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# **TEACHER TURNOVER REPORT**

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

**2008-2009**

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Prepared by:

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Department of Public Instruction  
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# TEACHER TURNOVER REPORT

## 2008-2009

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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 2008-2009 school year asked LEAs to report the total number of teachers employed in the system between March 2008 and March 2009, 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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### Teacher Turnover Reporting Data 2008-2009

LEA level turnover for the 2009 School Report Card is calculated based on the individuals employed in the LEA as teachers in March 2008, but not employed in the LEA as teachers in March 2009, 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 2008, but not employed in the LEA as teachers in March 2009, 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 brings consistency to the turnover numbers that are being reported.

Appendix A provides information as to how teacher turnover was determined for 2008-2009. 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 2008-2009 State turnover average is **8.86%**. 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 12,595 teachers of the 98,985 teachers employed during the 2008-2009 school year left their systems for a **system level turnover rate of 12.72%**. This represents a decrease in the turnover rate (13.85%) reported for the 2007-08 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 209 teachers who left and removal of this category would reflect a system level turnover rate of 12.51%.

Of the 12,595 teachers reported leaving, 4,478 (35.55%) had tenure. During the 2007-08 school year 33.96% of the teachers who left had tenure, during the 2006-07 school year, 32.58% of the teachers who left teaching had tenure, and during the 2005-06 school year 30.77% of the teachers who left had tenure.

Turnover rates ranged from a high of 25.69% in Jones County to a low of 0.75% in Camden 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  
(2008-2009)**

<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 (75.46%) To teach in another state (17.95%) To teach in a NC non-public/private school (3.97%) To teach in a NC Charter School (2.62%)	21.81%	2747
Retired With full benefits (88.71%) With reduced benefits (11.29%)	16.03%	2019
Resigned—Family Relocation	11.73%	1478
Resigned—Other reasons or reason unknown Other reasons (76.52%) Unknown reasons (23.48%)	11.60%	1461
Stayed in LEA but in Non-Teaching position	7.07%	891
Resigned—Family responsibility/child care	4.45%	694
Interim contract ended – not rehired	5.28%	665
Re-employed retired teacher resigned	3.63%	457
Resigned—Career Change	2.98%	375
Resigned—To continue education/sabbatical	2.58%	325
Resigned—Because of health/disability	1.67%	210
Resigned—End of VIF Term	1.66%	209
Did not obtain or maintain license	1.49%	188
Resigned—In lieu of dismissal	1.34%	169
Resigned—Dissatisfied with teaching	1.90%	166
Non-Renewal (Probationary contract ended)	1.13%	153
Moved to a non-teaching position in education in another LEA/Agency	.82%	103
Resigned—Moving due to Military Orders	.68%	86
Resigned—End of Teach for America Term	.64%	81
Deceased	.48%	61
Reduction in Force	.32%	40
Dismissed	.13%	17
<b>Totals</b>	<b>100%</b>	<b>12,595</b>

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

<b>2006-2007</b>		<b>2007-2008</b>		<b>2008-2009</b>	
Number of LEAs Reporting to Question = 113		Number of LEAs Reporting to Question = 111		Number of LEAs Reporting to Question = 108	
<b>License Area</b>	<b># Identifying</b>	<b>License Area</b>	<b># Identifying</b>	<b>License Area</b>	<b># Identifying</b>
9-12 Mathematics	87	9-12 Mathematics	88	9-12 Mathematics	93
9-12 Science	67	9-12 Science	69	9-12 Science	68
Sp. Ed.: General Curriculum	64	Sp. Ed.: General Curriculum	58	Sp. Ed.: General Curriculum	62
6-9 Mathematics	54	6-9 Mathematics	49	6-9 Mathematics	54
6-9 Science	46	6-9 Science	40	6-9 Science	42
Sp Ed.: Adapted Curriculum	38	Sp Ed.: Adapted Curriculum	28	Sp Ed.: Adapted Curriculum	42
Second Languages	33	ESL	25	Second Languages	23
Severely/Profoundly Disabled	22	Second Languages	24	ESL	20
ESL	20	EC (Separate areas not indicated)	18	6-9 Language Arts	13
Mental Disabilities	19	9-12 English	14	Family/Consumer Sciences 6-12	12
Cross Categorical	18	Family/Consumer Sciences 6-12	13	Speech Language Pathologist	9
Speech Language Pathologist	13	Speech Language Pathologist	11	6-9 Social Studies	9
9-12 English	12	6-9 Language Arts	10	Severely/Profoundly Disabled	8

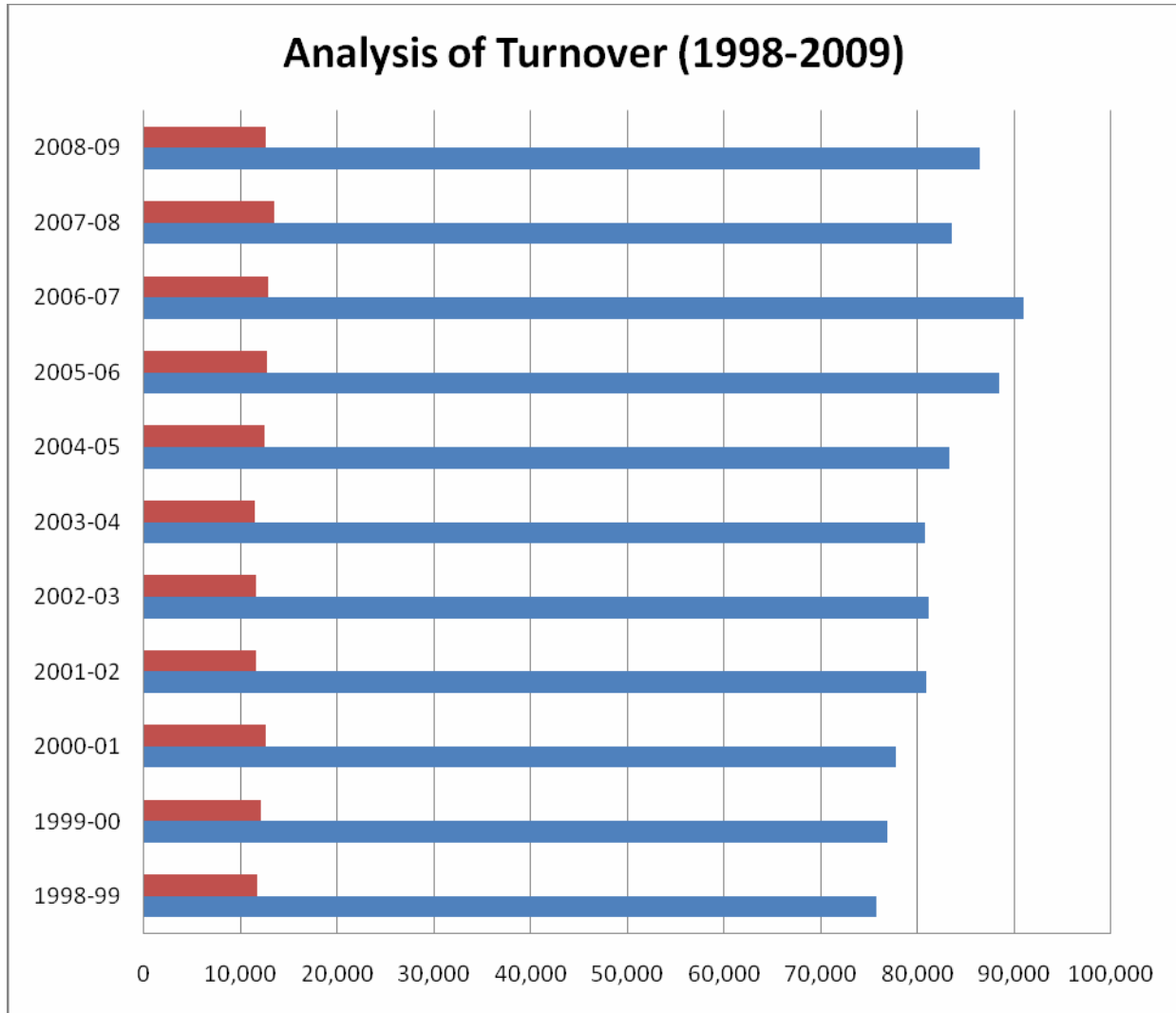
<b>2006-2007</b>		<b>2007-2008</b>		<b>2008-2009</b>	
Number of LEAs Reporting to Question = 113		Number of LEAs Reporting to Question = 111		Number of LEAs Reporting to Question = 108	
<b>License Area</b>	<b># Identifying</b>	<b>License Area</b>	<b># Identifying</b>	<b>License Area</b>	<b># Identifying</b>
6-9 Language Arts	12	Cross Categorical	9	9-12 English	7
Media Coordinator	10	Counselor	8	Counselor	6
Counselor	9	Media Coordinator	7	Cross Categorical	5
Family/Consumer Sciences 6-12	7	Elementary Education	6	Mental Disabilities	5
Birth-Kindergarten	6	Behavioral/Emotional Disabilities	6	Behavioral/Emotional Disabilities	5
Elementary Education	6	Mental Disabilities	6	Learning Disabilities	5

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.



- This year, 2008-2009, the system level turnover is 12.72% which is down from the 13.85% reported for 2007-2008.
- The top five reasons for teachers leaving for 2008-09 are as follows:
  1. To teach elsewhere\*
  2. Retired
  3. Family Relocation
  4. Other/Unknown Reasons
  5. Stayed in the LEA in a non-teaching position
- 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)

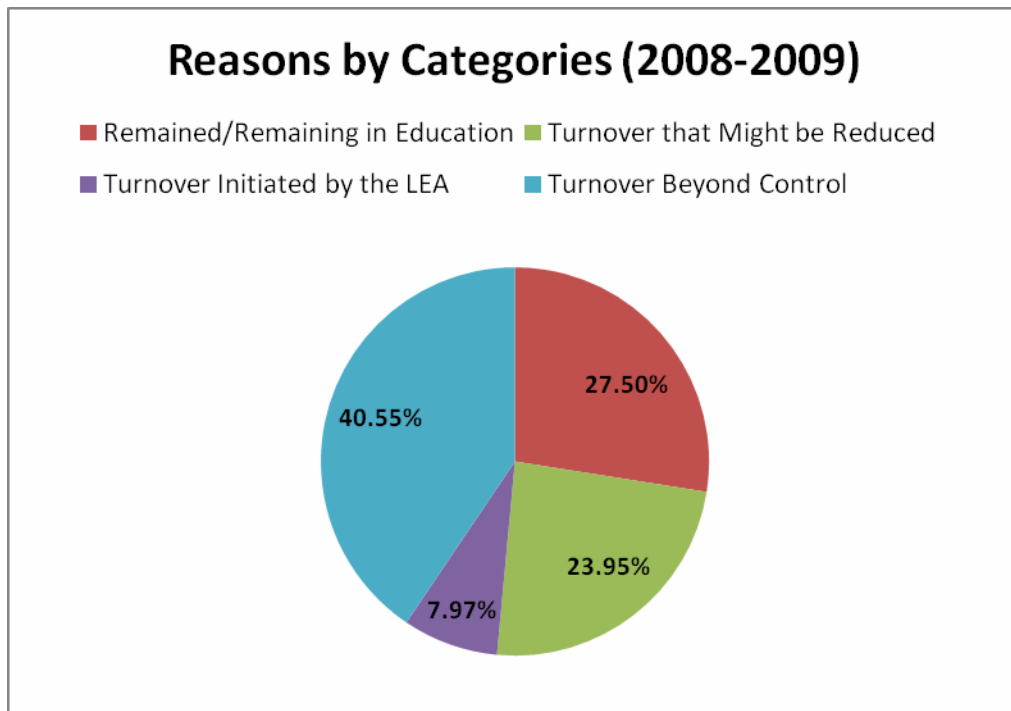
### **Turnover Initiated by the LEA**

(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, 27.50% of those teachers reported as leaving *remained in education*; 7.97% of the reported turnover was *initiated by the LEA*; 40.55% of the turnover was for *reasons beyond control*; and 23.98% 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 2009 State Report Card (SRC), teacher turnover is based upon employed March 2008 'classroom teachers' and their employment status in March 2009. Payroll data is used for the determination.
2. 'Classroom Teachers' are determined by Purpose Codes beginning with 51, 52, or 53 AND Object Codes 121, 123, 124, or 128. Purpose and Object Codes are part of the payroll budget code.
3. Classroom teachers employed in March 2008 are determined using March 2008 payroll and the criteria in step #2.
4. Once the roster from step #3 is determined, the SSN's of the classroom teachers are queried against all certified employee budget codes in March 2009 payroll data. If the SSN is not found to be employed in the same LEA in March 2009 as they were in March 2008, they are classified as turnover at the LEA level.
5. 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.

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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 2008 - March 2009: \_\_\_\_\_

Number of teachers leaving who were tenured in your LEA: \_\_\_\_\_

Teacher Turnover Percent: \_\_\_\_\_

Give the number of teachers who left teaching or left your LEA from March 2008-March 2009 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**  
**2008-09 System Level Teacher Turnover**

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**2008-2009 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>Turnover Percentage</b>	<b>Leaving with Tenure</b>
10	C	Alamance-Burlington	1522	210	13.80%	77
20	NW	Alexander	351	25	7.12%	13
30	NW	Alleghany	132	16	12.12%	0
40	SW	Anson	293	50	17.06%	20
50	NW	Ashe	255	20	7.84%	15
60	NW	Avery	187	22	11.76%	12
70	NE	Beaufort	525	67	12.76%	27
80	NE	Bertie	208	34	16.35%	7
90	SC	Bladen	376	43	11.44%	19
100	SE	Brunswick	777	95	12.23%	22
110	W	Buncombe	1682	173	10.29%	34
111	W	Asheville City	329	38	11.55%	17
120	NW	Burke	1065	102	9.58%	47
130	SW	Cabarrus	1846	178	9.64%	96
132	SW	Kannapolis	387	54	13.95%	15
140	NW	Caldwell	892	102	11.43%	40
150	NE	Camden	134	1	0.75%	1
160	SE	Carteret	660	75	11.36%	15
170	C	Caswell	228	33	14.47%	18
180	NW	Catawba	1136	118	10.39%	65
181	NW	Hickory Public	310	43	13.87%	16
182	NW	Newton Conover	217	29	13.36%	8
190	C	Chatham	584	89	15.24%	32
200	W	Cherokee	287	26	9.06%	17
210	NE	Edenton-Chowan	189	31	16.40%	14
220	W	Clay	106	8	7.55%	7
230	SW	Cleveland	1202	110	9.15%	67
240	SC	Columbus	459	59	12.85%	25
241	SC	Whiteville City	177	28	15.82%	16
250	SE	Craven	1005	141	14.03%	58
260	SC	Cumberland	3759	589	15.67%	159
270	NE	Currituck	270	22	8.15%	11
280	NE	Dare	395	32	8.10%	16
290	C	Davidson	1259	119	9.45%	60
291	C	Lexington City	236	40	16.95%	18
292	C	Thomasville City	191	43	22.51%	14
300	NW	Davie	450	46	10.22%	20
310	SE	Duplin	611	73	11.95%	33
320	NC	Durham	2326	395	16.98%	120
330	NC	Edgecombe	474	83	17.51%	16
340	C	Forsyth-Winston Salem	3970	426	10.73%	167
350	NC	Franklin	574	77	13.41%	20
360	SW	Gaston	2066	260	12.58%	57
370	NE	Gates	157	17	10.83%	8

<b>LEA Code</b>	<b>Region</b>	<b>LEA</b>	<b>Total Teachers</b>	<b>Teachers Leaving</b>	<b>Turnover Percentage</b>	<b>Leaving with Tenure</b>
380	W	Graham	88	11	12.50%	7
390	NC	Granville	573	74	12.91%	29
400	SE	Greene	227	24	10.57%	8
410	C	Guilford	5010	645	12.87%	196
420	NC	Halifax	318	65	20.44%	16
421	NC	Roanoke Rapids City	197	21	10.66%	11
422	NC	Weldon City	77	16	20.78%	2
430	SC	Harnett	1279	210	16.42%	49
440	W	Haywood	559	44	7.87%	17
450	W	Henderson	916	97	10.59%	54
460	NE	Hertford	250	43	17.20%	11
470	SC	Hoke	514	112	21.79%	34
480	NE	Hyde	73	12	16.44%	5
490	NW	Iredell-Statesville	1417	175	12.35%	52
491	NW	Mooreville Graded	358	41	11.45%	9
500	W	Jackson	270	46	17.04%	10
510	NC	Johnston	2110	262	12.42%	48
520	SE	Jones	109	28	25.69%	7
530	SC	Lee	618	94	15.21%	33
540	SE	Lenoir	681	123	18.06%	37
550	SW	Lincoln	814	89	10.93%	45
560	W	Macon	324	50	15.43%	23
570	W	Madison	193	27	13.99%	7
580	NE	Martin	311	45	14.47%	20
590	W	McDowell	458	45	9.83%	10
600	SW	Charlotte-Mecklenburg	8996	1194	13.27%	312
610	W	Mitchell	163	12	7.36%	9
620	SC	Montgomery	328	48	14.63%	15
630	SC	Moore	817	88	10.77%	42
640	NC	Nash-Rocky Mount	1164	155	13.32%	66
650	SE	New Hanover	1612	163	10.11%	82
660	NC	Northampton	228	53	23.25%	8
670	SE	Onslow	1513	229	15.14%	72
680	C	Orange	529	83	15.69%	37
681	C	Chapel Hill-Carrboro	894	106	11.86%	34
690	SE	Pamlico	132	26	19.70%	17
700	NE	Pasquotank-Elizabeth City	465	69	14.84%	25
710	SE	Pender	536	70	13.06%	26
720	NE	Perquimans	129	17	13.18%	5
730	C	Person	406	79	19.46%	40
740	NE	Pitt	1683	241	14.32%	102
750	W	Polk	196	15	7.65%	5
760	C	Randolph	1253	137	10.93%	62
761	C	Asheboro City	324	59	18.21%	25
770	SC	Richmond	571	97	16.99%	63
780	SC	Robeson	1580	243	15.38%	40
790	C	Rockingham	986	88	8.92%	45
800	NW	Rowan-Salisbury	1450	199	13.72%	93

<b>LEA Code</b>	<b>Region</b>	<b>LEA</b>	<b>Total Teachers</b>	<b>Teachers Leaving</b>	<b>Turnover Percentage</b>	<b>Leaving with Tenure</b>
810	W	Rutherford	648	49	7.56%	28
820	SE	Sampson	550	63	11.45%	24
821	SE	Clinton City	220	37	16.82%	16
830	SC	Scotland	544	85	15.63%	33
840	SW	Stanly	707	84	11.88%	37
850	C	Stokes	501	60	11.98%	27
860	NW	Surry	616	67	10.88%	31
861	NW	Elkin	96	9	9.38%	3
862	NW	Mount Airy City	133	15	11.28%	6
870	W	Swain	150	18	12.00%	5
880	W	Transylvania	273	27	9.89%	11
890	NE	Tyrrell	54	9	16.67%	3
900	SW	Union	2491	338	13.57%	132
910	NC	Vance	572	113	19.76%	33
920	NC	Wake	9319	1036	11.12%	338
930	NC	Warren	195	37	18.97%	9
940	NE	Washington	170	16	9.41%	9
950	NW	Watauga	363	27	7.44%	6
960	SE	Wayne	1359	149	10.96%	96
970	NW	Wilkes	662	77	11.63%	39
980	NC	Wilson	812	109	13.42%	57
990	NW	Yadkin	407	37	9.09%	23
995	W	Yancey	185	21	11.35%	8

**2008-2009 Teacher Turnover  
(in descending order)**

<b>LEA Code</b>	<b>LEA</b>	<b>Turnover Percentage</b>
520	Jones	25.69%
660	Northampton	23.25%
292	Thomasville City	22.51%
470	Hoke	21.79%
422	Weldon City	20.78%
420	Halifax	20.44%
910	Vance	19.76%
690	Pamlico	19.70%
730	Person	19.46%
930	Warren	18.97%
761	Asheboro City	18.21%
540	Lenoir	18.06%
330	Edgecombe	17.51%
460	Hertford	17.20%
40	Anson	17.06%
500	Jackson	17.04%
770	Richmond	16.99%
320	Durham	16.98%
291	Lexington City	16.95%
821	Clinton City	16.82%
890	Tyrrell	16.67%
480	Hyde	16.44%
430	Harnett	16.42%
210	Edenton-Chowan	16.40%
80	Bertie	16.35%
241	Whiteville City	15.82%
680	Orange	15.69%
260	Cumberland	15.67%
830	Scotland	15.63%
560	Macon	15.43%
780	Robeson	15.38%
190	Chatham	15.24%
530	Lee	15.21%
670	Onslow	15.14%
700	Pasquotank-Elizabeth City	14.84%
620	Montgomery	14.63%
170	Caswell	14.47%
580	Martin	14.47%
740	Pitt	14.32%
250	Craven	14.03%
570	Madison	13.99%
132	Kannapolis	13.95%
181	Hickory Public	13.87%
10	Alamance-Burlington	13.80%
800	Rowan-Salisbury	13.72%
900	Union	13.57%
980	Wilson	13.42%
350	Franklin	13.41%
182	Newton Conover	13.36%

<b>LEA Code</b>	<b>LEA</b>	<b>Turnover Percentage</b>
640	Nash-Rocky Mount	13.32%
600	Charlotte-Mecklenburg	13.27%
720	Perquimans	13.18%
710	Pender	13.06%
390	Granville	12.91%
410	Guilford	12.87%
240	Columbus	12.85%
70	Beaufort	12.76%
360	Gaston	12.58%
380	Graham	12.50%
510	Johnston	12.42%
490	Iredell-Statesville	12.35%
100	Brunswick	12.23%
30	Alleghany	12.12%
870	Swain	12.00%
850	Stokes	11.98%
310	Duplin	11.95%
840	Stanly	11.88%
681	Chapel Hill-Carrboro	11.86%
60	Avery	11.76%
970	Wilkes	11.63%
111	Asheville City	11.55%
491	Mooreville Graded	11.45%
820	Sampson	11.45%
90	Bladen	11.44%
140	Caldwell	11.43%
160	Carteret	11.36%
995	Yancey	11.35%
862	Mount Airy City	11.28%
920	Wake	11.12%
960	Wayne	10.96%
550	Lincoln	10.93%
760	Randolph	10.93%
860	Surry	10.88%
370	Gates	10.83%
630	Moore	10.77%
340	Forsyth-Winston Salem	10.73%
421	Roanoke Rapids City	10.66%
450	Henderson	10.59%
400	Greene	10.57%
180	Catawba	10.39%
110	Buncombe	10.29%
300	Davie	10.22%
650	New Hanover	10.11%
880	Transylvania	9.89%
590	McDowell	9.83%
130	Cabarrus	9.64%
120	Burke	9.58%
290	Davidson	9.45%
940	Washington	9.41%
861	Elkin	9.38%

<b>LEA Code</b>	<b>LEA</b>	<b>Turnover Percentage</b>
230	Cleveland	9.15%
990	Yadkin	9.09%
200	Cherokee	9.06%
790	Rockingham	8.92%
270	Currituck	8.15%
280	Dare	8.10%
440	Haywood	7.87%
50	Ashe	7.84%
750	Polk	7.65%
810	Rutherford	7.56%
220	Clay	7.55%
950	Watauga	7.44%
610	Mitchell	7.36%
20	Alexander	7.12%
150	Camden	0.75%

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**Appendix D**

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

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**Five-Year Average System Level Teacher Turnover  
2004-05 through 2008-09**

<b>LEA Code</b>	<b>LEA Name</b>	<b>Turnover 2004-05</b>	<b>Turnover 2005-06</b>	<b>Turnover 2006-07</b>	<b>Turnover 2007-08</b>	<b>Turnover 2008-09</b>	<b>Five Year Average</b>
10	Alamance-Burlington	19.71%	17.26%	16.13%	15.17%	13.80%	16.41%
20	Alexander County	9.21%	9.05%	8.54%	5.71%	7.12%	7.93%
30	Alleghany County	12.40%	9.03%	10.07%	14.50%	12.12%	11.62%
40	Anson County	12.00%	18.58%	20.96%	20.89%	17.06%	17.90%
50	Ashe County	7.21%	12.40%	3.53%	5.12%	7.84%	7.22%
60	Avery County	11.27%	14.23%	9.35%	10.31%	11.76%	11.38%
70	Beaufort County	13.27%	11.63%	14.76%	15.25%	12.76%	13.53%
80	Bertie County	16.35%	25.79%	17.90%	21.86%	16.35%	19.65%
90	Bladen County	12.26%	10.64%	14.36%	11.32%	11.44%	12.00%
100	Brunswick County	9.45%	13.17%	11.52%	13.36%	12.23%	11.95%
110	Buncombe County	9.95%	10.89%	11.22%	11.01%	10.29%	10.67%
111	Asheville City	16.47%	16.34%	8.53%	17.91%	11.55%	14.16%
120	Burke County	12.44%	12.04%	9.67%	9.43%	9.58%	10.63%
130	Cabarrus County	12.21%	9.74%	8.82%	10.82%	9.64%	10.25%
132	Kannapolis City	13.40%	13.16%	10.80%	13.94%	13.95%	13.05%
140	Caldwell County	6.73%	9.62%	8.74%	9.68%	11.43%	9.24%
150	Camden County	4.31%	6.92%	6.94%	7.58%	0.75%	5.30%
160	Carteret County	9.25%	9.10%	9.53%	11.50%	11.36%	10.15%
170	Caswell County	11.81%	10.63%	10.93%	13.42%	14.47%	12.25%
180	Catawba County	11.70%	11.14%	8.64%	12.86%	10.39%	10.95%
181	Hickory City	15.79%	10.93%	15.87%	19.68%	13.87%	15.23%
182	Newton-Conover City	10.96%	15.69%	14.11%	19.35%	13.36%	14.69%
190	Chatham County	15.12%	12.81%	12.41%	10.97%	15.24%	13.31%
200	Cherokee County	6.71%	8.10%	7.86%	10.49%	9.06%	8.44%
210	Edenton-Chowan	17.09%	19.00%	12.50%	13.26%	16.40%	15.65%
220	Clay County	3.96%	10.00%	5.00%	7.84%	7.55%	6.87%
230	Cleveland County	7.97%	8.79%	8.02%	9.23%	9.15%	8.63%
240	Columbus County	10.69%	13.57%	12.43%	12.71%	12.85%	12.45%
241	Whiteville City	12.77%	9.84%	9.68%	9.73%	15.82%	11.57%
250	Craven County	13.55%	13.36%	11.16%	16.04%	14.03%	13.63%
260	Cumberland County	12.64%	13.25%	13.78%	17.54%	15.67%	14.58%
270	Currituck County	6.13%	6.41%	7.69%	12.86%	8.15%	8.25%
280	Dare County	13.11%	11.90%	9.55%	6.88%	8.10%	9.91%
290	Davidson County	10.93%	10.48%	9.93%	11.08%	9.45%	10.37%
291	Lexington City	16.54%	19.10%	21.74%	20.27%	16.95%	18.92%
292	Thomasville City	23.16%	19.10%	20.79%	23.66%	22.51%	21.84%
300	Davie County	12.50%	12.82%	13.43%	13.56%	10.22%	12.51%
310	Duplin County	12.88%	11.91%	16.08%	17.41%	11.95%	14.05%
320	Durham County	17.54%	19.20%	16.70%	17.38%	16.98%	17.56%
330	Edgecombe County	23.28%	17.80%	24.06%	26.35%	17.51%	21.80%
340	Forsyth County	9.43%	9.43%	10.12%	12.10%	10.73%	10.36%
350	Franklin County	22.18%	19.45%	13.74%	14.78%	13.41%	16.71%
360	Gaston County	14.66%	9.57%	9.55%	14.06%	12.58%	12.08%
370	Gates County	8.81%	8.00%	9.74%	11.11%	10.83%	9.70%
380	Graham County	5.94%	10.91%	13.27%	4.55%	12.50%	9.43%

<b>LEA Code</b>	<b>LEA Name</b>	<b>Turnover 2004-05</b>	<b>Turnover 2005-06</b>	<b>Turnover 2006-07</b>	<b>Turnover 2007-08</b>	<b>Turnover 2008-09</b>	<b>Five Year Average</b>
390	Granville County	18.91%	15.34%	13.48%	12.39%	12.91%	14.61%
400	Greene County	17.35%	14.34%	14.80%	13.96%	10.57%	14.20%
410	Guilford County	11.81%	13.60%	13.33%	15.70%	12.87%	13.46%
420	Halifax County	14.52%	17.60%	17.75%	20.18%	20.44%	18.10%
421	Roanoke Rapids City	8.78%	5.08%	13.27%	14.87%	10.66%	10.53%
422	Weldon City	25.56%	18.48%	17.72%	41.57%	20.78%	24.82%
430	Harnett County	28.51%	14.58%	11.87%	15.65%	16.42%	17.41%
440	Haywood County	11.76%	10.39%	10.78%	10.09%	7.87%	10.18%
450	Henderson County	9.00%	10.39%	11.23%	12.57%	10.59%	10.76%
460	Hertford County	16.54%	15.41%	15.38%	18.03%	17.20%	16.51%
470	Hoke County	21.33%	21.60%	19.60%	22.46%	21.79%	21.36%
480	Hyde County	24.40%	16.00%	9.76%	12.33%	16.44%	15.79%
490	Iredell-Statesville	9.18%	9.68%	10.32%	14.90%	12.35%	11.29%
491	Mooresville City	13.74%	10.85%	10.89%	12.08%	11.45%	11.80%
500	Jackson County	18.46%	14.59%	22.09%	15.53%	17.04%	17.54%
510	Johnston County	14.42%	16.65%	15.23%	14.69%	12.42%	14.68%
520	Jones County	21.58%	11.43%	13.56%	19.44%	25.69%	18.34%
530	Lee County	15.03%	17.99%	15.93%	13.42%	15.21%	15.52%
540	Lenoir County	16.58%	18.33%	17.97%	16.18%	18.06%	17.42%
550	Lincoln County	10.68%	10.46%	9.33%	10.34%	10.93%	10.35%
560	Macon County	9.66%	7.29%	7.65%	8.89%	15.43%	9.78%
570	Madison County	6.25%	9.91%	9.91%	11.76%	13.99%	10.36%
580	Martin County	14.36%	13.17%	15.74%	16.18%	14.47%	14.78%
590	McDowell County	13.70%	9.49%	6.00%	11.80%	9.83%	10.16%
600	Mecklenburg County	15.51%	15.07%	15.82%	14.57%	13.27%	14.85%
610	Mitchell County	6.01%	2.21%	8.20%	10.30%	7.36%	6.82%
620	Montgomery County	6.35%	9.39%	11.33%	17.46%	14.63%	11.83%
630	Moore County	16.60%	8.36%	11.40%	15.77%	10.77%	12.58%
640	Nash-Rocky Mount	12.81%	10.96%	13.42%	12.98%	13.32%	12.70%
650	New Hanover County	14.41%	14.25%	14.10%	12.98%	10.11%	13.17%
660	Northampton County	15.41%	12.71%	8.23%	22.88%	23.25%	16.50%
670	Onslow County	13.39%	15.25%	14.32%	16.49%	15.14%	14.92%
680	Orange County	17.12%	15.36%	16.81%	14.60%	15.69%	15.92%
681	Chapel Hill-Carrboro	14.09%	9.55%	8.53%	14.84%	11.86%	11.77%
690	Pamlico County	15.63%	23.68%	13.04%	18.52%	19.70%	18.11%
700	Pasquotank County	24.12%	18.53%	11.35%	15.25%	14.84%	16.82%
710	Pender County	20.34%	13.49%	11.03%	12.77%	13.06%	14.14%
720	Perquimans County	11.33%	15.17%	19.31%	16.94%	13.18%	15.19%
730	Person County	13.06%	14.37%	13.08%	17.45%	19.46%	15.48%
740	Pitt County	10.68%	12.43%	10.18%	15.55%	14.32%	12.63%
750	Polk County	8.56%	9.84%	11.00%	8.59%	7.65%	9.13%
760	Randolph County	13.33%	11.73%	11.55%	13.62%	10.93%	12.23%
761	Asheboro City	10.18%	16.29%	12.98%	14.72%	18.21%	14.48%
770	Richmond County	7.55%	8.23%	9.38%	11.71%	16.99%	10.77%
780	Robeson County	10.26%	12.92%	10.58%	12.36%	15.38%	12.30%
790	Rockingham County	12.55%	10.56%	10.45%	11.73%	8.92%	10.84%
800	Rowan-Salisbury	10.90%	12.05%	11.53%	13.52%	13.72%	12.34%
810	Rutherford County	7.11%	10.82%	9.56%	9.64%	7.56%	8.94%

<b>LEA Code</b>	<b>LEA Name</b>	<b>Turnover 2004-05</b>	<b>Turnover 2005-06</b>	<b>Turnover 2006-07</b>	<b>Turnover 2007-08</b>	<b>Turnover 2008-09</b>	<b>Five Year Average</b>
820	Sampson County	15.69%	12.32%	12.33%	16.18%	11.45%	13.59%
821	Clinton City	9.77%	15.17%	12.83%	15.32%	16.82%	13.98%
830	Scotland County	9.58%	9.12%	16.07%	19.82%	15.63%	14.04%
840	Stanly County	12.07%	10.15%	7.35%	11.03%	11.88%	10.50%
850	Stokes County	12.43%	15.14%	10.78%	13.56%	11.98%	12.78%
860	Surry County	10.82%	9.86%	8.69%	10.80%	10.88%	10.21%
861	Elkin City	19.78%	13.27%	8.33%	6.52%	9.38%	11.46%
862	Mount Airy City	9.80%	12.32%	10.95%	11.76%	11.28%	11.22%
870	Swain County	10.39%	11.39%	15.10%	15.89%	12.00%	12.95%
880	Transylvania County	13.43%	9.45%	12.73%	13.82%	9.89%	11.86%
890	Tyrrell County	27.12%	20.34%	22.81%	21.05%	16.67%	21.60%
900	Union County	10.38%	11.21%	10.86%	12.31%	13.57%	11.67%
910	Vance County	18.09%	23.49%	26.23%	20.60%	19.76%	21.63%
920	Wake County	10.24%	9.36%	10.03%	11.67%	11.12%	10.48%
930	Warren County	18.67%	18.23%	15.12%	19.90%	18.97%	18.18%
940	Washington County	12.92%	14.21%	11.56%	20.00%	9.41%	13.62%
950	Watauga County	11.93%	11.94%	10.00%	11.05%	7.44%	10.47%
960	Wayne County	16.80%	10.95%	10.94%	12.42%	10.96%	12.41%
970	Wilkes County	10.53%	12.52%	11.37%	13.11%	11.63%	11.83%
980	Wilson County	15.05%	11.10%	16.80%	16.65%	13.42%	14.60%
990	Yadkin County	8.89%	10.11%	7.83%	8.86%	9.09%	8.96%
995	Yancey County	9.76%	12.63%	6.48%	9.44%	11.35%	9.93%

**Five Year Average System Level Teacher Turnover (2004-2009)  
(in descending order)**

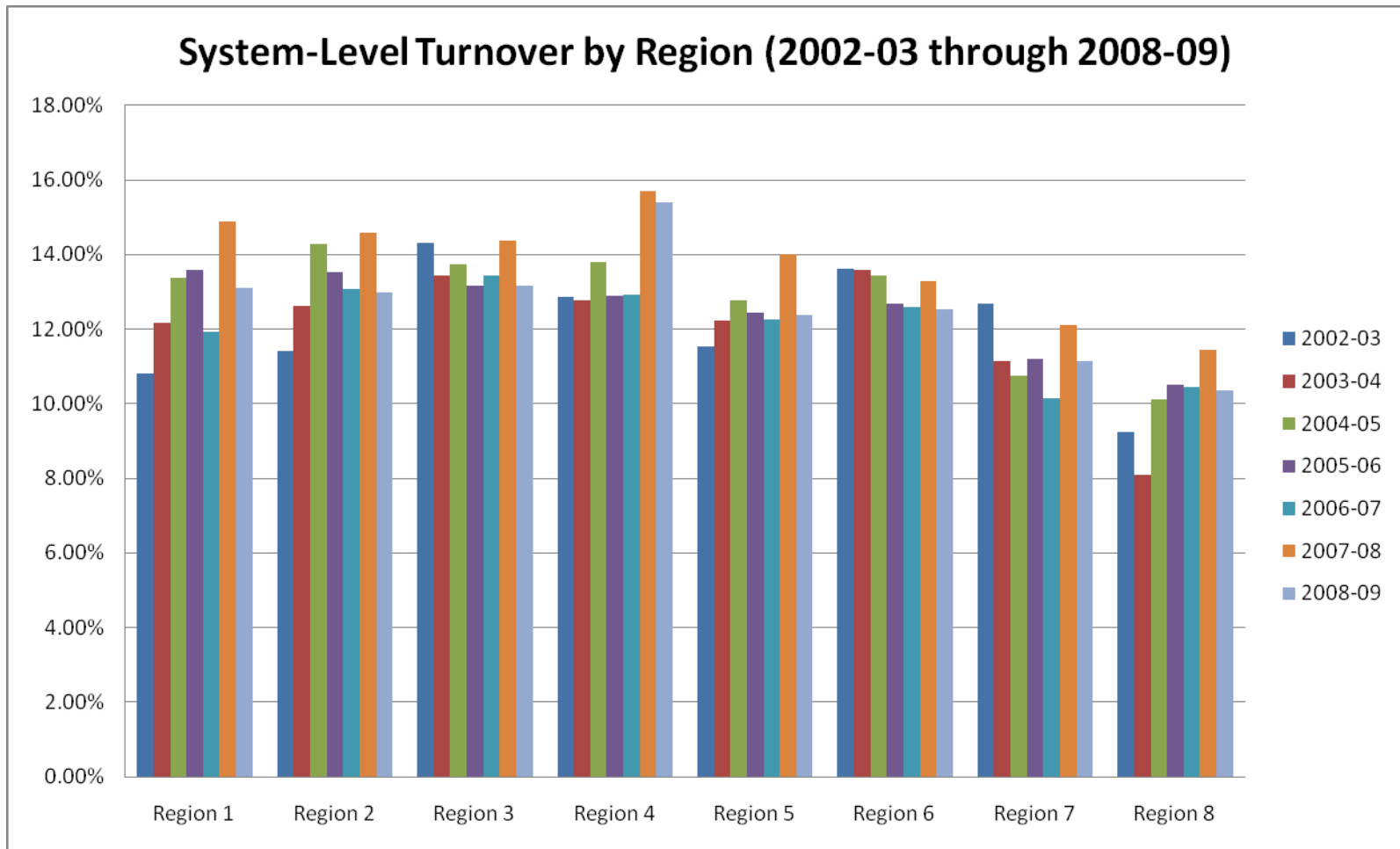
<b>LEA Code</b>	<b>System Name</b>	<b>Five Year Average</b>
422	Weldon City	24.82%
292	Thomasville City	21.84%
330	Edgecombe County	21.80%
910	Vance County	21.63%
890	Tyrrell County	21.60%
470	Hoke County	21.36%
80	Bertie County	19.65%
291	Lexington City	18.92%
520	Jones County	18.34%
930	Warren County	18.18%
690	Pamlico County	18.11%
420	Halifax County	18.10%
40	Anson County	17.90%
320	Durham County	17.56%
500	Jackson County	17.54%
540	Lenoir County	17.42%
430	Harnett County	17.41%
700	Pasquotank County	16.82%
350	Franklin County	16.71%
460	Hertford County	16.51%
660	Northampton County	16.50%
10	Alamance-Burlington	16.41%
680	Orange County	15.92%
480	Hyde County	15.79%
210	Edenton-Chowan	15.65%
530	Lee County	15.52%
730	Person County	15.48%
181	Hickory City	15.23%
720	Perquimans County	15.19%
670	Onslow County	14.92%
600	Mecklenburg County	14.85%
580	Martin County	14.78%
182	Newton-Conover City	14.69%
510	Johnston County	14.68%
390	Granville County	14.61%
980	Wilson County	14.60%
260	Cumberland County	14.58%
761	Asheboro City	14.48%
400	Greene County	14.20%
111	Asheville City	14.16%
710	Pender County	14.14%
310	Duplin County	14.05%
830	Scotland County	14.04%
821	Clinton City	13.98%

<b>LEA Code</b>	<b>System Name</b>	<b>Five Year Average</b>
250	Craven County	13.63%
940	Washington County	13.62%
820	Sampson County	13.59%
70	Beaufort County	13.53%
410	Guilford County	13.46%
190	Chatham County	13.31%
650	New Hanover County	13.17%
132	Kannapolis City	13.05%
870	Swain County	12.95%
850	Stokes County	12.78%
640	Nash-Rocky Mount	12.70%
740	Pitt County	12.63%
630	Moore County	12.58%
300	Davie County	12.51%
240	Columbus County	12.45%
960	Wayne County	12.41%
800	Rowan-Salisbury	12.34%
780	Robeson County	12.30%
170	Caswell County	12.25%
760	Randolph County	12.23%
360	Gaston County	12.08%
90	Bladen County	12.00%
100	Brunswick County	11.95%
880	Transylvania County	11.86%
970	Wilkes County	11.83%
620	Montgomery County	11.83%
491	Mooreville City	11.80%
681	Chapel Hill-Carrboro	11.77%
900	Union County	11.67%
30	Alleghany County	11.62%
241	Whiteville City	11.57%
861	Elkin City	11.46%
60	Avery County	11.38%
490	Iredell-Statesville	11.29%
862	Mount Airy City	11.22%
180	Catawba County	10.95%
790	Rockingham County	10.84%
770	Richmond County	10.77%
450	Henderson County	10.76%
110	Buncombe County	10.67%
120	Burke County	10.63%
421	Roanoke Rapids City	10.53%
840	Stanly County	10.50%
920	Wake County	10.48%
950	Watauga County	10.47%
290	Davidson County	10.37%
570	Madison County	10.36%

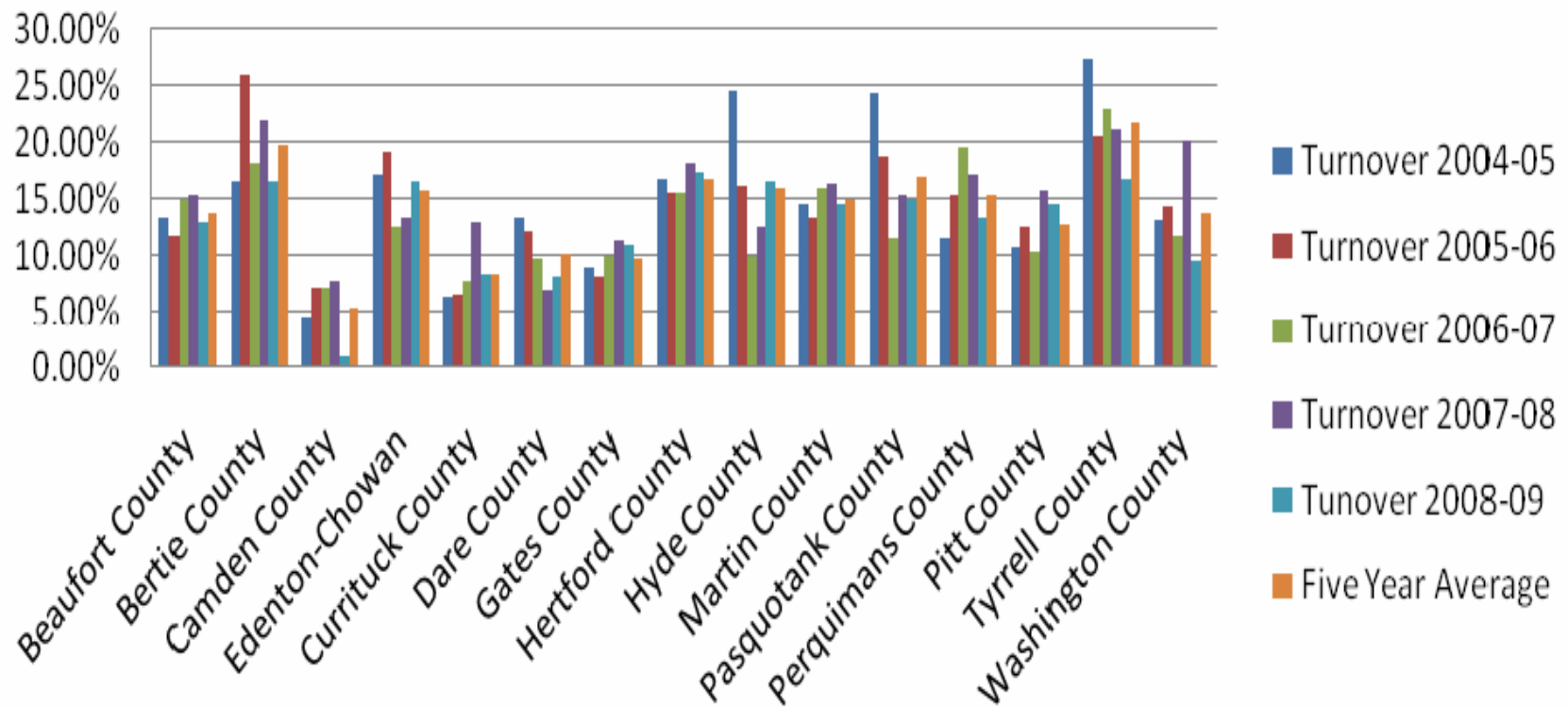
<b>LEA Code</b>	<b>System Name</b>	<b>Five Year Average</b>
340	Forsyth County	10.36%
550	Lincoln County	10.35%
130	Cabarrus County	10.25%
860	Surry County	10.21%
440	Haywood County	10.18%
590	McDowell County	10.16%
160	Carteret County	10.15%
995	Yancey County	9.93%
280	Dare County	9.91%
560	Macon County	9.78%
370	Gates County	9.70%
380	Graham County	9.43%
140	Caldwell County	9.24%
750	Polk County	9.13%
990	Yadkin County	8.96%
810	Rutherford County	8.94%
230	Cleveland County	8.63%
200	Cherokee County	8.44%
270	Currituck County	8.25%
20	Alexander County	7.93%
50	Ashe County	7.22%
220	Clay County	6.87%
610	Mitchell County	6.82%
150	Camden County	5.30%

### System Level Turnover by Region

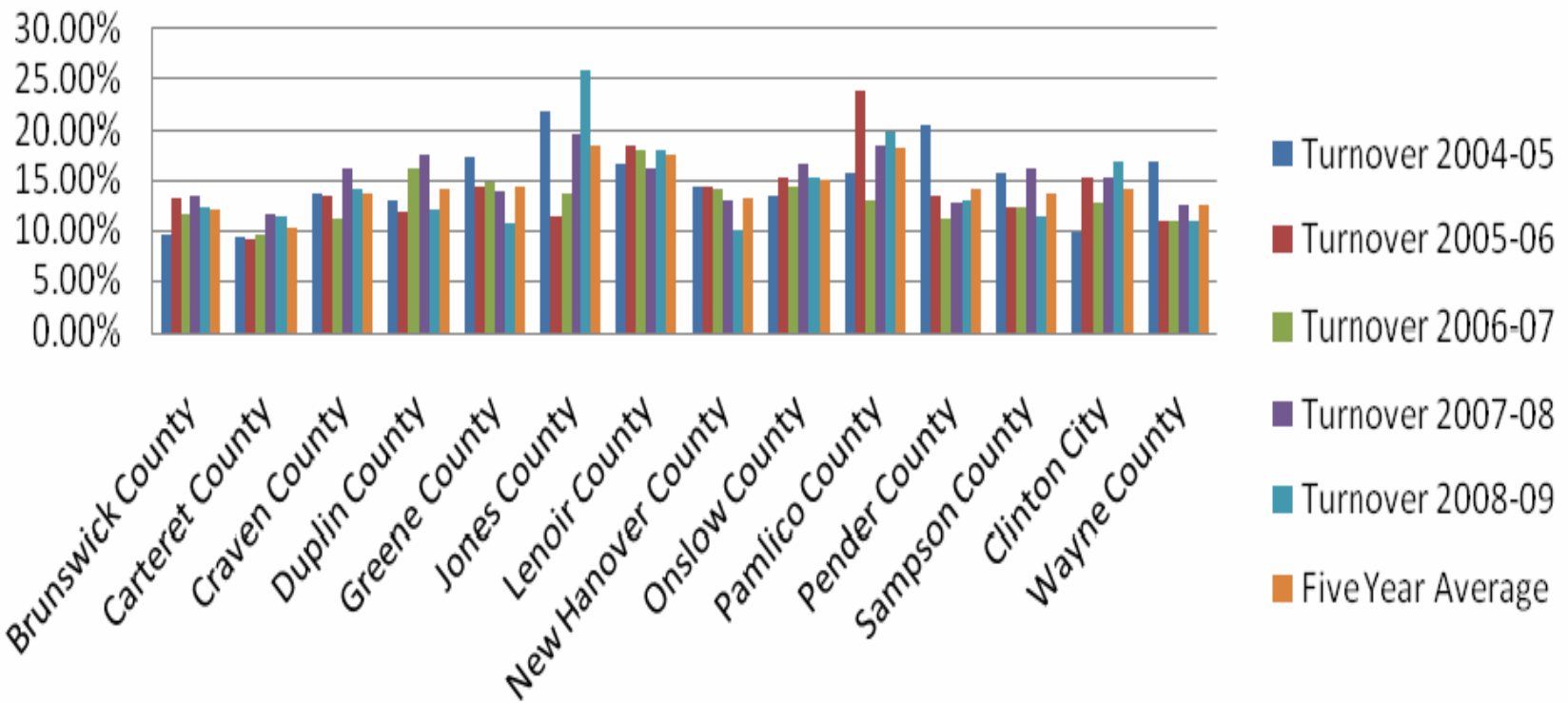
<b>REGION</b>	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>
Region 1	10.82%	12.18%	13.37%	13.60%	11.94%	14.89%	13.09%
Region 2	11.41%	12.62%	14.27%	13.54%	13.06%	14.57%	12.97%
Region 3	14.32%	13.45%	13.73%	13.17%	13.44%	14.38%	13.18%
Region 4	12.85%	12.78%	13.81%	12.88%	12.93%	15.69%	15.39%
Region 5	11.54%	12.23%	12.76%	12.44%	12.25%	14.02%	12.39%
Region 6	13.61%	13.59%	13.45%	12.67%	12.58%	13.28%	12.54%
Region 7	12.68%	11.13%	10.76%	11.21%	10.14%	12.10%	11.15%
Region 8	9.23%	8.10%	10.12%	10.52%	10.46%	11.44%	10.36%



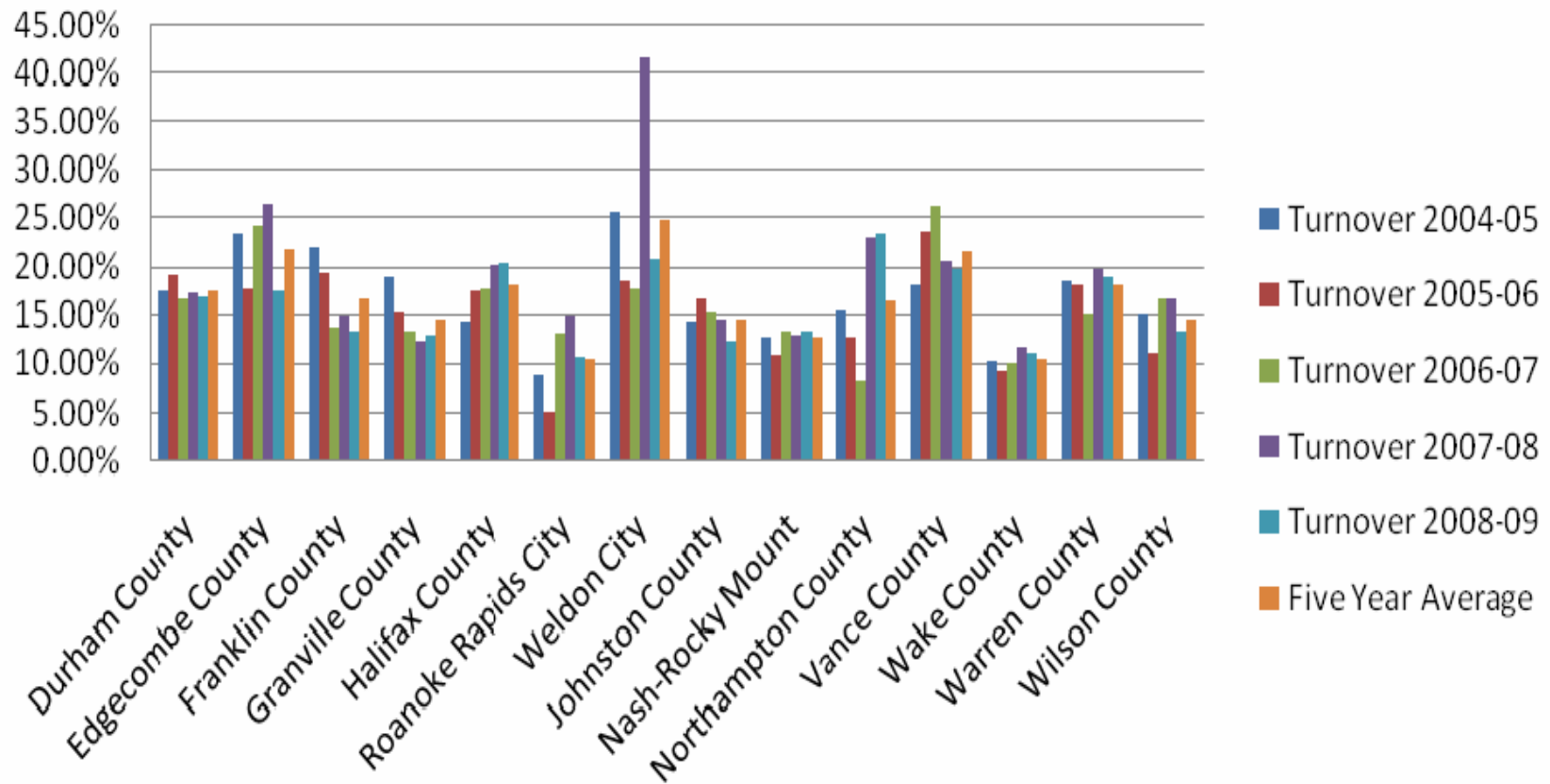
# System-Level Turnover (2004-2009) Region 1



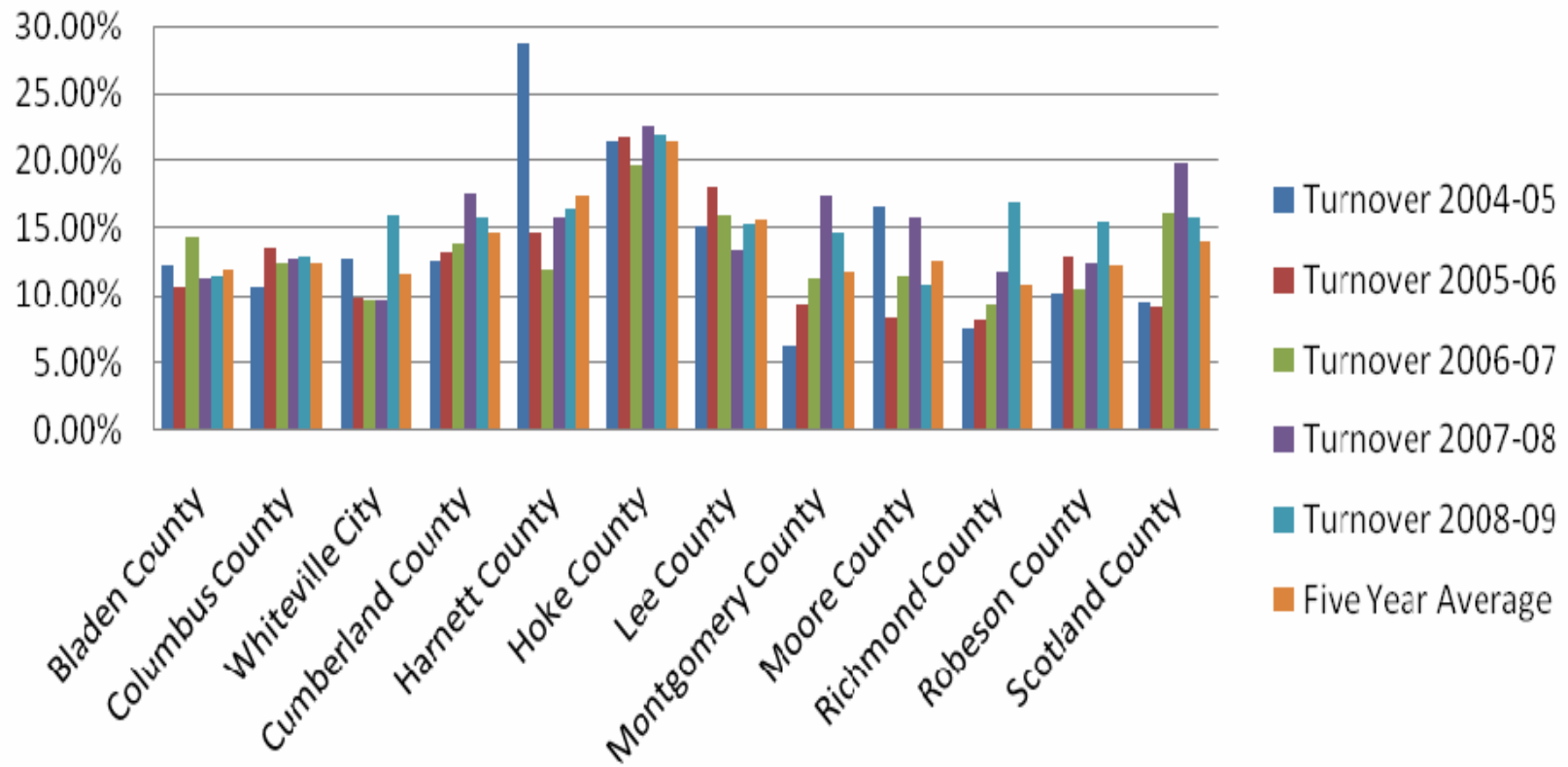
# System-Level Turnover (2004-2009) Region 2



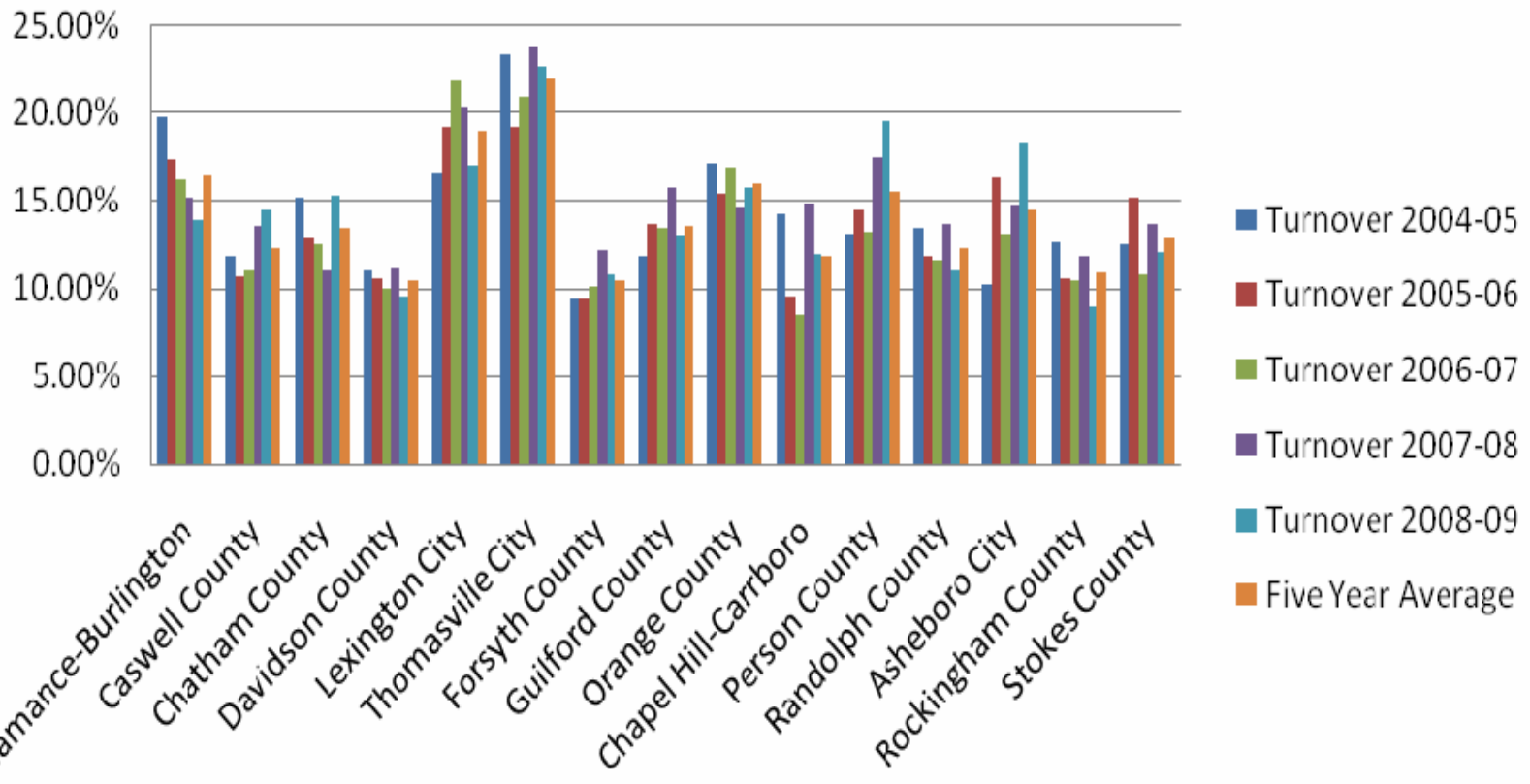
# System-Level Turnover (2004-2009) Region 3



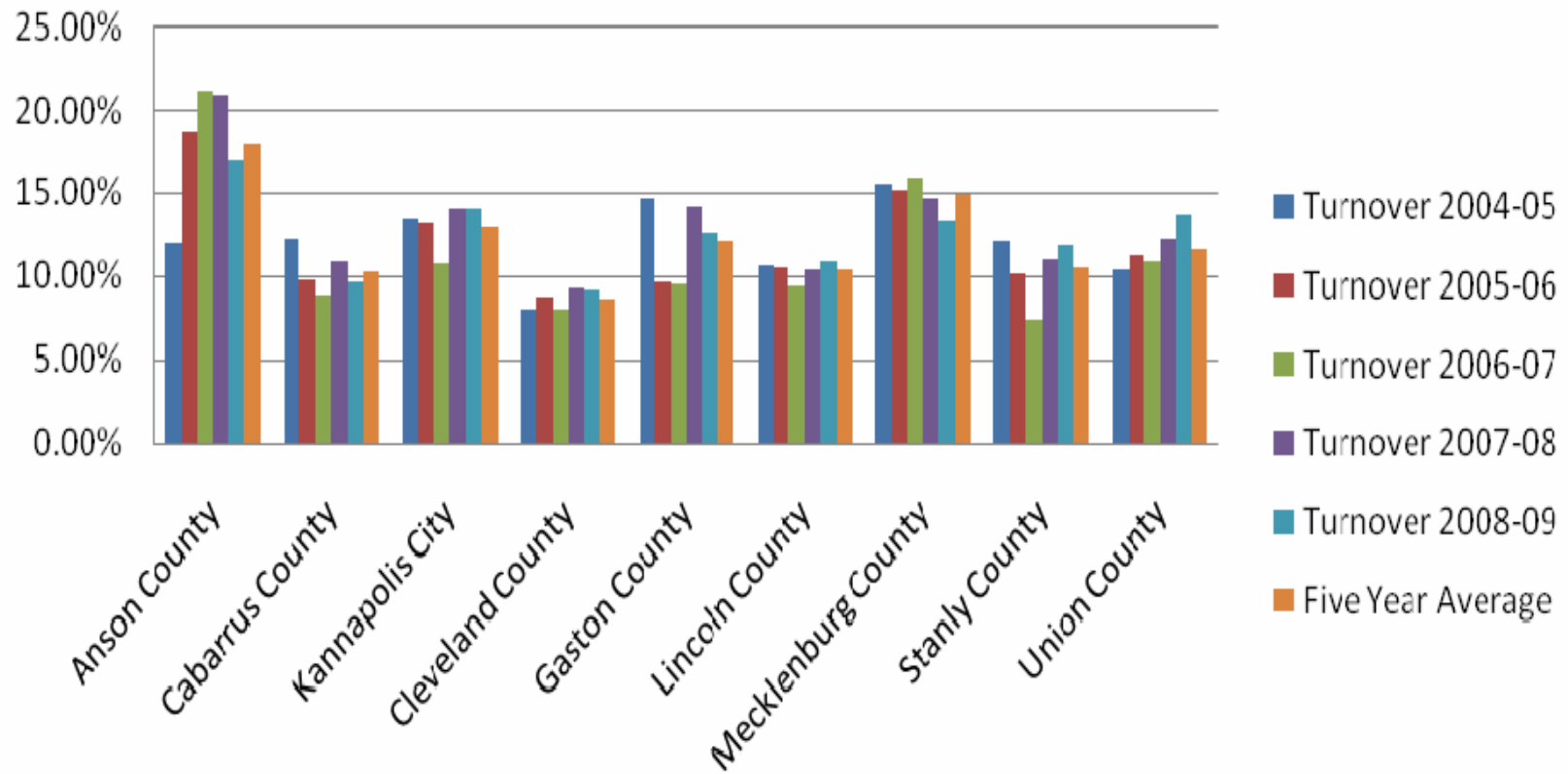
## System-Level Turnover (2004-2009) Region 4



## System-Level Turnover (2004-2009) Region 5

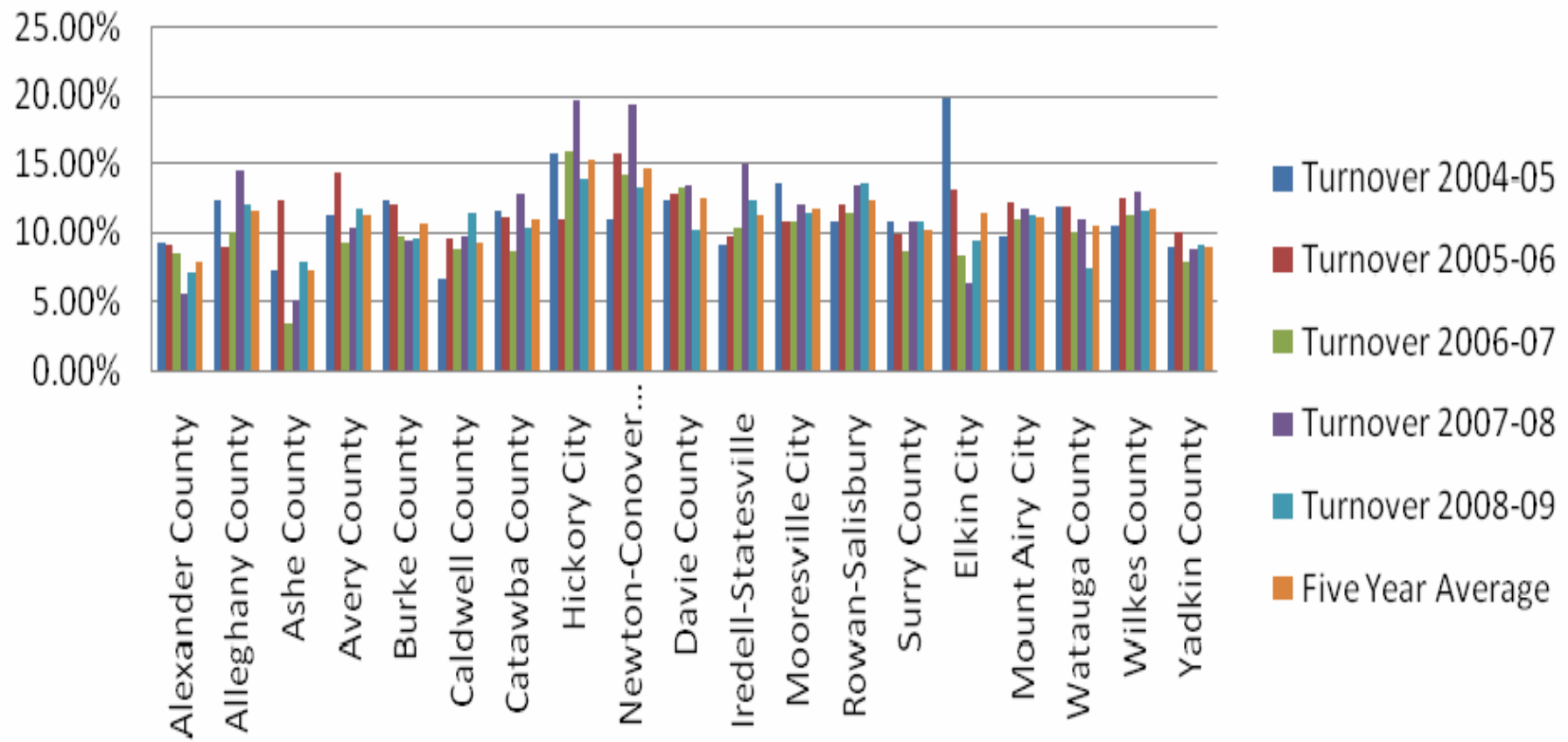


# System-Level Turnover (2004-2009) Region 6

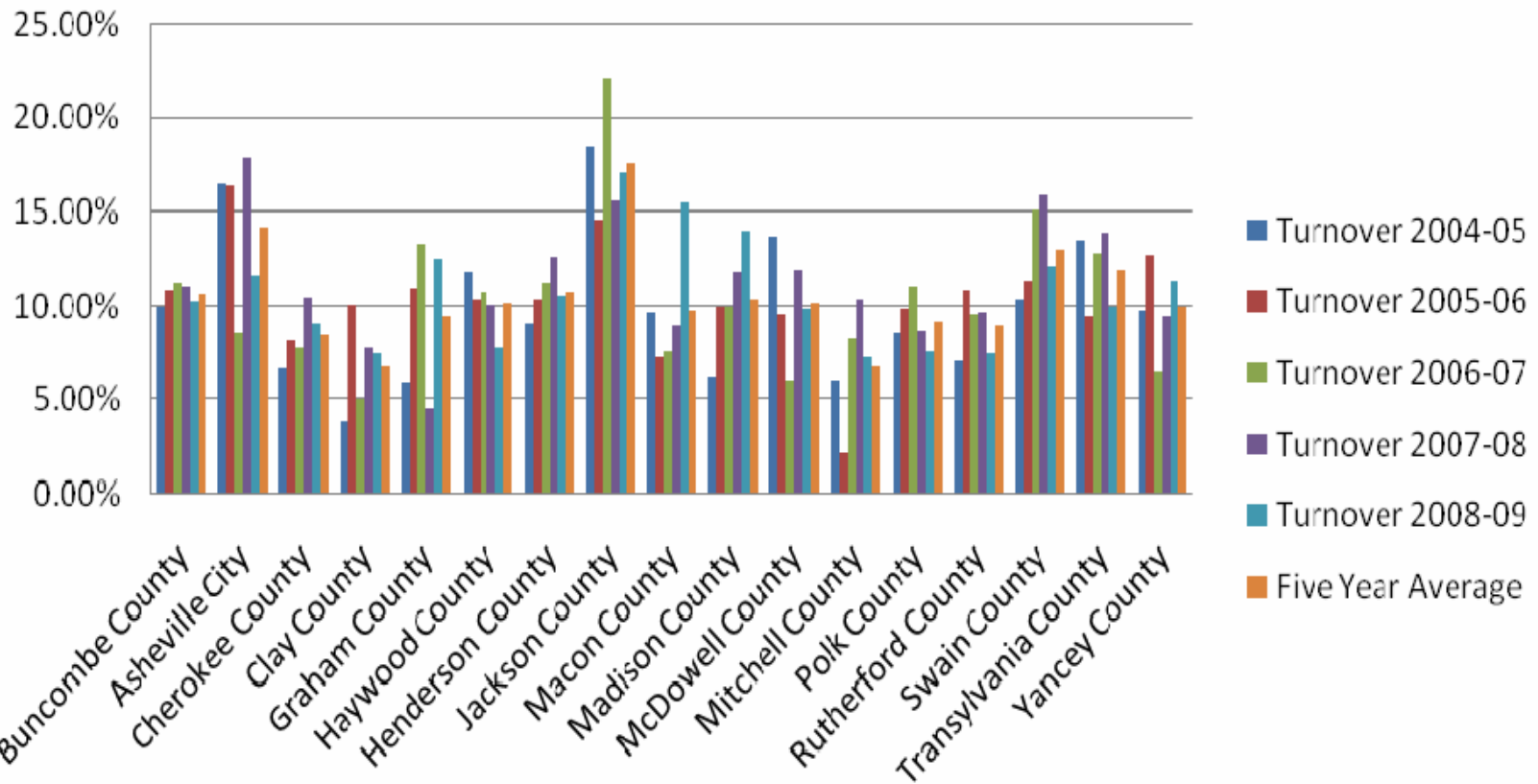


# System-Level Turnover (2004-2009)

## Region 7



## System-Level Turnover (2004-2009) Region 8



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

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**Reasons for Teacher Turnover  
2004-2009**  
(in descending rank order)

<b>RANK</b>	<b>2004-05</b>	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</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	Stayed in LEA in a non-teaching position
6	Re-employed retired teacher resigned	Career Change	Career Change	Stayed in LEA in a non-teaching position	Family responsibilities/childcare
7	Career Change	Re-employed retired teacher resigned	Interim contract ended-not rehired	Interim contract ended-not rehired	Interim contract ended-not rehired
8	Dissatisfied with teaching	To continue education/ sabbatical	Re-employed retired teacher resigned	Re-employed retired teacher resigned	Re-employed retired teacher resigned
9	End of Contract	Didn't obtain/maintain license	To continue education/sabbatical	Career Change	Career Change
10	To continue education/ sabbatical	Interim contract ended-not rehired	Health/Disability	To continue education/sabbatical	To continue education/sabbatical
11	Didn't obtain/maintain license	Dissatisfied with teaching	Dissatisfied with teaching	End of VIF term	Health/Disability
12	Health/Disability	Health/Disability	End of VIF term	Dissatisfied with teaching	End of VIF term
13	Non-Renewal (Probationary Contract ended)	Resigned in lieu of dismissal	Didn't obtain/maintain license	Resigned in lieu of dismissal	Didn't obtain/maintain license
14	Resigned in lieu of dismissal	End of VIF term	Resigned in lieu of dismissal	Didn't obtain/maintain license	Resigned in lieu of dismissal
15	End of VIF term	Non-Renewal (Probationary Contract ended)	Non-Renewal (Probationary Contract ended)	Non-Renewal (Probationary Contract ended)	Dissatisfied with teaching

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

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**Analysis of Turnover  
2008-09**

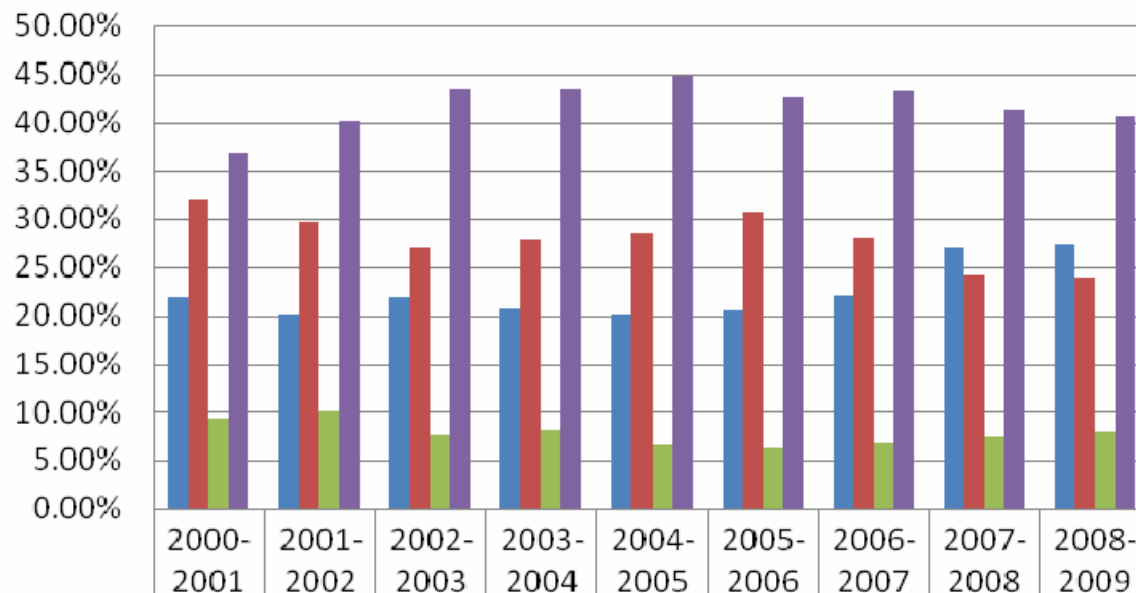
<b>Remained/ Remaining in Education</b>	3464 27.50%	<b>Turnover that Might be Reduced</b>	3020 23.98%	<b>Turnover Initiated by LEA</b>	1004 7.97%	<b>Turnover Beyond Control</b>	5107 40.55%
Resigned to teach in another NC LEA	2073	Retired with reduced benefits	228	Non-Renewal (Probationary contract ended)	153	Reduction in Force	40
Resigned to teach in a NC Charter School	72	Resigned to teach in a NC non-public/private school	109	Interim contract ended- not rehired	665	Retired with full benefits	1791
Moved to a non-teaching position in education	994	Resigned to teach in another state	493	Resigned-In lieu of dismissal	169	Re-employed retired teacher resigned	457
Resigned-To continue education/ sabbatical	325	Resigned - Dissatisfied with teaching	166	Dismissed	17	Resigned - Family responsibility/child care	694
		Resigned - Career Change	375			Resigned - Family Relocation	1478
		Did not obtain or maintain license	188			Resigned - Because of health/disability	210
		Resigned other reasons	1118			Resigned - Moved due to Military Orders	86
		Resigned unknown reasons	343			Deceased	61
						End of VIF Term	209
						End of TFA Term	81

**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>	<b>08-09</b>
Resigned to teach in another NC LEA	1701	1730	1921	1978	2201.5	2313	2073
Resigned to teach in a NC Charter School	29	42	35	32	58	67	72
Moved to a non-teaching position in education	396	255	198	241	226	929	994
Resigned to continue education/sabbatical	387	337	346	367	334	327	325
<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>	<b>08-09</b>
Retired with reduced benefits	185	213	217	251	304	242	228
Resigned to teach in a NC non-public/private school	83	66	73	104	95	111	109
Resigned to teach in another state	336	335	471	560	481.5	467	493
Dissatisfied with teaching or career change	600	651.5	929	1108	840	666	541
Did not obtain or maintain license	487	283	322	347	208	162	188
Resigned for other reasons	901	997	920	927	1020	1164	1118
Resigned for unknown reasons	529	614	603	607	628	431	343
<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>	<b>08-09</b>
Non-renewal (probationary contract ended)	361	277	201	173	127	142	153
Interim contract ended--not rehired	312	472	391	346	469.5	666	665
Resigned in lieu of dismissal	180	149	189	243	206	181	169
Dismissed	36	32	37	35	59	24	17

<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>	<b>08-09</b>
Reduction in Force	32	24	19	7	34	37	40
Retired with full benefits	1807	1670	1815	1728	1802	1942	1791
Re-employed retired teacher resigned	442	438.5	567	377	426	459	457
Resigned due to family responsibilities/ childcare	740	777.3	818	879	855.5	802	694
Resigned due to family relocation	1644	1687.5	1794	1833	1705	1633	1478
Resigned due to health/disability	286	275	282	295	290	196	210
Resigned due movement required by Military Orders					72	60	86
Deceased	57	73	66	69	67	68	61
End of VIF Term			184	223	211	279	209
End of TFA Term					56	64	81

## Categories of Reasons why Teachers Leave the Profession (2000-2009)



■ Remained/Remaining in Education	21.87%	20.12%	21.79%	20.73%	20.16%	20.56%	22.07%	27.07%	27.50%
■ Turnover that Might be Reduced	31.93%	29.75%	27.07%	27.72%	28.54%	30.67%	27.99%	24.14%	23.98%
■ Turnover Initiated by the LEA	9.30%	10.09%	7.70%	8.16%	6.60%	6.26%	6.74%	7.54%	7.97%
■ Turnover Beyond Control	36.87%	40.04%	43.43%	43.38%	44.72%	42.50%	43.19%	41.24%	40.55%

**Numbers of Teachers Leaving  
Category Analysis (2008-09)**

<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	1522	210	68	32.38%	80	38.10%	58	27.62%	4	1.90%
20	Alexander	351	25	9	36.00%	9	36.00%	7	28.00%	0	0.00%
30	Alleghany	132	16	4	25.00%	7	43.75%	3	18.75%	2	12.50%
40	Anson	293	50	24	48.00%	14	28.00%	10	20.00%	2	4.00%
50	Ashe	255	20	4	20.00%	9	45.00%	5	25.00%	2	10.00%
60	Avery	187	22	7	31.82%	11	50.00%	3	13.64%	1	4.55%
70	Beaufort	525	67	21	31.34%	28	41.79%	6	8.96%	12	17.91%
80	Bertie	208	34	7	20.59%	14	41.18%	12	35.29%	1	2.94%
90	Bladen	376	43	10	23.26%	21	48.84%	9	20.93%	3	6.98%
100	Brunswick	777	95	36	37.89%	34	35.79%	15	15.79%	10	10.53%
110	Buncombe	1682	173	50	28.90%	69	39.88%	36	20.81%	18	10.40%
111	Asheville City	329	38	11	28.95%	14	36.84%	9	23.68%	4	10.53%
120	Burke	1065	102	36	35.29%	56	54.90%	6	5.88%	4	3.92%
130	Cabarrus	1846	178	60	33.71%	58	32.58%	53	29.78%	7	3.93%
132	Kannapolis	387	54	21	38.89%	19	35.19%	10	18.52%	4	7.41%
140	Caldwell	892	102	34	33.33%	41	40.20%	20	19.61%	7	6.86%
150	Camden	134	1	0	0.00%	1	100.00%	0	0.00%	0	0.00%
160	Carteret	660	75	2	2.67%	51	68.00%	22	29.33%	0	0.00%
170	Caswell	228	33	9	27.27%	13	39.39%	8	24.24%	3	9.09%
180	Catawba	1136	118	44	37.29%	55	46.61%	9	7.63%	10	8.47%
181	Hickory Public	310	43	19	44.19%	15	34.88%	3	6.98%	6	13.95%
182	Newton Conover	217	29	11	37.93%	12	41.38%	5	17.24%	1	3.45%
190	Chatham	584	89	27	30.34%	36	40.45%	26	29.21%	0	0.00%
200	Cherokee	287	26	9	34.62%	13	50.00%	4	15.38%	0	0.00%
210	Edenton-Chowan	189	31	8	25.81%	16	51.61%	4	12.90%	3	9.68%
220	Clay	106	8	5	62.50%	3	37.50%	0	0.00%	0	0.00%
230	Cleveland	1202	110	36	32.73%	52	47.27%	21	19.09%	1	0.91%
240	Columbus	459	59	13	22.03%	33	55.93%	12	20.34%	1	1.69%
241	Whiteville City	177	28	9	32.14%	12	42.86%	4	14.29%	3	10.71%
250	Craven	1005	141	44	31.21%	47	33.33%	34	24.11%	16	11.35%
260	Cumberland	3759	589	107	18.17%	236	40.07%	151	25.64%	95	16.13%

<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	270	22	3	13.64%	9	40.91%	5	22.73%	5	22.73%
280	Dare	395	32	4	12.50%	12	37.50%	12	37.50%	4	12.50%
290	Davidson	1259	119	48	40.34%	38	31.93%	26	21.85%	7	5.88%
291	Lexington City	236	40	17	42.50%	15	37.50%	8	20.00%	0	0.00%
292	Thomasville City	191	43	26	60.47%	7	16.28%	4	9.30%	6	13.95%
300	Davie	450	46	8	17.39%	23	50.00%	8	17.39%	7	15.22%
310	Duplin	611	73	33	45.21%	29	39.73%	11	15.07%	0	0.00%
320	Durham	2326	395	161	40.76%	107	27.09%	118	29.87%	9	2.28%
330	Edgecombe	474	83	29	34.94%	29	34.94%	15	18.07%	10	12.05%
340	Forsyth-Winston Salem	3970	426	116	27.23%	207	48.59%	93	21.83%	10	2.35%
350	Franklin	574	77	16	20.78%	35	45.45%	26	33.77%	0	0.00%
360	Gaston	2066	260	78	30.00%	115	44.23%	51	19.62%	16	6.15%
370	Gates	157	17	9	52.94%	3	17.65%	4	23.53%	1	5.88%
380	Graham	88	11	4	36.36%	5	45.45%	2	18.18%	0	0.00%
390	Granville	573	74	25	33.78%	24	32.43%	22	29.73%	3	4.05%
400	Greene	227	24	7	29.17%	9	37.50%	8	33.33%	0	0.00%
410	Guilford	5010	645	177	27.44%	214	33.18%	166	25.74%	88	13.64%
420	Halifax	318	65	14	21.54%	36	55.38%	9	13.85%	6	9.23%
421	Roanoke Rapids City	197	21	8	38.10%	8	38.10%	5	23.81%	0	0.00%
422	Weldon City	77	16	7	43.75%	2	12.50%	5	31.25%	2	12.50%
430	Harnett	1279	210	56	26.67%	60	28.57%	76	36.19%	18	8.57%
440	Haywood	559	44	13	29.55%	14	31.82%	9	20.45%	8	18.18%
450	Henderson	916	97	31	31.96%	31	31.96%	34	35.05%	1	1.03%
460	Hertford	250	43	13	30.23%	19	44.19%	11	25.58%	0	0.00%
470	Hoke	514	112	42	37.50%	29	25.89%	38	33.93%	3	2.68%
480	Hyde	73	12	2	16.67%	8	66.67%	1	8.33%	1	8.33%
490	Iredell-Statesville	1417	175	67	38.29%	68	38.86%	28	16.00%	12	6.86%
491	Mooreville Graded	358	41	19	46.34%	12	29.27%	6	14.63%	4	9.76%
500	Jackson	270	46	15	32.61%	17	36.96%	9	19.57%	5	10.87%
510	Johnston	2110	262	74	28.24%	127	48.47%	44	16.79%	17	6.49%
520	Jones	109	28	13	46.43%	5	17.86%	10	35.71%	0	0.00%
530	Lee	618	94	31	32.98%	37	39.36%	26	27.66%	0	0.00%

<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	681	123	36	29.27%	65	52.85%	16	13.01%	6	4.88%
550	Lincoln	814	89	16	17.98%	48	53.93%	23	25.84%	2	2.25%
560	Macon	324	50	3	6.00%	24	48.00%	15	30.00%	8	16.00%
570	Madison	193	27	5	18.52%	14	51.85%	3	11.11%	5	18.52%
580	Martin	311	45	21	46.67%	21	46.67%	3	6.67%	0	0.00%
590	McDowell	458	45	9	20.00%	12	26.67%	17	37.78%	7	15.56%
600	Charlotte-Mecklenburg	8996	1194	86	7.20%	553	46.31%	456	38.19%	99	8.29%
610	Mitchell	163	12		0.00%	6	50.00%	3	25.00%	3	25.00%
620	Montgomery	328	48	19	39.58%	12	25.00%	12	25.00%	5	10.42%
630	Moore	817	88	28	31.82%	30	34.09%	22	25.00%	8	9.09%
640	Nash-Rocky Mount	1164	155	41	26.45%	85	54.84%	12	7.74%	17	10.97%
650	New Hanover	1612	163	41	25.15%	56	34.36%	49	30.06%	17	10.43%
660	Northampton	228	53	24	45.28%	15	28.30%	11	20.75%	3	5.66%
670	Onslow	1513	229	49	21.40%	121	52.84%	54	23.58%	5	2.18%
680	Orange	529	83	43	51.81%	26	31.33%	13	15.66%	1	1.20%
681	Chapel Hill-Carrboro	894	106	29	27.36%	50	47.17%	18	16.98%	9	8.49%
690	Pamlico	132	26	3	11.54%	14	53.85%	2	7.69%	7	26.92%
700	Pasquotank-Elizabeth City	465	69	6	8.70%	35	50.72%	24	34.78%	4	5.80%
710	Pender	536	70	26	37.14%	27	38.57%	17	24.29%	0	0.00%
720	Perquimans	129	17	5	29.41%	7	41.18%	3	17.65%	2	11.76%
730	Person	406	79	40	50.63%	16	20.25%	16	20.25%	7	8.86%
740	Pitt	1683	241	36	14.94%	114	47.30%	68	28.22%	23	9.54%
750	Polk	196	15	3	20.00%	3	20.00%	5	33.33%	4	26.67%
760	Randolph	1253	137	53	38.69%	56	40.88%	20	14.60%	8	5.84%
761	Asheboro City	324	59	28	47.46%	22	37.29%	9	15.25%	0	0.00%
770	Richmond	571	97	48	49.48%	41	42.27%	6	6.19%	2	2.06%
780	Robeson	1580	243	90	37.04%	104	42.80%	48	19.75%	1	0.41%
790	Rockingham	986	88	27	30.68%	45	51.14%	7	7.95%	9	10.23%
800	Rowan-Salisbury	1450	199	67	33.67%	69	34.67%	50	25.13%	13	6.53%
810	Rutherford	648	49	16	32.65%	23	46.94%	6	12.24%	4	8.16%
820	Sampson	550	63	31	49.21%	24	38.10%	7	11.11%	1	1.59%

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	220	37	18	48.65%	12	32.43%	2	5.41%	5	13.51%
830	Scotland	544	85	5	5.88%	18	21.18%	61	71.76%	1	1.18%
840	Stanly	707	84	32	38.10%	41	48.81%	9	10.71%	2	2.38%
850	Stokes	501	60	29	48.33%	20	33.33%	10	16.67%	1	1.67%
860	Surry	616	67	22	32.84%	21	31.34%	16	23.88%	8	11.94%
861	Elkin	96	9	3	33.33%	4	44.44%	2	22.22%	0	0.00%
862	Mount Airy City	133	15	2	13.33%	9	60.00%	1	6.67%	3	20.00%
870	Swain	150	18	6	33.33%	5	27.78%	4	22.22%	3	16.67%
880	Transylvania	273	27	10	37.04%	12	44.44%	2	7.41%	3	11.11%
890	Tyrrell	54	9	3	33.33%	5	55.56%	0	0.00%	1	11.11%
900	Union	2491	338	35	10.36%	147	43.49%	119	35.21%	37	10.95%
910	Vance	572	113	52	46.02%	40	35.40%	15	13.27%	6	5.31%
920	Wake	9319	1036	255	24.61%	377	36.39%	255	24.61%	149	14.38%
930	Warren	195	37	11	29.73%	18	48.65%	6	16.22%	2	5.41%
940	Washington	170	16	4	25.00%	9	56.25%	3	18.75%	0	0.00%
950	Watauga	363	27	12	44.44%	9	33.33%	4	14.81%	2	7.41%
960	Wayne	1359	149	48	32.21%	76	51.01%	22	14.77%	3	2.01%
970	Wilkes	662	77	17	22.08%	37	48.05%	7	9.09%	16	20.78%
980	Wilson	812	109	36	33.03%	54	49.54%	6	5.50%	13	11.93%
990	Yadkin	407	37	17	45.95%	15	40.54%	3	8.11%	2	5.41%
995	Yancey	185	21	7	33.33%	7	33.33%	3	14.29%	4	19.05%
	<b>TOTALS</b>	<b>98,985</b>	<b>12,595</b>	<b>3464</b>	<b>27.50%</b>	<b>5107</b>	<b>40.55%</b>	<b>3020</b>	<b>23.98%</b>	<b>1004</b>	<b>7.97%</b>



## **Appendix G**

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



# Teacher Working Conditions in 2009 High and Low Turnover Districts

by  
Eric Hirsch and Andrew Sioberg, New Teacher Center

An examination of the highest and lowest turnover districts from 2009 reinforces what has already been documented in analyses of the 2008 North Carolina Teacher Working Conditions Survey: 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, particularly in the areas of leadership and decision-making, want to remain working in their current school.

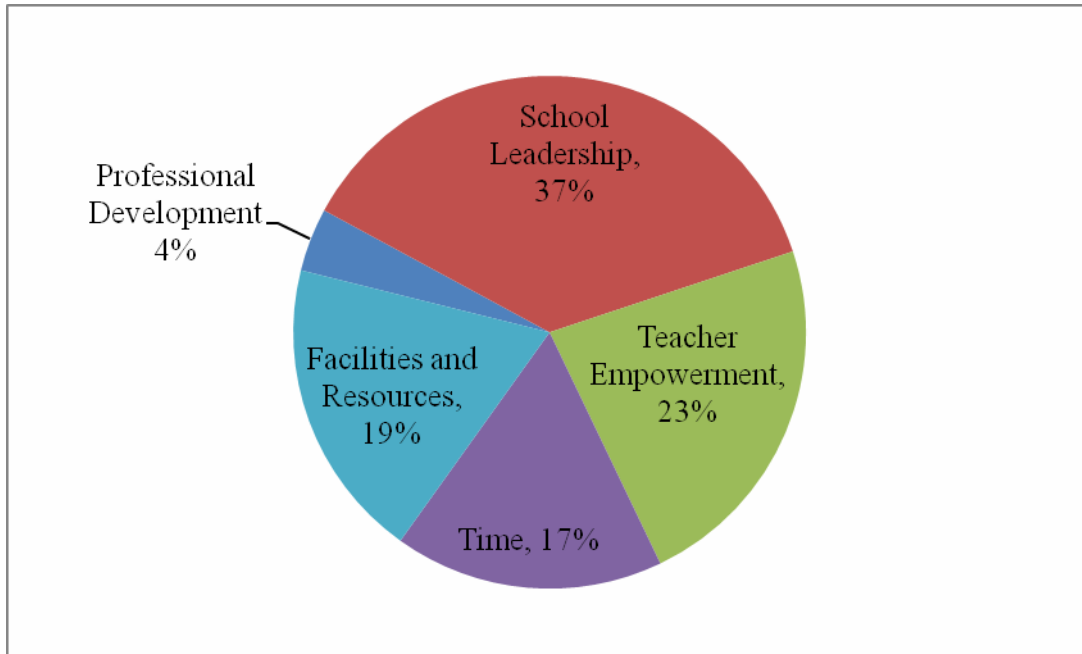
Analyses from the 2008 Teacher Working Conditions Survey discovered similar patterns to previous iterations of the survey and corroborated by other research, the presence of working conditions is strongly connected to the future employment plans of North Carolina teachers and actual attrition. Teachers in the lowest turnover schools are significantly more likely to note the presence of an atmosphere of trust and effective school leadership and effective School Improvement Teams. Consider the following

- Teachers who indicate that they want to remain teaching in their current school are almost three times more likely to report that the School Improvement Team is effective and almost twice as likely to report that teachers play at least a large role in school improvement planning. In looking at actual attrition, the greatest differences between the highest and lowest turnover schools at all levels is the overall perception of the school being a good place to work and learn, the effectiveness of the School Improvement Team, the presence of an atmosphere of trust and mutual respect, and the ability of leadership to shield teachers from disruption.
- Statistical models demonstrate that different working conditions are significant at different school levels in explaining teacher attrition.
  - At the elementary school level, school leadership was statistically significant in explaining school level turnover. Higher percentage of fully licensed teachers and the proportion of educators with advanced degrees were also significant.
  - At the middle school level, the role of teachers in making decision—from teaching and classroom to school wide practices—were significant in explaining teacher turnover. Teachers in lower turnover schools were significantly more likely to play a large role in making various decisions. Smaller middle schools, those with higher proportion of licensed teachers and those serving less diverse students were more likely to have lower turnover.
  - For high schools, those with higher rates of agreement in the area of facilities and resources were significantly more likely to have lower teacher attrition. The proportion of fully licensed teachers and school size were significant influences as well.

For detailed findings and discussion on the 2008 survey, please refer to the information located online at [www.ncteachingconditions.org](http://www.ncteachingconditions.org)

On the 2008 North Carolina Teacher Working Conditions Survey, more than one-third (37 percent) of teachers indicate that school leadership is the most important working condition influencing their decision about where to work (Figure 1). About twice as many teachers selected school leadership as facilities, resources, and time. Approximately one-quarter (23 percent) of teachers report that empowerment is most important in deciding whether to remain working in their current school.

**Figure 1**  
**Working Conditions Perceived by Teachers as Most Important to Their Future Employment Plans**



#### **Differences in Teacher Working Conditions between High and Low Turnover Districts**

An examination of the questions with the greatest differences between the highest ten and lowest ten turnover rate districts in North Carolina in 2009 corroborate teachers' views about the importance of school leadership (Table 1)<sup>1</sup>.

- There are variations in perceptions in the sufficiency of resources across high and low turnover districts. For example, eight out of ten teachers (83 percent) in lowest turnover districts agree that they have sufficient access to office equipment and supplies compared to six out of ten (62 percent) teachers in high turnover districts.
- Educators in low turnover school districts (75 percent) are more likely to agree there is an atmosphere of trust and mutual respect within their school than those educators in schools with high turnovers (59 percent). The ability leadership to support teachers, specifically in teachers' efforts to maintain discipline and enforce rules of student conduct were significantly different across high and low turnover districts.
- About two-thirds of educators in low turnover school districts (66 percent) indicate that school leadership shields teachers from disruptions compared to about half (51 percent) in those with the highest turnover.

<sup>1</sup> Ten highest turnover districts: Jones, Northampton, Thomasville City, Hoke, Weldon City, Halifax, Vance, Pamlico, Person, Warren. Ten lowest turnover districts: Camden, Alexander, Mitchell, Watauga, Clay, Rutherford, Polk, Ashe, Haywood, Dare.

**Table 1**  
**Questions with the Greatest Differences between the Top Ten Highest and Lowest Turnover School Districts**

2008 Teacher Working Conditions Survey Item	Percent Agreeing		
	Average Agreement for 10 Least Turnover LEAs in 2009	Average Agreement for 10 Highest Turnover LEAs in 2009	Difference
Teachers have sufficient access to office equipment and supplies such as copy machines, paper, pens, etc.	83	62	21
Sufficient funds and resources are available to allow teachers to take advantage of professional development activities.	62	42	20
There is an atmosphere of trust and mutual respect within the school.	75	59	16
School leadership tries to minimize the amount of routine administrative paperwork required of teachers.	66	51	15
Teachers have sufficient access to appropriate instructional materials and resources.	83	68	15
The school leadership shields teachers from disruptions, allowing teachers to focus on educating students.	74	61	13
The school leadership support teachers' efforts to maintain discipline in the classroom.	78	65	13
The school leadership consistently supports teachers.	78	66	12
The school leadership consistently enforces rules for student conduct.	69	57	12
The faculty is committed to helping every student learn.	91	80	11

**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. About two thirds of teachers in both high and low performing districts agree that teachers are provided opportunities to learn from one another. About six in ten teachers in both groups acknowledged they have time available to collaborate with their colleagues. Both groups also reported the staff works in a school environment that is clean and well maintained.

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. But even with these cautions, it appears that working conditions are important to retaining teachers across North Carolina school districts. Supportive school leaders with sufficient resources working in trusting environments are key ingredients to low teacher turnover within schools and districts.