



Educator Recruitment and Retention

Annual Update on Arizona's Workforce: January 2026

Jamie Wilber, Deputy Associate Superintendent
Educator Preparation, Certification, Recruitment and Retention

Overview

- Current AZ teacher attrition numbers and trends
- Review the Fall 2025 Teacher Shortage Impact Report
- Review the 2023-2024 Teachers Who Left the Classroom Survey data
- Highlights from the Teacher Retention Study Report (SB1735)

Arizona's Retention and Attrition Dashboard 2024



Classroom Teacher Attrition and Retention

Compares Teachers Reported in Selected Fiscal Year to the Next

Filters

Employed Year

2024

Hold ctrl/cmd to select multiple

Teacher Status

- Dropped From TIA
- Stayed in LEA
- Switched LEA

County

All

LEA

All



Total Teachers

9,101

Out of a total: 59,067



Female Teachers

6,858

Out of a total: 44,829

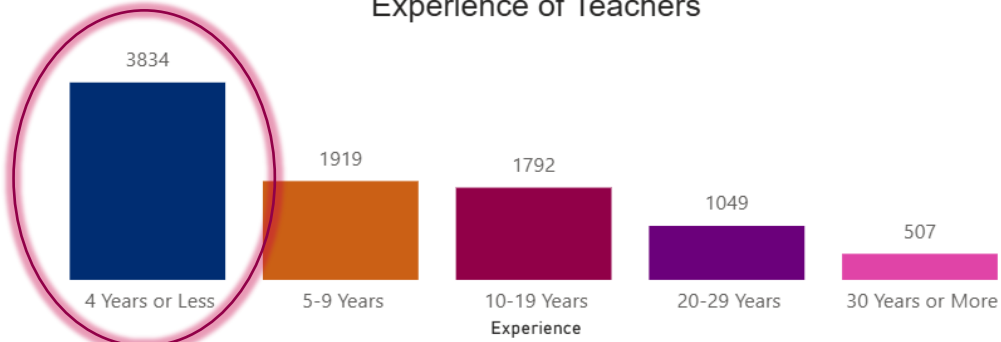


Male Teachers

2,240

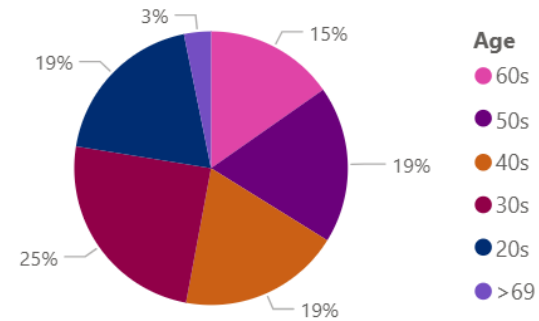
Out of a total: 14,235

Experience of Teachers



TOTALS	4 Years or Less	5-9 Years	10-19 Years	20-29 Years	30 Years or More
	18,791	12,624	15,838	9,334	2,480

Age of Teachers



Percent of Experience Categories



Percent of Teachers Dropped From TIA

15.41%

Percent of Teachers Switched LEAs

4.48%

Arizona's Retention and Attrition Dashboard 2025



Classroom Teacher Attrition and Retention

Compares Teachers Reported in Selected Fiscal Year to the Next



Total Teachers
8,624
Out of a total: 59,836

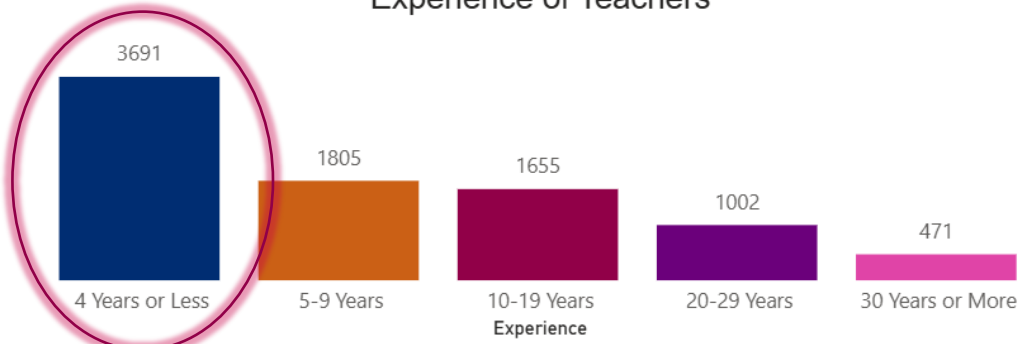


Female Teachers
6,515
Out of a total: 45,476



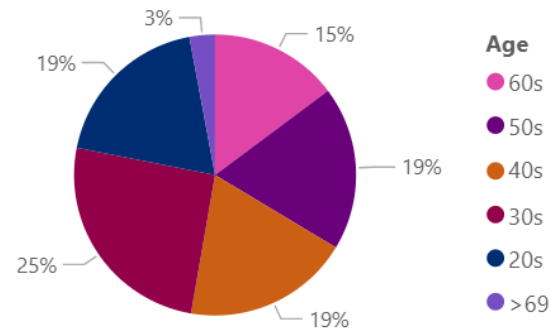
Male Teachers
2,109
Out of a total: 14,360

Experience of Teachers

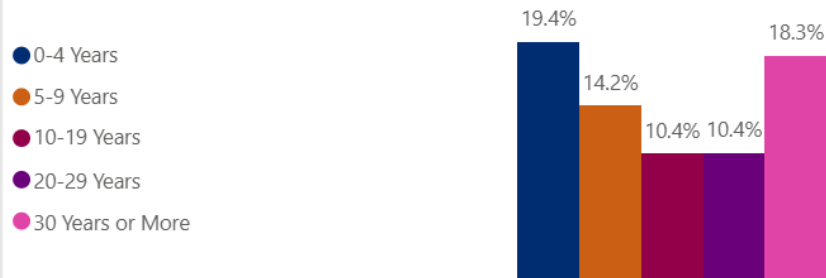


TOTALS	4 Years or Less	5-9 Years	10-19 Years	20-29 Years	30 Years or More
	19,030	12,683	15,928	9,620	2,575

Age of Teachers



Percent of Experience Categories



Percent of Teachers Dropped From TIA

14.41%

Percent of Teachers Switched LEAs

3.94%

Filters

Employed Year

2025

Hold ctrl/cmd to select multiple

Teacher Status

- Dropped From TIA
- Stayed in LEA
- Switched LEA

County

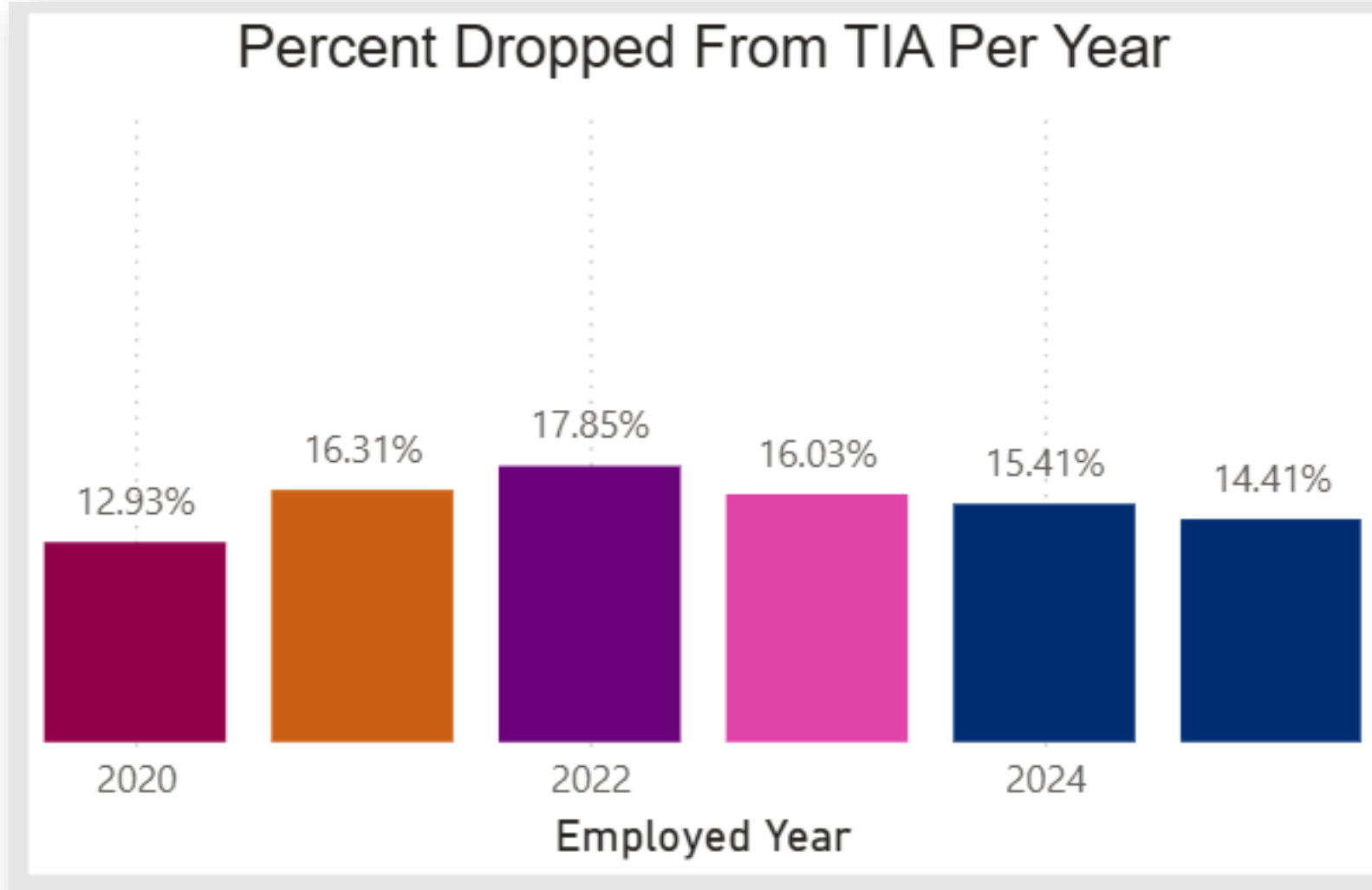
All

LEA

All



6 Year Attrition Rates





Teachers Who Left the Classroom Survey 2023-2024

- Survey conducted in March 2025
- Invitations to 8,046 teachers to participate in the survey
 - 2,535 were completed- response rate of approximately 31.5%
- Sections of the survey were as follows:
 - *Personal Life Factors*
 - *Salary and Job Benefits*
 - *Career Factors*
 - *Assignment and Classroom Factors*
 - *School Factors*
 - *Student Performance Factors*



% Strongly Agreed or Agreed to Each Factor

Reason	% Agreed or Strongly Agreed
Because I felt burned out.	71.09%
Because I did not feel respected as a K-12 teacher.	69.04%
Because student behavior and discipline problems were an issue at last year's school.	63.42%
Because I felt that there were too many intrusions on my teaching time at last year's school.	57.01%
Because I wanted or needed a higher salary.	55.26%
Because I was dissatisfied with teaching as a career.	52.34%
Because I was dissatisfied with the administration at last year's school.	51.22%
Because I decided to pursue a position other than that of a K-12 teacher.	46.04%
Because I was dissatisfied with how student assessments and school accountability measures impacted my teaching or curriculum at last year's school.	45.79%
Because I was dissatisfied with the large number of students I taught at last year's school.	45.41%
Because I was dissatisfied with workplace conditions (e.g., facilities, classroom resources) at last year's school.	44.16%
Because of other personal life reasons (e.g., health, pregnancy/childcare, care for family).	41.51%
Because I was dissatisfied with the lack of influence I had over school practices at last year's school.	40.05%
Because I was dissatisfied with how some of my compensation, benefits, or rewards were tied to the performance of my students at last year's school.	38.97%
Because I did not have enough autonomy over my classroom at last year's school.	37.85%
Because I was dissatisfied with my job description or assignment (e.g., responsibilities, grade level, or subject area).	37.84%
Because I did not feel supported by parents in my school community at last year's school.	35.62%
Because I needed better benefits than I received at last year's school.	34.06%
Because I did not feel supported by the administration regarding student behavior and discipline at last year's school.	32.35%
Because I was dissatisfied with the support I received for preparing my students for student assessments at last year's school.	32.28%
Because there was a lack of training and mentorship provided at last year's school.	25.79%
Because there were not enough opportunities for leadership roles or professional advancement at last year's school.	22.51%
Because I wanted to take a job more conveniently located OR because I moved.	19.74%
Because I was concerned about my job security at last year's school.	18.71%
Because I decided to take courses to improve career opportunities OUTSIDE the field of education.	18.31%
Because there was a lack of affordable housing available near last year's school.	12.49%
Because I did not feel safe in my school or classroom(s) at last year's school.	9.89%

Most Influential Factors

Answer Choices	Percent
Burned Out	22.62%
Wanted/needed higher salary	22.09%
Personal life reasons	21.56%
Student behavior and discipline problems	16.17%
Dissatisfied with administration	14.33%
Not feeling respected as a teacher	12.82%
Dissatisfied with support from administration regarding student behavior and discipline	12.16%
Location/moved	10.65%
Dissatisfied with teaching as a career	7.50%
Pursued job outside of K-12 teaching	6.77%
Dissatisfied with large number of students I taught	3.29%
Did not feel safe in my school or classroom(s)	3.16%
Did not have enough autonomy over classroom	2.37%
Needed better benefits	2.17%
Dissatisfied with student assessment and school accountability measures impact on curriculum	2.04%
Job security	2.04%
Taking courses WITHIN field of education	2.04%
Dissatisfied with workplace conditions (facilities/classroom resources)	1.97%
Too many intrusions on my teaching time	1.97%
Dissatisfied job description or assignment	1.91%
Did not feel supported by parents or school community	1.78%
Dissatisfied with compensation/benefits/rewards tied to student performance	1.45%
Taking courses OUTSIDE field of education	1.38%
Affordable housing	1.31%
Dissatisfied with lack of mentorship and or training	1.25%
Not enough opportunities for leadership roles or professional advancement	1.25%
Dissatisfied with school culture	0.95%



2025 Teacher Shortage Impact Report



Survey of 629 LEAs conducted in August 2025



Response rate of 83.15% (523 total responded: 206 public school districts and 317 public charter districts)



Beginning of staffing season LEAs planned to staff 57,567 teachers

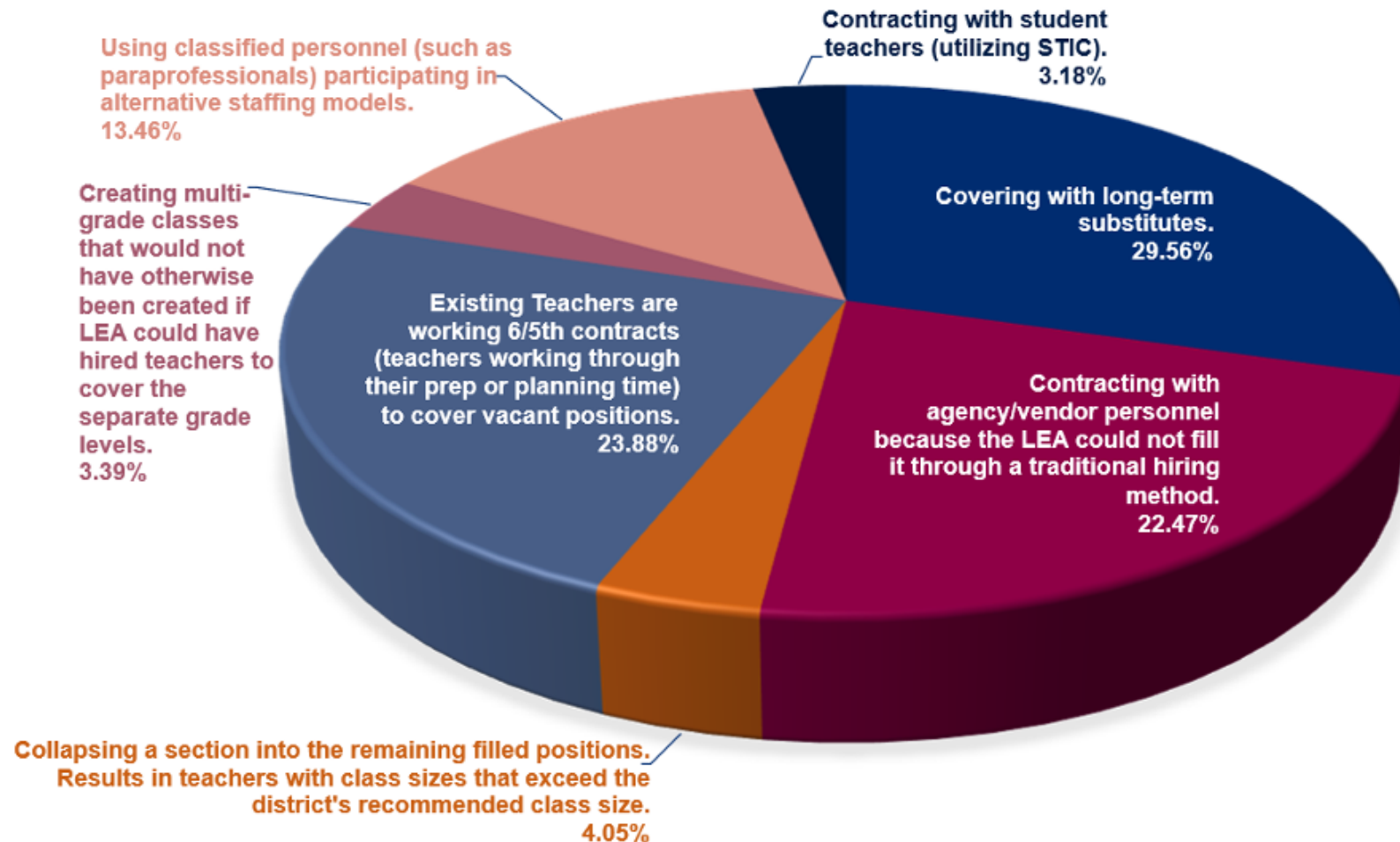


September 2025: 4,242 vacancies



Teacher Shortage Impact Report

Figure 1: Vacancy Coverage Methods Utilized by Arizona LEAs for 2025-2026 School Year
Total Vacant Positions Covered by Alternative Methods: 4,242





2025 Teacher Shortage Impact Report

Unplanned Vacancies (as of September 2025)

- 763 teachers resigned after July 1, 2025 or did not report to work
- 292 teachers have resigned since the school started
- 1,055 Total Unplanned Vacancies

Still Actively Recruiting (as of September 2025)

- 1,387 FTEs posted unfilled positions that were still hoping to be filled



Teacher Retention Study Report - SB1735

- Special Education and Structured English Immersion (SEI) classrooms show the lowest retention (80%-81%) and the highest exit rates → up to 15% leaving public school teaching = Critical staffing areas
- Content areas: the Arts, Early Childhood, Mathematics, and Physical Education had elevated attrition rates (15%-18%)
- Elementary education, Sciences, and World Languages had the lowest attrition rates (12%-13%)
- Middle School teachers have the lowest retention (79%) and the highest turnover rates when compared to Elementary and High School teachers who have a stronger retention rate (83%).
 - Middle School = Critical staffing area
- Teachers that are appropriately certified had a higher retention rate (85%) versus those teaching out-of-field, or not appropriately certified (75%).



Teacher Retention Study Report - SB1735

Districts had a higher retention rate (83%) than Charter schools (75%) and a higher percentage of those leaving teaching (19%) than Districts (13%).

LEA Type	Count of Teachers	Stayed in LEA	Switched LEAs	Left Public School Teaching in AZ
District	47872	83%	4%	13%
Charter	11418	75%	6%	19%

Arizona Charter schools employed 11,418 teachers in 2024/25. Certified teachers had a slightly higher retention rate than those who were non-certified.

Certification Status	Count of Teachers	Stayed in LEA	Switched LEAs	Left Public School Teaching in AZ
Certified Teachers	5920	76%	8%	17%
Noncertified Teachers	5498	75%	3%	22%

Teacher Retention Study Report - SB1735



- Multi-state educator preparation programs (EPPs) had the highest enrollment numbers with more than 51,000 candidates, largely driven by large online institutions such as Grand Canyon University (38,372) and University of Phoenix (9,040). However, most enrollees will not teach in Arizona.
- Arizona-based EPPs had 2,209 completers with 1,645 initially certified, while multi-state programs had 1,878 completers and 1,460 certified, both achieving 74%-78% completer to certification rate.
- Arizona-based program pathways, both traditional and classroom-based programs achieved a similar total conversion rate of 74%-79%. These yields highlight that both pathways are effective in moving completers to certification.

Educator Recruitment and Retention Supports and Highlights

- Launched the Arizona K-12 Registered Teacher Apprenticeship Program
- Lead a Community of Practice: *From Induction to Retention*
- Continued support of LEAs throughout the state - Educator Recruitment and Retention Task Force Recommendations:
 - Site visits
 - *Hiring and Retaining Your Most Valuable Assets* training impacting HR professionals and administrators from 42 LEAs and 12 counties
 - *Introduction to Onboarding and Mentoring* training- launching February 2026
- Continued work of Troops to Educators program
 - SkillBridge Internships
- Public interactive AZ Workforce data dashboards





**EDUCATOR RECRUITMENT
AND RETENTION**

Thank you