

# The Illinois Administrator Shortage

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**Illinois**  
**State Board of**  
**Education**





# Illinois Principal Data-2020

All of Illinois

	GADM	GADM%	Prin	Prin %	All Prin	All Prin %	Stud Pop	Stud %
White	2,566	81.56%	371	63.10%	2,937	78.66%	917,379	49.38%
Black	371	11.79%	144	24.49%	515	13.79%	317,204	17.08%
Latinx	154	4.90%	60	10.20%	214	5.73%	514,125	27.68%
Asian	14	0.45%	1	0.17%	15	0.40%	102,016	5.49%
AI/AN	4	0.13%	1	0.17%	5	0.13%	4,868	0.26%
NH/OPI	3	0.10%	0	0.00%	3	0.08%	2,015	0.11%
2+ Races	15	0.48%	3	0.51%	18	0.48%	72,210	3.89%
Unknown	19	0.60%	8	1.36%	27	0.72%	0	0.00%
All	3,146	100%	588	100%	3,734	100%	1,857,607	100%



# Illinois Principal Data-2020

Excluding Chicago

	GADM	GADM%	Prin	Prin %	All Prin	All Prin %	Stud Pop	Stud %
White	2,570	87.59%	250	82.24%	2,820	87.09%	879,271	55.66%
Black	244	8.32%	32	10.53%	276	8.52%	190,755	12.08%
Latinx	84	2.86%	15	4.93%	99	3.06%	350,408	22.18%
Asian	10	0.34%	1	0.33%	11	0.34%	87,199	5.52%
AI/AN	2	0.07%	1	0.33%	3	0.09%	3,829	0.24%
NH/OPI	0	0.00%	0	0.00%	0	0.00%	1,406	0.09%
2+ Races	10	0.34%	3	0.99%	13	0.40%	66,831	4.23%
Unknown	14	0.48%	2	0.66%	16	0.49%	0	0.00%
All	2,934	100%	304	100%	3,238	100%	1,579,699	100%



# Chicago Principal Data-2020

	GADM	GADM%	Prin	Prin %	All Prin	All Prin %	Stud Pop	Stud %
White	123	36.50%	53	27.18%	176	33.08%	38,108	10.90%
Black	140	41.54%	100	52.28%	240	45.11%	126,449	36.18%
Latinx	58	17.21%	36	18.46%	94	17.67%	163,717	46.84%
Asian	4	1.19%	0	0.00%	4	0.75%	14,817	4.24%
AI/AN	2	0.59%	0	0.00%	2	0.38%	1,039	0.30%
NH/OPI	0	0.00%	0	0.00%	0	0.00%	0	0.00%
2+ Races	5	1.48%	0	0.00%	5	0.94%	5,379	1.54%
Unknown	5	1.48%	6	3.08%	11	2.07%	0	0.00%
<b>All</b>	<b>337</b>	<b>100%</b>	<b>195</b>	<b>100%</b>	<b>532</b>	<b>100%</b>	<b>349,509</b>	<b>100%</b>





# Principal Preparation Programs - Active

	Active 2020		New Candidate 2020		Total Prep Candidates	
White	279	69.1%	539	68.8%	818	68.9%
Black	47	11.6%	108	13.8%	155	13.1%
Latinx	38	9.4%	61	7.8%	99	8.3%
Other	40	9.9%	76	9.7%	116	9.7%
<b>Total</b>	<b>404</b>	<b>100%</b>	<b>784</b>	<b>100%</b>	<b>1,188</b>	<b>100%</b>



## Principal Preparation Programs – Completers: 2019 - 2020

Completers		
White	469	74.9%
Black	72	11.5%
Latinx	45	7.2%
Other	40	6.4%
<b>Total</b>	<b>626</b>	<b>100%</b>



# Illinois State Board of Education

## Historic Principal Preparation Completer Data\*

(\*Compiled by Illinois  
Principal Association)

Principal Preparation Program	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
American College of Education	751									
Argosy University	3									
Aurora University	153	86	108	148	8	29	47	91	63	78
Benedictine University	0	148	17	10						
Bradley University	21	9	10	25	6	5	12	7	1	8
Chicago State University	15	8	21	28	5	4	12	0	10	2
Concordia University	506	475	759	543	84	123	166	5	0	257
DePaul University	27	21	60	40	6	11	12	1	18	0
Dominican University	12	15	19	38	7	16	6	2	0	0
Eastern Illinois University	165	134	126	142	25	31	34	10	15	1
Governors State University	136	85	86	51	0	20	31	25	11	11
Illinois State University	23	24	2	6	0	7	14	15	13	14
Lewis University	54	18	88	51	0	5	5	0	12	10
Loyola University (Chicago)	31	24	7	7	0	0	0	5	1	15
McKendree University	53	112	95	90	8	19	62	37	36	34
National-Louis University	114	186	103	40	158	166	54	39	40	48
New Leaders		0	23	27	28	15	16	11	10	8
North Central College	20	8	6	12	10	8	18	19	22	11
North Park University	0	6	48	0	8	6	3	0	25	8
Northeastern Illinois University	92	61	80	86	29	45	63	5	5	3
Northern Illinois University	71	99	0	44	9	23	11	7	0	11
Olivet Nazarene University	106	93	114	194	0					
Quincy University	1	1	5	2	0	0				
Roosevelt University	18	20	37	23	0	0	17	20	23	0
Southern Illinois University-Carbondale	7	9	7	0	0	0	6	8	8	3
Southern Illinois University-Edwardsville	88	64	87	63	15	12	29	14	27	26
St. Xavier University	42	87	94	90	87	6				
University of Illinois at Chicago	8	8	11	7	12	17	13	12	12	9
University of Illinois at Springfield	19	37	27	44	5	13	13	8	5	14
University of Illinois at Urbana-Champaign	37	34	37	51	1	22	21	8	35	28
University of St. Francis	30	63	49	0	8	9	27	28	30	26
Western Illinois University	34	31	54	67	60	28	34	18	15	1
<b>Total</b>	<b>2637</b>	<b>1966</b>	<b>2180</b>	<b>1929</b>	<b>579</b>	<b>640</b>	<b>726</b>	<b>395</b>	<b>437</b>	<b>626</b>

# 2021 ILLINOIS EDUCATOR SHORTAGE SURVEY

recruit train  
qualified prepared  
pipeline graduate  
NOW HIRING



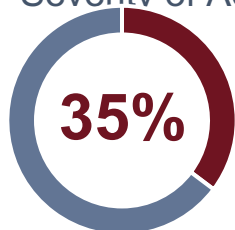
**GOSHEN EDUCATION**  
CONSULTING



# ADMINISTRATOR SHORTAGE

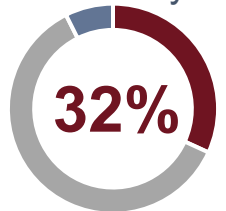
*“COVID is causing extra stress for administrators and causing some to retire or leave the profession early.”*  
- Southwest Illinois Superintendent

## Severity of Administrator Shortage



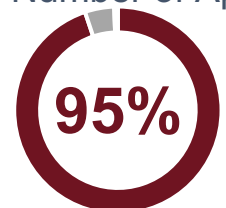
In **35%** of responding districts, superintendents believed they had a **minor to serious problem** with administrator shortages.

## Availability of Administrators



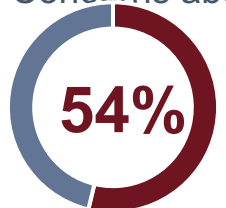
Superintendents in **32%** of responding districts believed the availability of administrator applicants is **worse** compared to past years.

## Number of Applicants

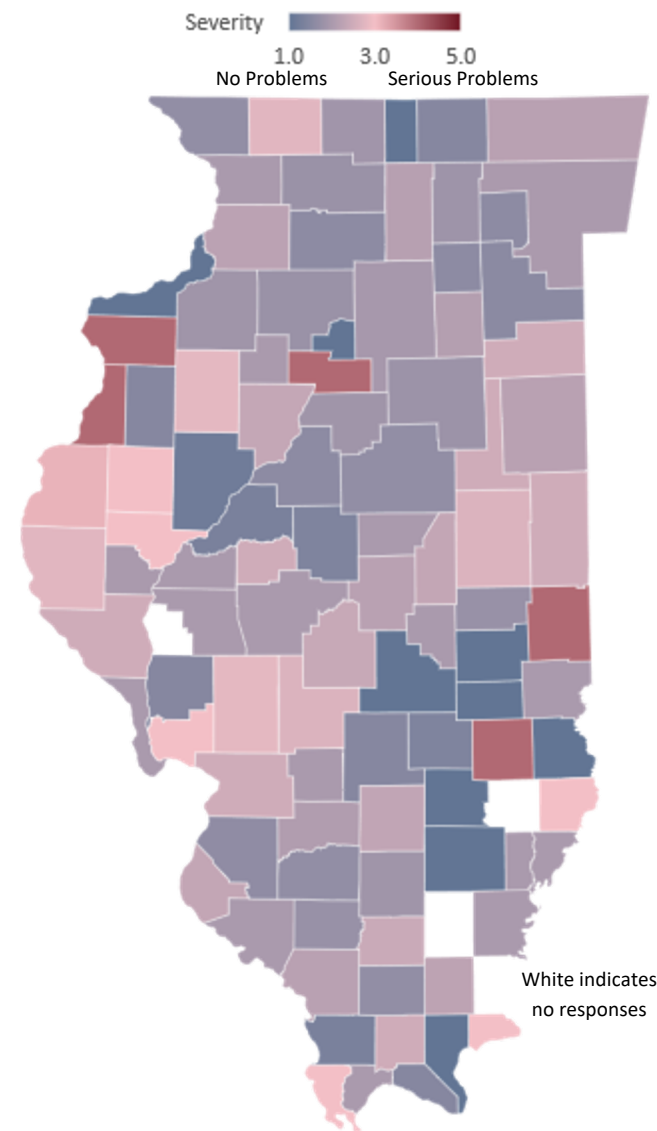


In **95%** of responding districts, superintendents reported **fewer** applicants for their open positions.

## Concerns about future administrator shortages



Superintendents from **54%** of responding districts believed they will have a **minor to serious problem** with administrator shortages next year.



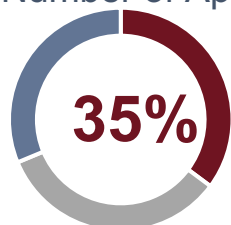


# ADMINISTRATOR SHORTAGE

*“We are currently ‘growing our own’ administrators from teacher leaders in anticipation of openings”*

**– East Central Illinois Superintendent**

## Number of Applicants



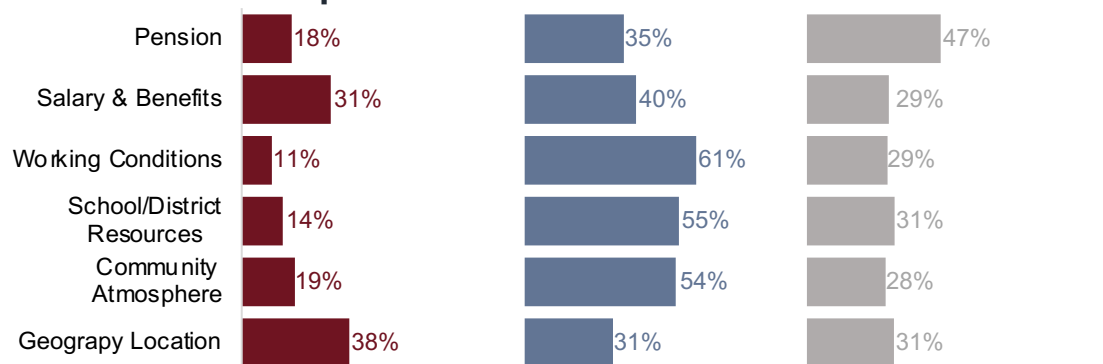
In **35%** of responding districts, superintendents reported applicants as **poor** quality.

## Factors that impact recruitment

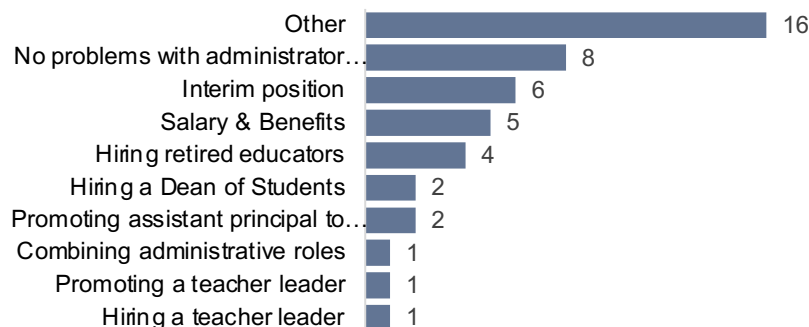
Geographical Location **negatively impact** administrator recruitment.

Working Conditions **positively impact** administrator recruitment.

Pension **does not impact** administrator recruitment.

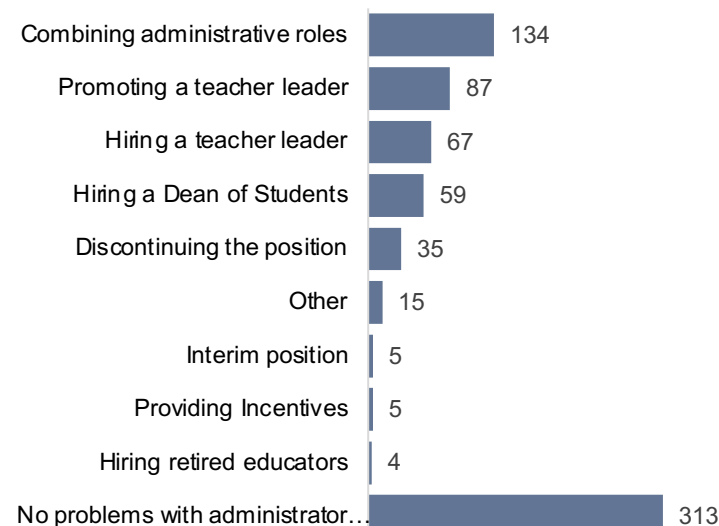


“Other” factors that impacted administrator recruitment. See Appendix D for full comments.



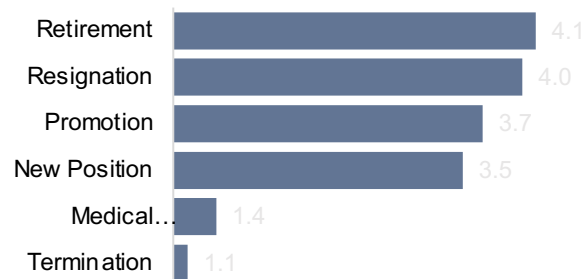
## Response to Administrator Shortage

When there is an unfilled administrator position, most districts combine administrative roles.



## Reasons for open positions

Superintendents ranked **Retirement** as the number one reason for open positions.



# ADMINISTRATOR SHORTAGE

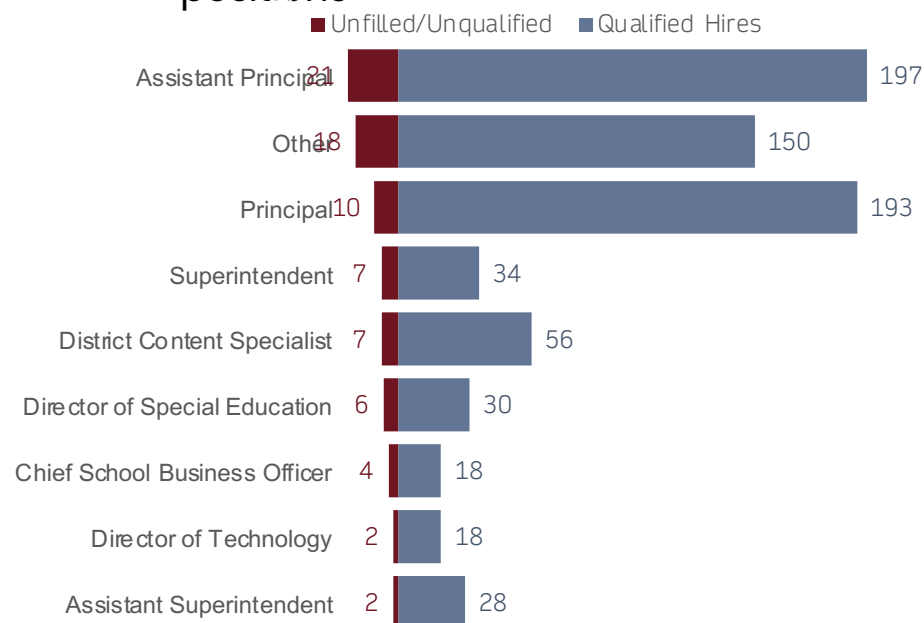
*“The Tier II pension limitations offer little to motivate individuals to transition into administration from teaching. I am significantly concerned about this issue with the salary cap in Tier II. Why would individuals take on the additional responsibility and reduced job security of the administrative path*

**- Suburban Cook Superintendent**

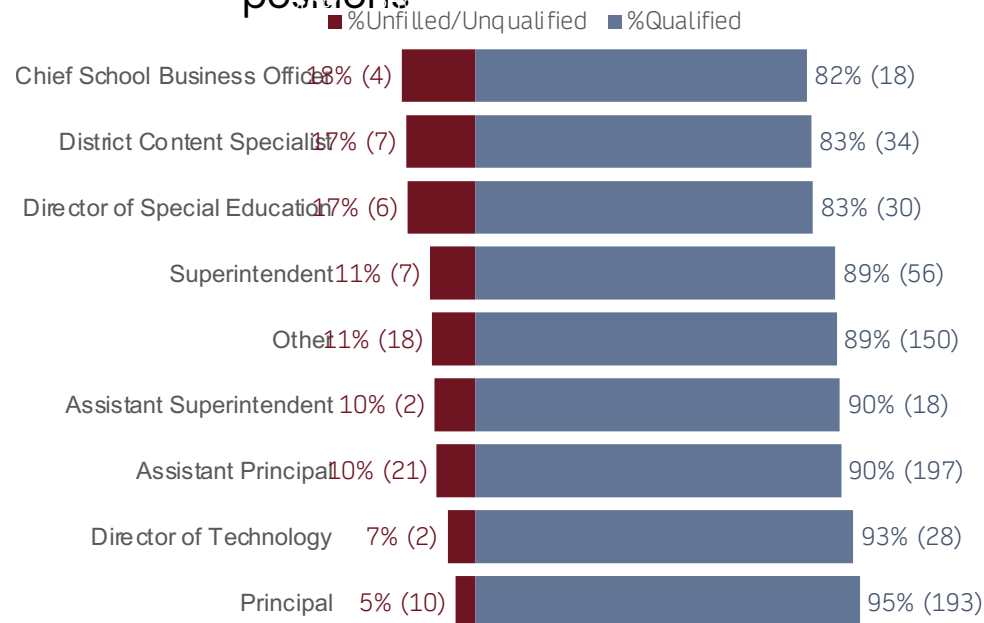
## Administrator Positions Posted for 2021 – 2022 School Year

Superintendents responding to the survey indicated how the positions they posted were filled. For the open positions, **77** remained unfilled or filled with a less than qualified hire. **Assistant Principal** had the largest number of unfilled/unqualified, 21. **Chief School Business Officer** had the highest percent unfilled/unqualified 18% (4/22).

Sorted by number of positions



Sorted by percent of positions



# ADMINISTRATOR SHORTAGE

## Superintendent comments related to administrator shortages

Most superintendents' comments about administrator shortages discussed a consistent administrative team. These were grouped under the “Sufficient” category. 59 (9%) superintendents had additional comments about staffing administrators.

Category	N	%	Sample Comment
<b>Sufficient</b>	22	37%	<i>We have not had any turnover in 15 years, and we've added one from our grow your own program.</i>
<b>Attrition</b>	18	31%	<i>There is a huge shortage of qualified applicants</i>
<b>COVID-19 concerns</b>	6	10%	<i>COVID is causing extra stress for administrators, and causing some to retire or leave the profession early</i>
<b>Other</b>	6	10%	<i>The candidate pool for PreK-5 administrators is much larger than for 6-12 administrators.</i>
<b>Restrictions/ licensure</b>	5	8%	<i>Due to the way the CTE Academy Director must be licensed, we are finding it difficult to find a properly licensed Director.</i>
<b>Overburdened</b>	2	3%	<i>As a second year superintendent I can't foresee anyone staying with the job over an extended period of time. It's only the second week of September and my team is already completely exhausted.</i>



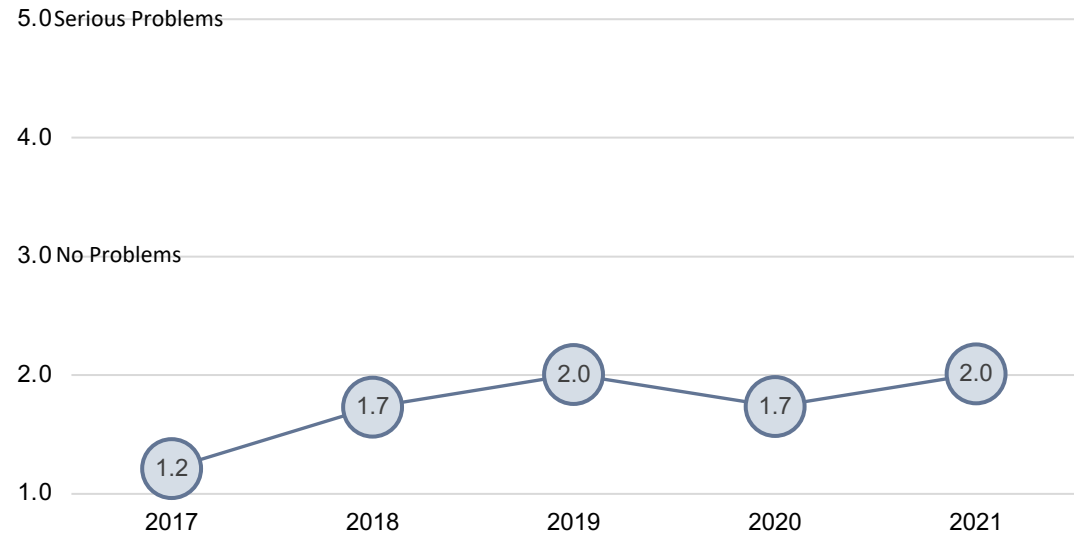
## LONGITUDINAL COMPARISON

**It is not possible to disaggregate the effects of COVID-19 when comparing survey data over the four years.**

### Severity of Administrator Shortage

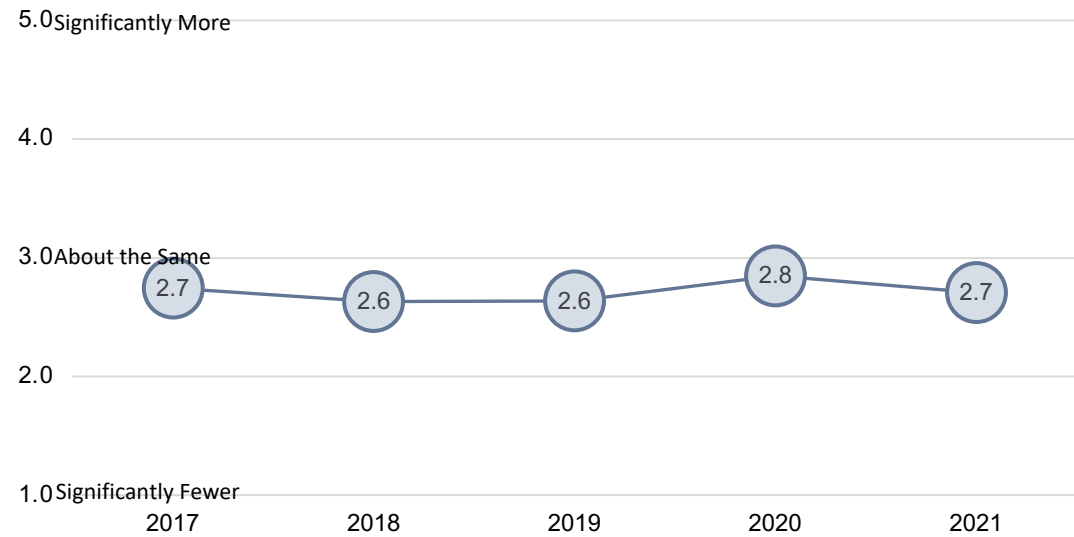
Survey data suggests the administrator shortage is becoming a more serious issue.

In 2017, the average response was 1.2 where a 1.0 would be No Problems. This year, the average response is a 2.0, or “Little Problems.”



### Administrator Availability

Availability of administrators continues to remain about the same. The average response for administrator availability has remained steady at “about the same.”



## NEXT STEPS

### Additional Publications

- 1) Four additional white papers will be released this spring surrounding the IARSS Educator Shortage Report.
- 2) Additional Research
  - 1) Educator Attrition
  - 2) Educator Salary
  - 3) Out of State Educators

## ACCESS to MATERIALS



[www.iarss.org](http://www.iarss.org)

# Strategies to Prevent Mass Exodus

## Priority 1: Invest in Strategies to Support Current School Leaders and Keep Them in Positions

### STATE STRATEGIES

- Increasing funding for statewide New Principal Mentoring program.
- Invest in strategies to support the development and utilization of teacher leaders
- Explore specific challenges faced by leaders of color.

### DISTRICT STRATEGIES

- Revamp the role of the school principal around distributed leadership.
- Identify local strategies to incentivize and utilize teacher leaders.
- Investigate whether middle and high schools carry higher workloads for leaders.

# Strategies to Prevent Mass Exodus

## Priority 2: Target Preparation Efforts on Areas of Most Severe Shortages in State with Succession Planning Efforts

### STATE STRATEGIES

- ISBE and IBHE should prioritize funding strategies to principal preparation programs
- ISBE and IBHE should consider strategies to scale innovative Grow Your Own models.
  - Northern Illinois University/Rockford School District/Illinois Principals Association P-12 Principal Program
  - Regional Office of Education #17 Leading While Learning Project

## Strategies to Prevent Mass Exodus

### **Priority 3: Consider Incentives to Attract More Candidates to School Leadership Positions**

#### **STATE STRATEGY**

- Continue to fund the Principal Recruitment Grants.

#### **DISTRICT STRATEGY**

- NASSP/LPI report recommended that districts conduct an analysis of principal and teacher salaries.

## Strategies to Prevent Mass Exodus

**Priority 4: Monitor Illinois' preparation programs and reward programs that target recruitment and prepare educators that go into leadership positions; recognize universities that make deep investments in their principal preparation programs**

### STATE STRATEGIES

- ISBE should expand the work of the Illinois Educator Preparation Profile (IEPP).
- IBHE should consider how educator preparation programs fit within state's higher education funding formula.

# The Illinois Administrator Shortage

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# Questions/ Discussion



**Illinois  
State Board of  
Education**

