The Broad Center Superintendent Research Dataset
V1: September 5th, 2025

1 Overview

This document contains figures and tables generated using the Superintendent Research Dataset.

The data described here are in the file `data/processed/combined_superintendents.csv`. All figures and tables are produced in `03_tables_figures.R` and can be found in the folder `/scripts`. See the README file for details on data generation.

You are welcome to use these data. Please do so with the following citation:

Stemper, Sam and The Broad Center. Superintendent Research Dataset (v1, 2025-09-05), 2025.

Statistics may differ somewhat from Stemper (2022) due to updates in the dataset.

2 Coverage

The dataset includes records for 20 states. Figure 1 displays years of coverage and data types available for each state. Figures 2 and 3 report, respectively, the number of districts for which we have data in each state-year combination and the number of districts for which we have a balanced panel of data across all available state-years.

Figure 4 displays the ratio of total enrollment in districts for which we have data to total public school enrollment in a) covered state-years, and b) the US as a whole. In the state-years where we have data, coverage is nearly complete. Our data cover a majority of US school enrollment from 2010-2022. For example, as reported in Table 1, in 2014, covered districts account for 61% of public school enrollment and 68.8% of school districts in the US.

3 Benchmarking

We benchmark descriptive statistics in our data to published results.

We first consider superintendent turnover. We compute turnover using our superintendent identifiers, which are created by matching superintendents on name within states. Figure 5

reports turnover rates for each year.

Table 2 compares our estimated turnover rates for the years 2020-2022 to those reported by White (2023) at the national level. Though the samples are different (White (2023) uses national data and we use data from the states in our sample), our estimates are similar.

We next consider superintendent gender. We code superintendent gender on the basis of names. Table 3 reports state-by-state comparisons to The Superintendent Lab (2025). An exact comparison is not possible here because The Superintendent Lab (2025) reports results for 2024-25 and our data go through 2023-24. However, overall levels are similar.

4 Known issues

4.1 Turnover rates

Figure 6 reports turnover estimates by state and year. There are some state-year combinations where turnover rates are non-missing but very low. For example, New York in 2017 or Oklahoma 2020 fit this description. This is likely because the data snapshots used to construct superintendent rosters in those state-year cells come from nearby months within consecutive academic years.

4.2 Salaries

Some reported salary values are implausibly low for full-year superintendent positions. We keep these values in the dataset for transparency but note that entries of 0 or very low salaries in some states may not reflect actual full-year compensation.

Figures

Figure 1: Data coverage

Notes: Year refers to the fall of the academic year. "Existing" data are those used in Stemper (2022).

Figure 2: District counts by state and year

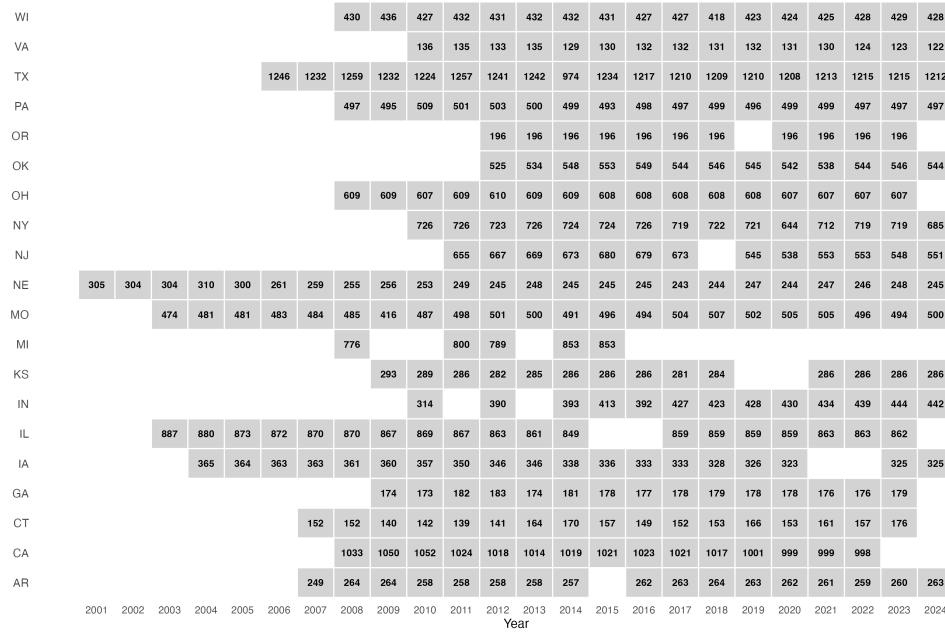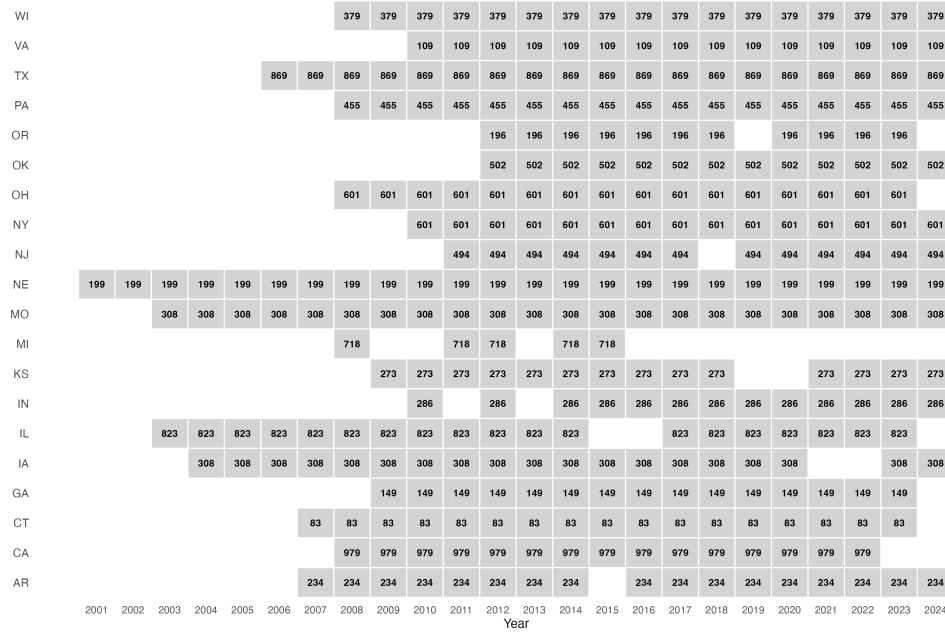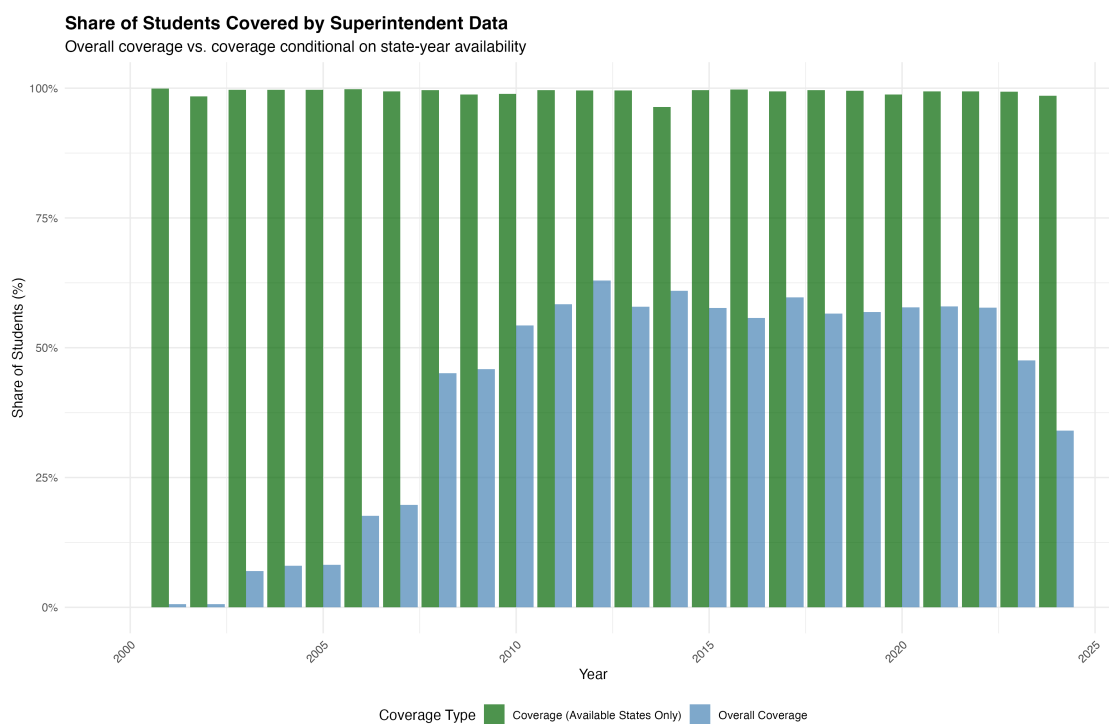| State	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
WI								430	436	427	432	431	432	432	431	427	427	418	423	424	425	428	429	428
VA										136	135	133	135	129	130	132	132	131	132	131	130	124	123	122
TX						1246	1232	1259	1232	1224	1257	1241	1242	974	1234	1217	1210	1209	1210	1208	1213	1215	1215	1212
PA								497	495	509	501	503	500	499	493	498	497	499	496	499	499	497	497	497
OR													196	196	196	196	196	196	196		196	196	196	196
OK												525	534	548	553	549	544	546	545	542	538	544	546	544
OH								609	609	607	609	610	609	609	608	608	608	608	608	607	607	607	607	
NY										726	726	723	726	724	724	726	719	722	721	644	712	719	719	685
NJ											655	667	669	673	680	679	673		545	538	553	553	548	551
NE	305	304	304	310	300	261	259	255	256	253	249	245	248	245	245	245	243	244	247	244	247	246	248	245
MO			474	481	481	483	484	485	416	487	498	501	500	491	496	494	504	507	502	505	505	496	494	500
MI								776			800	789		853	853									
KS									293	289	286	282	285	286	286	286	281	284			286	286	286	286
IN									314		390		393	413	392	427	423	428	430	434	439	444	442	
IL			887	880	873	872	870	870	867	869	867	863	861	849		859	859	859	859	863	863	862		
IA			365	364	363	363	361	360	357	350	346	346	338	336	333	333	328	326	323				325	325
GA									174	173	182	183	174	181	178	177	178	179	178	178	176	176	179	
CT							152	152	140	142	139	141	164	170	157	149	152	153	166	153	161	157	176	
CA								1033	1050	1052	1024	1018	1014	1019	1021	1023	1021	1017	1001	999	999	998		
AR							249	264	264	258	258	258	258	257		262	263	264	263	262	261	259	260	263

Notes: This figure shows the number of districts for which superintendents data is available.

Figure 3: Balanced district counts by state and year

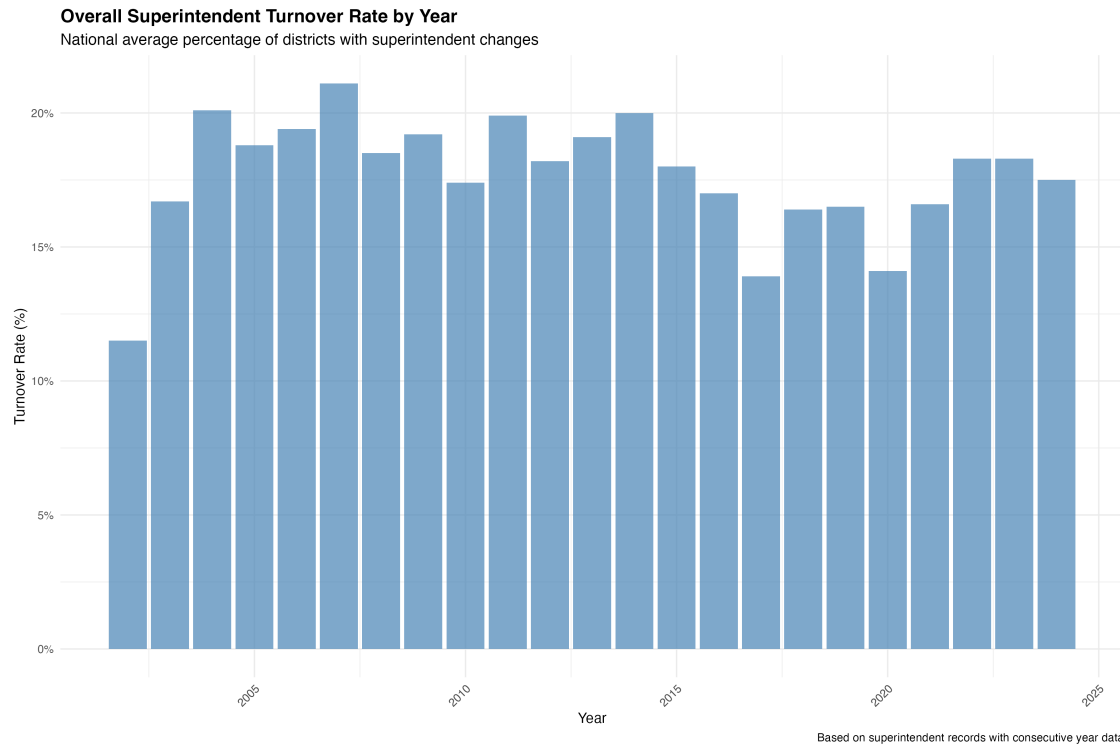| State	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
WI								379	379	379	379	379	379	379	379	379	379	379	379	379	379	379	379	379
VA											109	109	109	109	109	109	109	109	109	109	109	109	109	109
TX						869	869	869	869	869	869	869	869	869	869	869	869	869	869	869	869	869	869	869
PA								455	455	455	455	455	455	455	455	455	455	455	455	455	455	455	455	455
OR													196	196	196	196	196	196	196		196	196	196	196
OK												502	502	502	502	502	502	502	502	502	502	502	502	502
OH								601	601	601	601	601	601	601	601	601	601	601	601	601	601	601	601	
NY											601	601	601	601	601	601	601	601	601	601	601	601	601	601
NJ											494	494	494	494	494	494	494		494	494	494	494	494	494
NE	199	199	199	199	199	199	199	199	199	199	199	199	199	199	199	199	199	199	199	199	199	199	199	199
MO			308	308	308	308	308	308	308	308	308	308	308	308	308	308	308	308	308	308	308	308	308	308
MI								718			718	718		718	718									
KS									273	273	273	273	273	273	273	273	273	273			273	273	273	273
IN											286		286	286	286	286	286	286	286	286	286	286	286	286
IL			823	823	823	823	823	823	823	823	823	823	823	823		823	823	823	823	823	823	823		
IA			308	308	308	308	308	308	308	308	308	308	308	308	308	308	308	308					308	308
GA									149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	
CT							83	83	83	83	83	83	83	83	83	83	83	83	83	83	83	83	83	
CA								979	979	979	979	979	979	979	979	979	979	979	979	979	979	979		
AR							234	234	234	234	234	234	234	234		234	234	234	234	234	234	234	234	234

Notes: This figure shows the number of districts for which superintendents data is available in every year for which we have data for that state.

Figure 4: Enrollment coverage by year

Share of Students Covered by Superintendent Data
Overall coverage vs. coverage conditional on state-year availability

Based on CCD enrollment data and superintendent records

Notes: This figure shows the share of students covered in our data in the country overall (blue bars) and in states for which we have superintendents data in that year (green bars). Coverage is calculated by dividing the student enrollment counts in regular public school districts in our data by total enrollment in regular public school districts. Enrollment data come from the Common Core of Data (CCD). Districts not labeled as "regular public school district[s]" by the CCD are excluded from these calculations.

Figure 5: Superintendent turnover by year

Overall Superintendent Turnover Rate by Year
National average percentage of districts with superintendent changes

Based on superintendent records with consecutive year data

Notes: A district is considered to have a superintendent turnover if the superintendent name in a district changes from one year to the next. We use a string similarity score to allow for minor changes in name spelling or formatting across years. The turnover status for a given district and year is set to missing if the previous year's data is not available for that district.

Figure 6: Superintendent turnover by state and year
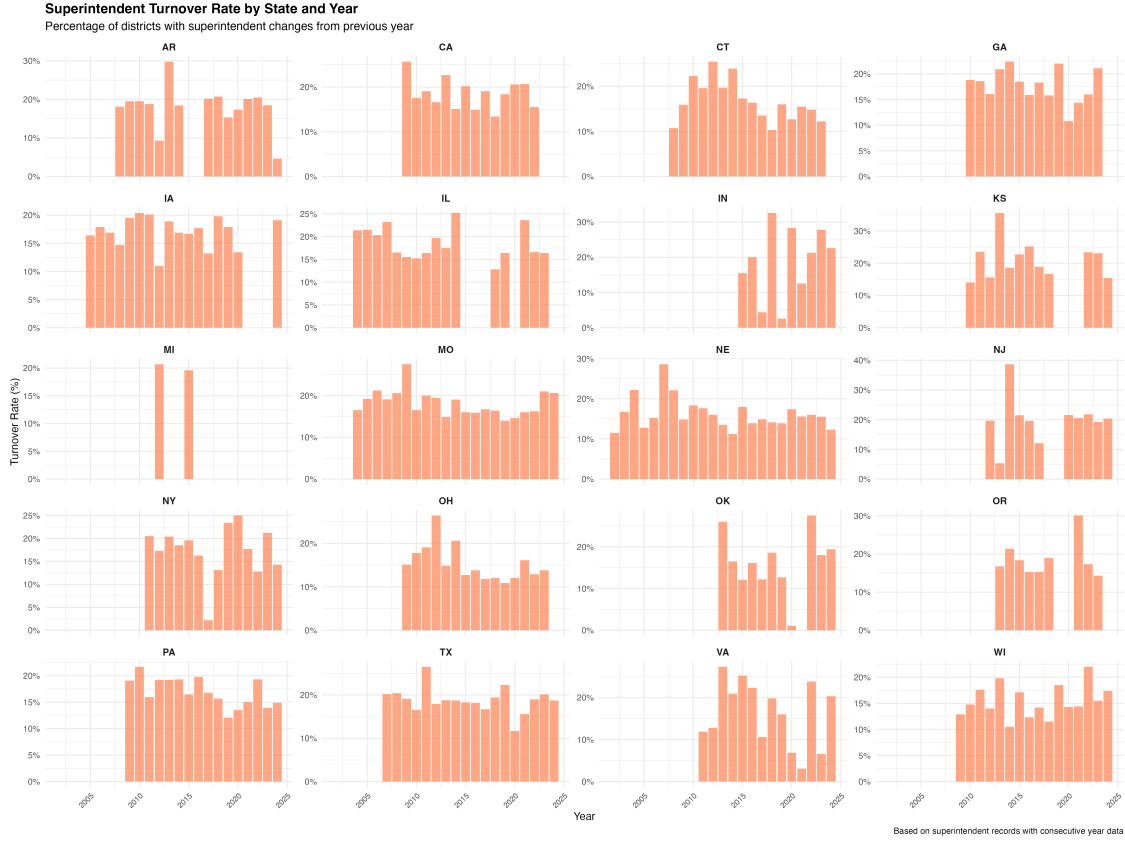
Notes: A district is considered to have a superintendent turnover if the superintendent name in a district changes from one year to the next. We use a string similarity score to allow for minor changes in name spelling or formatting across years. The turnover status for a given district and year is set to missing if the previous year's data is not available for that district.

Tables

Table 1: Enrollment and district coverage, 2014

State	Total Enrollment	Enrollment Coverage (%)	Total Districts	District Coverage (%)
AR	479,027	100	237	99.2
CA	6,156,897	100	992	99.2
CT	509,248	97.8	170	94.7
GA	1,717,805	100	180	100
IA	505,311	100	346	97.7
IL	2,046,476	99.9	862	98.3
IN	1,004,622	100	291	99.7
KS	496,920	100	307	93.2
MI	1,350,667	100	543	100
MO	897,427	93.6	520	91
NE	312,281	100	251	97.6
NJ	1,363,220	100	588	99.3
NY	1,637,426	100	688	100
OH	1,601,836	99.9	615	99
OK	671,715	100	517	99.8
OR	566,951	100	181	98.9
PA	1,589,440	99.9	501	99.4
TX	5,003,912	80.3	1,026	77.6
VA	1,265,944	98.4	130	97.7
WI	860,784	99.4	422	98.6
US	47,489,409	61	13,080	68.8

Notes: This table shows total enrollment and district counts by state and in our dataset in 2014. As in Figure 2, these calculations only include regular public school districts, as designated by the CCD. This figure is a replication of Stemper, 2022 Table 1 (re-produced as Table 7 in this document).

Table 2: Turnover: comparison to White (2023)

State	2020 (%)	2021 (%)	2022 (%)
AR	17.3	20.1	20.5
CA	20.6	20.7	15.5
CT	12.7	15.5	14.8
GA	10.8	14.4	16.0
IA	13.4	NA	NA
IL	0.0	23.6	16.6
IN	28.3	12.6	21.3
KS	NA	NA	23.4
MO	14.6	16.0	16.2
NE	17.4	15.6	16.0
NJ	21.6	20.5	21.8
NY	25.0	17.7	12.8
OH	12.0	16.1	12.9
OK	1.1	0.0	27.5
OR	NA	30.1	17.3
PA	13.5	15.0	19.3
TX	11.7	15.6	19.0
VA	6.9	3.1	23.8
WI	14.3	14.4	22.0
Total	14.1	16.6	18.3
National	14.2	16.9	17.1

Notes: A district is considered to have a superintendent turnover if the superintendent name in a district changes from one year to the next. We use a string similarity score to allow for minor changes in name spelling or formatting across years. The turnover status for a given district and year is set to missing if the previous year's data is not available for that district. Total turnover rates refer to the total for that year in our data. National turnover rates come from White (2023) Appendix Table S2.

Table 3: Share of male superintendents (%): comparison to The Superintendent Lab (2025)

	The Broad Center (2023-24)	Sup. Lab (2024-25)
AR	69.4	62.9
CT	64.6	71.4
GA	70.1	86.9
IA	85.5	71.8
IL	69.2	79.3
IN	66.4	80.5
KS	74.5	75.3
MO	73	67.1
NE	87	85.8
NJ	65.6	65.6
NY	70.7	71
OH	81.3	83.1
OK	73.7	78.7
OR	63.9	67.3
PA	75.2	75
TX	68.4	74.6
VA	62.5	64
WI	72.7	74.8
Total	71.9	72.5

Notes: Gender is predicted based on the superintendent name using the **gender** package in R.
The right column is from The Superintendent Lab, 2025.

References

Stemper, S. (2022). Doing more with less: School management and education production. https://samstemper.com/files/stemper_jmp.pdf

The Superintendent Lab. (2025). NLSD Data Visualizations [Accessed: 2025-08-08]. https://thesuperintendentlab.com/communicating-our-work/nlsd-data-visualizations/

White, R. S. (2023). Ceilings Made of Glass and Leaving En Masse? Examining Superintendent Gender Gaps and Turnover Over Time Across the United States. *Educational Researcher*, *52*(5), 272–285. https://doi.org/10.3102/0013189X231163139