

## Principal Retention Patterns in Arizona, Nevada, and Utah

Appendix A. Data and methods

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See <https://go.usa.gov/xertG> for the full report.

### Appendix A. Data and methods

The Regional Educational Laboratory West received data on principals from state education agency (SEA) officials in Arizona, Nevada, and Utah. These data included a principal identification number (a “pseudo-ID” in Arizona, an educator license number in Nevada, and the principal’s first and last name in Utah); school identifier; and school year. The data spanned five school years: 2016/17, 2017/18, 2018/19, 2019/20, and 2020/21. Publicly available school- and district-level data were also collected from the three SEA websites and the National Center for Education Statistics (NCES) website. The publicly available data from SEA websites included school- and district-level demographic information, such as enrollment (disaggregated by race/ethnicity and eligibility for the National School Lunch Program); grade span served in 2016/17 through 2019/20; and proficiency rates on statewide standardized tests in math and English language arts from 2016/17 through 2018/19 (the most recent year available). The data collected from NCES included school-, district-, and county-level locale information for the latest school year available, 2018/19.

The study team calculated the one-year principal retention rates as follows. Using each of the first four years of data, from fall 2016 through fall 2019, the team calculated the percentages of principals who stayed in their school (school stayers), moved to another school in the same local education agency (school movers), moved to a school in another local education agency (local education agency movers), or left the principalship (role leavers) in the following year. The three- and four-year rates were determined similarly, by calculating the number of principals who had moved by either fall 2019 or fall 2020, respectively, based on those who were there in fall 2016. As noted, the three-year rates were calculated only as part of the analysis related to standardized test proficiency, as 2020 data were unavailable.

## Appendix B. Detailed results for principal mobility

This appendix contains tables detailing the multiyear and one-year principal mobility rates by mobility type (school stayers, school movers, local education agency [LEA] movers, or role leavers), by state, and by school and LEA characteristics. These tables provide a more detailed reference for stakeholders and support providers who are seeking more information about how retention patterns varied within and across states.

The tables present detailed four-year and one-year results by grade span (tables B1 and B2), locale (tables B3 and B4), student race/ethnicity (tables B5 and B6), and student eligibility for the National School Lunch Program (tables B7 and B8) and three-year and one-year results for student proficiency levels in math and English language arts (tables B9–B12),

One-year retention rates over time reveal that some patterns differed in the study's most recent year (fall 2019 to fall 2020) compared with the prior year (fall 2018 to fall 2019). During the most recent year elementary schools in Nevada and Utah had fewer school movers than in the prior year, and Utah had more school stayers (see table B2). There were also more high school stayers during this most recent year in Arizona and Nevada than in the prior year but fewer in Utah. Arizona and Utah had higher proportions of school stayers in city schools in the study's most recent year than in the prior year, and Arizona and Nevada had higher proportions of school stayers in rural schools (see table B4). In addition, during this most recent period, Utah experienced lower one-year retention in schools with fewer than 50 percent White students and more than 50 percent of students in poverty (eligible for the National School Lunch Program) than in the prior year, while Nevada and Utah had higher one-year retention rates among schools with more than 50 percent White students (see tables B6 and B8).

## Grade span

**Table B1. Four-year mobility: Principal mobility rates by grade span, mobility type, and state, fall 2016 through fall 2020 (percent of principals)**

Grade span and mobility type	Fall 2016 to fall 2020		
	Arizona	Nevada	Utah
<b>Elementary school</b>			
School mover	13.3	20.6	30.8
Local education agency mover	6.7	1.6	3.0
Role leaver	42.9	38.7	36.9
School stayer	37.1	39.0	29.2
Number of principals	827	310	496
<b>Middle school</b>			
School mover	9.9	21.8	30.8
Local education agency mover	8.0	1.1	0.8
Role leaver	48.8	28.7	46.9
School stayer	33.3	48.3	21.5
Number of principals	162	87	130
<b>High school</b>			
School mover	8.2	15.8	16.8
Local education agency mover	11.8	1.3	3.5
Role leaver	46.7	27.6	37.2
School stayer	33.3	55.3	42.5
Number of principals	195	76	113

Source: Authors' analysis based on data from Arizona Department of Education, Nevada Department of Education, and Utah State Board of Education in November and December 2020.

**Table B2. One-year mobility: Principal mobility rates by grade span, state, mobility type, and school year, fall 2016 through fall 2020 (percent of principals)**

Grade span, state, and mobility type	Fall 2016 to fall 2017	Fall 2017 to fall 2018	Fall 2018 to fall 2019	Fall 2019 to fall 2020
<b>Elementary schools</b>				
<b>Arizona</b>				
School mover	3.6	3.2	4.2	3.2
Local education agency mover	2.8	1.9	1.4	2.0
Role leaver	12.1	13.6	13.5	12.2
School stayer	81.5	81.2	80.9	82.6
Number of principals	827	836	844	867
<b>Nevada</b>				
School mover	6.5	7.0	6.0	2.4
Local education agency mover	1.0	0.6	0.7	0.0
Role leaver	8.1	8.0	9.9	11.9
School stayer	84.5	84.4	83.4	85.7
Number of principals	310	314	302	329
<b>Utah</b>				
School mover	6.7	7.5	11.1	6.9
Local education agency mover	1.0	1.4	0.6	0.0
Role leaver	8.7	9.5	11.7	10.9
School stayer	83.7	81.6	76.6	82.2
Number of principals	496	517	522	533
<b>Middle schools</b>				
<b>Arizona</b>				
School mover	1.9	4.2	3.0	4.7
Local education agency mover	3.1	3.6	2.4	0.6
Role leaver	21.6	15.6	16.7	19.2
School stayer	73.5	76.7	78.0	75.6
Number of principals	162	167	168	172
<b>Nevada</b>				
School mover	8.1	4.7	9.5	2.1
Local education agency mover	0.0	1.2	0.0	1.1
Role leaver	9.2	7.1	4.1	14.7
School stayer	82.8	87.1	86.5	82.1
Number of principals	87	85	74	95
<b>Utah</b>				
School mover	10.8	8.6	10.7	4.8
Local education agency mover	0.0	0.7	0.7	0.0
Role leaver	11.5	7.2	15.0	12.2
School stayer	77.7	83.5	73.6	83.0
Number of principals	130	139	140	147

Grade span, state, and mobility type	Fall 2016 to fall 2017	Fall 2017 to fall 2018	Fall 2018 to fall 2019	Fall 2019 to fall 2020
<b>High schools</b>				
<b>Arizona</b>				
School mover	1.0	3.1	2.6	1.6
Local education agency mover	4.6	3.1	2.6	2.1
Role leaver	14.9	14.1	18.4	11.9
School stayer	79.5	79.7	76.5	84.5
Number of principals	195	192	196	194
<b>Nevada</b>				
School mover	10.5	1.3	1.4	2.7
Local education agency mover	0.0	0.0	1.4	1.4
Role leaver	6.6	6.5	20.6	12.2
School stayer	82.9	92.2	76.7	83.8
Number of principals	76	77	73	74
<b>Utah</b>				
School mover	6.2	5.3	2.7	3.3
Local education agency mover	0.9	0.0	0.9	1.7
Role leaver	15.9	9.7	8.9	23.1
School stayer	77.0	85.0	87.5	71.9
Number of principals	113	113	112	121

Source: Authors' analysis based on data from Arizona Department of Education, Nevada Department of Education, and Utah State Board of Education in November and December 2020.

### **School locale**

This study relied on the U.S. Census Bureau's geographic classification system to explore principal retention by type of school locale. The Census Bureau's city category represents territory located within principal cities of metropolitan areas. The suburb category represents territory outside the boundary of a principal city of a metropolitan area. Towns are located near urban areas (and often radiate along major roadways that provide easy access to the larger population core); although towns range in size from 2,500 to 49,999 inhabitants, most have a population of less than 10,000. Finally, the Census Bureau's rural category is defined as nonurban territory—distant from an urban area (but the rural category does include a considerable range of settlement patterns and land uses). For more information, see Gevert (2015).

**Table B3. Four-year mobility: Principal mobility rates by locale, mobility type, and state, fall 2016 through fall 2020 (percent of principals)**

Locale and mobility type	Fall 2016 to fall 2020		
	Arizona	Nevada	Utah
<b>City</b>			
School mover	14.3	19.8	29.7
Local education agency mover	8.4	0.9	3.4
Role leaver	41.5	36.3	40.7
School stayer	35.8	42.9	26.3
Number of principals	547	212	118
<b>Suburb</b>			
School mover	13.1	22.4	35.6
Local education agency mover	5.2	0.6	2.0
Role leaver	43.9	28.8	40.0
School stayer	37.8	48.1	22.4
Number of principals	328	156	402
<b>Town</b>			
School mover	12.3	12.1	16.5
Local education agency mover	11.0	3.4	4.4
Role leaver	44.8	39.7	35.2
School stayer	31.8	44.8	44.0
Number of principals	154	58	91
<b>Rural</b>			
School mover	2.5	23.4	14.7
Local education agency mover	6.9	4.3	3.1
Role leaver	53.5	44.7	34.9
School stayer	37.1	27.7	47.3
Number of principals	159	47	129

Source: Authors' analysis based on data from Arizona Department of Education, Nevada Department of Education, and Utah State Board of Education in November and December 2020.

**Table B4. One-year mobility: Principal mobility rates by locale, state, mobility type, and school year, fall 2016 through fall 2020 (percent of principals)**

Locale, state, and mobility type	Fall 2016 to fall 2017	Fall 2017 to fall 2018	Fall 2018 to fall 2019	Fall 2019 to fall 2020
<b>City</b>				
<b>Arizona</b>				
School mover	3.3	3.6	4.8	3.6
Local education agency mover	3.1	2.7	2.2	2.2
Role leaver	12.4	11.6	14.5	11.1
School stayer	81.2	82.0	78.5	83.2
Number of principals	547	551	559	559
<b>Nevada</b>				
School mover	6.1	5.7	6.0	3.2
Local education agency mover	0.5	0.0	0.5	0.9
Role leaver	7.6	6.7	8.0	11.8
School stayer	85.9	87.6	85.5	84.1
Number of principals	212	209	200	220
<b>Utah</b>				
School mover	4.2	7.2	12.9	6.4
Local education agency mover	0.0	3.2	0.0	0.8
Role leaver	12.7	11.2	13.7	11.2
School stayer	83.1	78.4	73.4	81.6
Number of principals	118	125	124	125
<b>Suburb</b>				
<b>Arizona</b>				
School mover	3.1	4.0	3.0	3.9
Local education agency mover	2.1	1.5	0.3	1.8
Role leaver	11.3	12.5	13.2	10.2
School stayer	83.5	82.1	83.5	84.2
Number of principals	328	329	334	335
<b>Nevada</b>				
School mover	10.3	5.7	5.9	1.8
Local education agency mover	0.6	0.0	0.0	0.0
Role leaver	5.8	6.3	11.2	14.3
School stayer	83.3	88.0	82.9	83.9
Number of principals	156	158	152	168
<b>Utah</b>				
School mover	9.5	9.2	11.7	8.0
Local education agency mover	0.8	0.5	0.5	0.2
Role leaver	9.0	8.2	11.4	13.0
School stayer	80.9	82.2	76.4	78.7
Number of principals	402	415	420	423

Locale, state, and mobility type	Fall 2016 to fall 2017	Fall 2017 to fall 2018	Fall 2018 to fall 2019	Fall 2019 to fall 2020
<b>Town</b>				
<b>Arizona</b>				
School mover	3.9	3.1	3.7	2.3
Local education agency mover	4.6	1.9	4.4	0.6
Role leaver	16.9	14.5	8.7	21.6
School stayer	74.7	80.5	83.2	75.6
Number of principals	154	159	161	176
<b>Nevada</b>				
School mover	1.7	4.9	5.6	1.7
Local education agency mover	1.7	3.3	1.9	0.0
Role leaver	10.3	11.5	16.7	8.3
School stayer	86.2	80.3	75.9	90.0
Number of principals	58	61	54	60
<b>Utah</b>				
School mover	5.5	5.2	5.1	1.0
Local education agency mover	1.1	1.0	2.0	0.0
Role leaver	12.1	11.3	11.2	11.5
School stayer	81.3	82.5	81.6	87.5
Number of principals	91	97	98	104
<b>Rural</b>				
<b>Arizona</b>				
School mover	0.6	1.9	1.3	1.8
Local education agency mover	3.8	3.1	0.6	1.8
Role leaver	20.8	25.2	25.6	16.8
School stayer	74.8	69.8	72.4	79.6
Number of principals	159	159	156	167
<b>Nevada</b>				
School mover	10.6	6.3	4.7	2.0
Local education agency mover	0.0	2.1	2.3	0.0
Role leaver	14.9	10.4	14.0	14.0
School stayer	74.5	81.3	79.1	84.0
Number of principals	47	48	43	50
<b>Utah</b>				
School mover	4.7	3.8	4.5	3.3
Local education agency mover	1.6	0.8	0.8	0.0
Role leaver	10.9	8.3	12.0	15.3
School stayer	83.0	87.2	82.7	81.3
Number of principals	129	133	133	150

Source: Authors' analysis based on data from Arizona Department of Education, Nevada Department of Education, and Utah State Board of Education in November and December 2020.



*Student race/ethnicity*

**Table B5. Four-year mobility: Principal mobility rates by student race/ethnicity level, mobility type, and state, fall 2016 to fall 2020 (percent of principals)**

Race/ethnicity level and mobility type	Fall 2016 to fall 2020		
	Arizona	Nevada	Utah
<b>Fewer than 50 percent White students in fall 2019</b>			
School mover	13.6	22.2	30.2
Local education agency mover	9.0	1.0	4.2
Role leaver	43.3	28.4	29.2
School stayer	34.1	48.4	36.5
Number of principals	719	306	96
<b>More than 50 percent White students in fall 2019</b>			
School mover	9.8	16.2	28.4
Local education agency mover	5.5	2.4	2.5
Role leaver	45.6	47.3	40.1
School stayer	39.0	34.1	29.0
Number of principals	469	167	644

Source: Authors' analysis based on data from Arizona Department of Education, Nevada Department of Education, and Utah State Board of Education in November and December 2020.

**Table B6. One-year mobility: Principal mobility rates by student race/ethnicity, state, mobility type, and school year, fall 2016 to fall 2020 (percent of principals)**

Race/ethnicity level, state, and mobility type	Fall 2016 to fall 2017	Fall 2017 to fall 2018	Fall 2018 to fall 2019	Fall 2019 to fall 2020
<b>Fewer than 50 percent White students in fall 2019</b>				
<b>Arizona</b>				
School mover	4.2	4.0	3.8	2.8
Local education agency mover	4.5	2.4	2.2	1.6
Role leaver	14.3	14.5	15.7	15.0
School stayer	77.1	79.2	78.3	80.7
Number of principals	719	754	764	765
<b>Nevada</b>				
School mover	9.5	5.1	5.4	3.1
Local education agency mover	1.0	0.0	0.0	0.6
Role leaver	5.6	8.3	10.4	11.3
School stayer	84.0	86.6	84.2	85.0
Number of principals	306	314	316	353
<b>Utah</b>				
School mover	3.1	13.2	6.0	7.4
Local education agency mover	0.0	2.8	0.0	0.8
Role leaver	15.6	8.5	12.1	14.1
School stayer	81.3	75.5	81.9	77.7
Number of principals	96	106	116	121
<b>More than 50 percent White students in fall 2019</b>				
<b>Arizona</b>				
School mover	1.1	2.5	3.6	4.0
Local education agency mover	1.1	2.3	0.9	2.1
Role leaver	13.0	13.3	13.2	10.0
School stayer	84.9	82.0	82.3	83.9
Number of principals	469	444	446	472
<b>Nevada</b>				
School mover	3.6	6.8	6.8	0.7
Local education agency mover	0.0	1.9	2.3	0.0
Role leaver	12.6	6.2	11.3	15.2
School stayer	83.8	85.2	79.7	84.1
Number of principals	167	162	133	145
<b>Utah</b>				
School mover	7.9	6.5	10.5	5.7
Local education agency mover	0.9	0.8	0.8	0.2
Role leaver	9.5	9.2	11.8	12.8
School stayer	81.7	83.6	76.9	81.4
Number of principals	644	664	659	681

Source: Authors' analysis based on data from Arizona Department of Education, Nevada Department of Education, and Utah State Board of Education in November and December 2020.

*Student eligibility for the National School Lunch Program (poverty level)*

**Table B7. Four-year mobility: Principal mobility rates by student poverty level, mobility type, and state, fall 2016 to fall 2020 (percent of principals)**

Poverty level and mobility type	Fall 2016/17 to fall 2020/21		
	Arizona	Nevada	Utah
<b>More than 50 percent of students eligible for the National School Lunch Program in fall 2019</b>			
School mover	12.2	22.1	23.3
Local education agency mover	8.1	1.7	4.0
Role leaver	46.5	32.7	46.3
School stayer	33.1	43.6	26.4
Number of principals	761	303	227
<b>Fewer than 50 percent of students eligible for the National School Lunch Program in fall 2019</b>			
School mover	11.9	16.5	31.0
Local education agency mover	6.8	1.2	2.1
Role leaver	40.0	39.4	35.3
School stayer	41.2	42.9	31.6
Number of principals	427	170	513

Source: Authors' analysis based on data from Arizona Department of Education, Nevada Department of Education, and Utah State Board of Education in November and December 2020.

**Table B8. One-year mobility: Principal mobility rates by student poverty level, state, mobility type, and school year, fall 2016 to fall 2020 (percent of principals)**

Poverty level, state, and mobility type	Fall 2016 to fall 2017	Fall 2017 to fall 2018	Fall 2018 to fall 2019	Fall 2019 to fall 2020
<b>More than 50 percent of students eligible for the National School Lunch Program in fall 2019</b>				
<b>Arizona</b>				
School mover	3.8	3.5	3.7	2.7
Local education agency mover	3.9	2.5	2.0	1.7
Role leaver	14.9	15.0	15.3	14.9
School stayer	77.4	79.0	79.0	80.7
Number of principals	761	767	751	772
<b>Nevada</b>				
School mover	8.9	6.4	4.9	3.0
Local education agency mover	1.0	0.3	0.7	0.3
Role leaver	6.6	9.0	11.0	12.4
School stayer	83.5	84.3	83.5	84.2
Number of principals	303	299	309	330
<b>Utah</b>				
School mover	3.5	8.1	6.6	7.3
Local education agency mover	0.4	2.4	0.9	0.5
Role leaver	10.1	10.2	9.7	13.6
School stayer	85.9	79.3	82.7	78.6
Number of principals	227	246	226	220
<b>Fewer than 50 percent of students eligible for the National School Lunch Program in fall 2019</b>				
<b>Arizona</b>				
School mover	1.4	3.3	3.7	4.1
Local education agency mover	1.6	2.1	1.3	1.9
Role leaver	11.9	12.3	13.9	10.1
School stayer	85.0	82.4	81.1	83.9
Number of principals	427	431	459	465
<b>Nevada</b>				
School mover	4.7	4.5	7.9	1.2
Local education agency mover	0.0	1.1	0.7	0.6
Role leaver	10.6	5.1	10.0	12.5
School stayer	84.7	89.3	81.4	85.7
Number of principals	170	177	140	168
<b>Utah</b>				
School mover	9.0	7.1	11.1	5.5
Local education agency mover	1.0	0.4	0.6	0.2
Role leaver	10.3	8.6	12.8	12.7
School stayer	79.7	84.0	75.6	81.6
Number of principals	513	524	549	582

Source: Authors' analysis based on data from Arizona Department of Education, Nevada Department of Education, and Utah State Board of Education in November and December 2020.

## School performance in math

**Table B9. Three-year mobility: Principal mobility rates by math proficiency level, mobility type, and state, fall 2016 through fall 2019 (percent of principals)**

Math proficiency level and mobility type	Fall 2016/17 to fall 2018/19		
	Arizona	Nevada	Utah
<b>Above state average in math proficiency in 2018/19</b>			
School mover	9.7	13.8	23.8
Local education agency mover	4.1	1.4	3.1
Role leaver	31.1	22.1	27.6
School stayer	55.0	62.7	45.4
Number of principals	585	217	416
<b>Below state average in math proficiency in 2018/19</b>			
School mover	9.0	27.1	23.3
Local education agency mover	8.8	1.7	1.6
Role leaver	42.7	23.2	33.2
School stayer	39.5	49.7	41.6
Number of principals	600	181	322

LEA is local education agency.

Note: The most recent year of test data available was from the 2018/19 school year.

Source: Authors' analysis based on data from Arizona Department of Education, Nevada Department of Education, and Utah State Board of Education in November and December 2020.

**Table B10. One-year mobility rates: Principal mobility rates by math proficiency level, state, mobility type, and school year, fall 2016 to fall 2019 (percent of principals)**

Math proficiency level, state, and mobility type	Fall 2016 to fall 2017	Fall 2017 to fall 2018	Fall 2018 to fall 2019
<b>Above state average in math proficiency in 2018/19</b>			
<b>Arizona</b>			
School mover	2.7	2.8	4.9
Local education agency mover	2.2	1.5	0.9
Role leaver	11.3	11.7	13.0
School stayer	83.8	83.9	81.1
Number of principals	585	518	537
<b>Nevada</b>			
School mover	4.2	5.6	5.2
Local education agency mover	0.5	0.5	1.0
Role leaver	10.6	6.6	7.7
School stayer	84.8	87.3	86.1
Number of principals	217	213	194
<b>Utah</b>			
School mover	8.2	6.1	11.5
Local education agency mover	1.0	1.5	1.0
Role leaver	9.1	7.6	12.4
School stayer	81.7	84.8	75.1
Number of principals	416	394	410
<b>Below state average in math proficiency in 2018/19</b>			
<b>Arizona</b>			
School mover	3.1	4.0	2.7
Local education agency mover	4.1	2.9	2.4
Role leaver	16.0	16.3	15.1
School stayer	76.9	76.8	79.8
Number of principals	600	667	648
<b>Nevada</b>			
School mover	10.0	7.5	8.2
Local education agency mover	1.1	1.1	0.0
Role leaver	6.1	8.6	9.8
School stayer	82.9	82.9	82.0
Number of principals	181	187	183
<b>Utah</b>			
School mover	6.2	8.6	8.0
Local education agency mover	0.6	0.5	0.3
Role leaver	11.5	10.5	11.3
School stayer	81.7	80.3	80.4
Number of principals	322	371	363

Note: The most recent year of test data available was from the 2018/19 school year.

Source: Authors' analysis based on data from Arizona Department of Education, Nevada Department of Education, and Utah State Board of Education in November and December 2020.

*School performance in English language arts*

**Table B11. Three-year mobility: Principal mobility rates by English language arts proficiency level, mobility type, and state, fall 2016 to fall 2019 (percent of principals)**

English language arts proficiency level and mobility type	Fall 2016/17 to fall 2018/19		
	Arizona	Nevada	Utah
<b>Above state average in English language arts proficiency in 2018/19</b>			
School mover	9.8	14.3	23.7
Local education agency mover	4.0	1.1	3.1
Role leaver	31.0	20.6	26.7
School stayer	55.2	64.0	46.6
Number of principals	529	189	393
<b>Below state average in English language arts proficiency in 2018/19</b>			
School mover	9.0	23.3	23.8
Local education agency mover	8.5	1.9	1.7
Role leaver	41.8	24.8	34.2
School stayer	40.7	50.0	40.3
Number of principals	656	210	345

Note: The most recent year of test data available was from the 2018/19 school year.

Source: Authors' analysis based on data from Arizona Department of Education, Nevada Department of Education, and Utah State Board of Education in November and December 2020.

**Table B12. One-year mobility: Principal mobility rates by English language arts proficiency level, state, mobility type, and school year, fall 2016 to fall 2019 (percent of principals)**

English language arts proficiency level, state, and mobility type	Fall 2016 to fall 2017	Fall 2017 to fall 2018	Fall 2018 to fall 2019
<b>Above state average proficiency in English language arts in 2018/19</b>			
<b>Arizona</b>			
School mover	2.8	2.6	5.0
Local education agency mover	1.9	1.7	0.9
Role leaver	10.8	12.1	11.6
School stayer	84.5	83.7	82.6
Number of principals	529	463	536
<b>Nevada</b>			
School mover	4.2	4.7	6.2
Local education agency mover	0.5	0.5	0.6
Role leaver	9.0	5.8	7.3
School stayer	86.2	89.0	85.9
Number of principals	189	191	177
<b>Utah</b>			
School mover	8.7	5.9	10.4
Local education agency mover	1.0	1.3	0.8
Role leaver	8.1	8.3	11.1
School stayer	82.2	84.5	77.8
Number of principals	393	388	396
<b>Below state average proficiency in English language arts in 2018/19</b>			
<b>Arizona</b>			
School mover	3.0	4.1	2.7
Local education agency mover	4.2	2.7	2.4
Role leaver	16.1	15.7	16.2
School stayer	76.8	77.5	78.7
Number of principals	656	722	649
<b>Nevada</b>			
School mover	9.1	8.1	7.0
Local education agency mover	1.0	1.0	0.5
Role leaver	8.1	9.5	10.0
School stayer	81.9	81.4	82.5
Number of principals	210	210	200
<b>Utah</b>			
School mover	5.8	8.7	9.3
Local education agency mover	0.6	0.8	0.5
Role leaver	12.5	10.1	12.7
School stayer	81.2	80.4	77.5
Number of principals	345	378	377

Note: The most recent year of test data available was from the 2018/19 school year.

Source: Authors' analysis based on data from Arizona Department of Education, Nevada Department of Education, and Utah State Board of Education in November and December 2020.



## **Reference**

Geverdt, D. (2015). *Education Demographic and Geographic Estimates Program (EDGE): Locale boundaries user's manual* (NCES No. 2016–012). National Center for Education Statistics Working Paper. U.S. Department of Education.

## Appendix C. County-level retention rates by state

Table C1 displays, by state, the four-year retention rates for each county that employed at least five principals in fall 2016. By providing additional information on the extent to which retention rates differed across locale types and local education agencies, these county results can help stakeholders target and better frame support offerings in particular areas. Counties are listed in alphabetical order for each state. The four-year county-level retention rates varied from 40.0 percent to 64.0 percent in Arizona (averaging 57.0 percent statewide), from 16.7 percent to 75.0 percent in Nevada (averaging 51.1 percent statewide), and from 25.0 percent to 88.9 percent in Utah (averaging 61.8 percent statewide).

**Table C1. Four-year county-level principal retention rates, by state, fall 2016 to fall 2020**

State and county	Number of principals working in the county in fall 2016	Percentage still working as a principal in the county in fall 2020
<b>Arizona</b>		
Apache	23	43.5
Cochise	35	57.1
Coconino	25	64.0
Gila	13	46.2
Graham	11	54.5
Greenlee	5	40.0
La Paz	a	a
Maricopa	674	55.9
Mohave	33	48.5
Navajo	34	41.2
Pima	175	63.4
Pinal	64	48.4
Santa Cruz	14	50.0
Yavapai	35	51.4
Yuma	44	56.8
Total	1,188	57.0
<b>Nevada</b>		
Carson City	9	66.7
Churchill	5	60.0
Clark	302	69.9
Douglas	11	54.5
Elko	12	66.7
Eureka	a	a
Humboldt	6	33.3
Lander	a	a
Lincoln	8	75.0
Lyon	16	68.8
Mineral	a	a
Nye	6	16.7

Pershing	a	a
Storey	a	a
Washoe	81	55.6
White Pine	a	a
Total	473	51.1
<b>Utah</b>		
Beaver	5	60.0
Box Elder	13	69.2
Cache	29	51.7
Carbon	8	25.0
Daggett	a	a
Davis	97	64.9
Duchesne	13	76.9
Emery	9	55.6
Garfield	7	42.9
Grand	a	a
Iron	14	64.3
Juab	8	50.0
Kane	7	42.9
Millard	6	50.0
Morgan	a	a
Piute	a	a
Rich	a	a
Salt Lake	215	57.2
San Juan	10	50.0
Sanpete	13	69.2
Sevier	9	88.9
Summit	12	58.3
Tooele	17	47.1
Uintah	10	60.0
Utah	118	65.3
Wasatch	6	83.3
Washington	40	70.0
Wayne	a	a
Weber	57	59.6
Total	740	61.8

a. Reporting standards not met because four or fewer principals were employed in the county in fall 2016.

Source: Authors' analysis based on data from the Arizona Department of Education, Nevada Department of Education, and Utah State Board of Education in November and December 2020.