.	75%	62%	13%

**Note:** Table is organized by questions with the greatest differences between the top 10 highest and lowest turnover districts. Agreement includes those who “agree” or “strongly agree” to the question.

There are areas where working conditions appear similar across the sets of districts as well. In particular, it appears that professional development opportunities are perceived similarly in high and low turnover districts. Seven out of ten teachers in both high and low performing districts agree that teachers are provided opportunities to learn from one another and that professional development has provided them with new teaching strategies. About two-thirds of teachers in both sets of districts report receiving follow up from professional development and that it helped to improve student achievement.

These results should be viewed with some caution as there is great variation in working conditions in schools within and across the school districts examined. Several schools in the highest turnover districts report have more positive conditions than schools those in the lowest. More information will be made available in forthcoming reports where school level turnover

is examined and working conditions can be analyzed while controlling for many other influences such as the poverty of students, location, etc. But even with these cautions, it appears that working conditions are important to retaining teachers across North Carolina school districts. Supportive school leaders and mentors working in trusting environments are key ingredients to low teacher turnover within schools and districts.