



Because Leadership Matters

# 2020-21 Professional Issues Report



A Publication of the Association of Wisconsin School Administrators through its foundation,  
The Wisconsin Foundation for Educational Administration

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### District Leadership

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# Executive Summary

## School Leadership in Wisconsin

Effective leadership is vital to the success of a school. Research and practice confirm that there is little chance of creating or sustaining high-quality learning environments without a skilled, committed leader, especially in the most challenging schools.

This report provides a synopsis of the results of an October 2020 survey of Wisconsin school administrators, with responses from over 500 principals, associate principals, central office administrators, and department directors.

The survey has been distributed and completed semi-annually for more than twenty years in order to inform AWSA members of current issues in our profession. In the years since it was implemented, the survey has provided AWSA with crucial data that helps us identify trends and answer frequently asked questions.

The survey was disseminated to AWSA members via e-mail containing a link to an online survey. A copy of the complete survey results is available by contacting the AWSA office at (608) 241-0300.



## Survey Results

### *Job Complexity/Stress*

This year's survey includes several questions related to the complexity and stress of contemporary school leadership. The questions mirror data collected through national surveys (e.g., MetLife Survey of the American Teacher)

Sixty-two percent of respondents agree that the job of principal has become too complex and sixty-one percent feel under great stress at least several days a week.

This year's survey also includes questions about strategies to reduce job complexity and stress. This data is being used by AWSA to positively influence the wellness of school leaders.

### *Area of Responsibility*

Notably, over the past eight years, the percentage of administrators who are responsible for a single work site has dropped from 77% to 68%. This reflects the tendency of districts to consolidate administrative positions in times of fiscal stress. This is a troubling trend considering the link between leadership capacity and student learning.

### *Professional Development*

At the time of the survey, 98% of respondents report that AWSA dues are largely (more than 80% of cost) paid for by the district. It is encouraging to know that boards understand the value of professional learning for their school leaders.

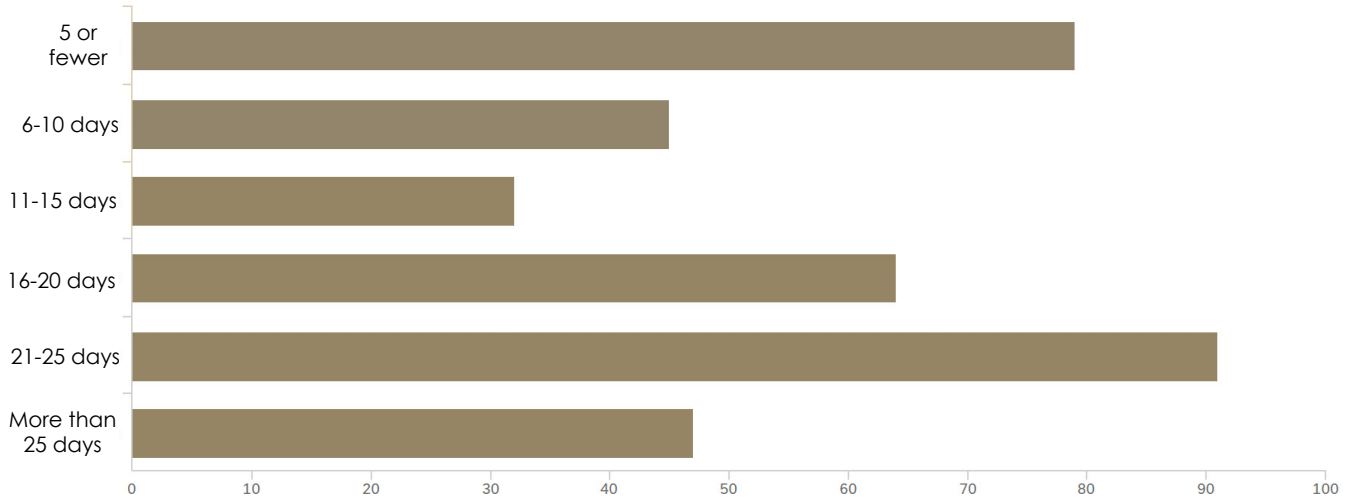
*Leadership not only matters: It is second only to teaching among school-related factors that affect student learning.*

*- The Wallace Foundation*

# School Leadership

Since administrative contracts vary from district to district, it is important for administrators to understand the trends in contract development and content in order to ascertain the ways in which individual contracts compare to statewide data. The information from the 2020-2021 survey is consistent with data from the surveys of the past ten years in many respects.

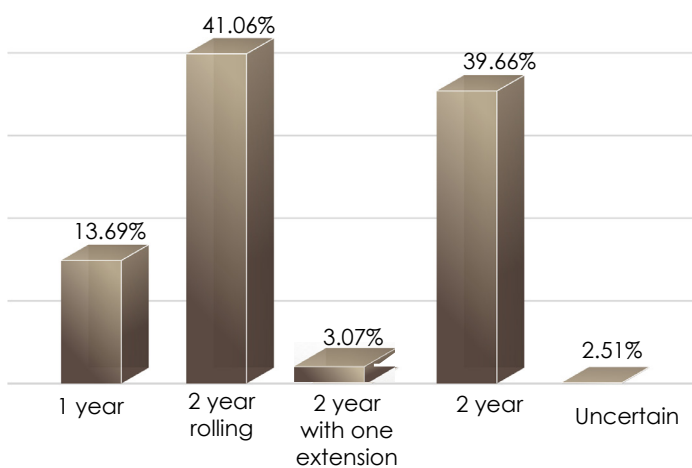
## How many paid vacation days (including personal days) are included in your contract annually?



### Vacation Days

|                   |       |       |
|-------------------|-------|-------|
| 5 or fewer days   | ----- | 22%   |
| 6-10 days         | ----- | 12.5% |
| 11-15 days        | ----- | 8.9%  |
| 16-20 days        | ----- | 17.8% |
| 21-25 days        | ----- | 25.4% |
| More than 25 days | ----- | 13.1% |

## Contract Length



### I have received a copy of my contract:

|     |       |       |
|-----|-------|-------|
| Yes | ----- | 91.9% |
| No  | ----- | 8.1%  |

### Does your contract include "layoff" language?

|     |       |       |
|-----|-------|-------|
| No  | ----- | 68.7% |
| Yes | ----- | 5.5%  |

### The number of paid contract days in my present contract has:

|           |       |       |
|-----------|-------|-------|
| No change | ----- | 80.5% |
| Increased | ----- | 11.9% |
| Uncertain | ----- | 4.8%  |
| Decreased | ----- | 2.5%  |



# Salary Information

The starting point of any discussion of motivation in the workplace is a simple fact of life: People have to earn a living. Salary, contract payments, some benefits, a few perks are what I call "baseline rewards." If someone's baseline rewards aren't adequate or equitable, her focus will be on the unfairness of her situation and the anxiety of her circumstance. You'll get neither the predictability of extrinsic motivation nor the weirdness of intrinsic motivation. You'll get very little motivation at all. . .But once we're past that threshold, carrots and sticks can achieve precisely the opposite of their intended aims.

- Daniel Pink in *Drive: The Surprising Truth About What Motivates Us*

## Base pay increases typically received by principals in my district:

(all that apply are checked)

|   |       |
|---|-------|
| Cost of living increases  | 39.7% |
| Step increases  | 7.3%  |
| Across-the-board increases other than cost of living              | 13.1% |
| Increases needed to maintain parity with teacher pay increases    | 16.9% |
| Increases needed to maintain parity with administrators in region | 11.9% |
| Increases based on performance                                    | 2.5%  |
| Other   | 8.3%  |

## Which of the following best describes your pay schedule?

|  |       |
|--|-------|
| We do not have a formal schedule. Base pay is individually negotiated                                      | 51.6% |
| We have established a single (job) rate for positions  | 9.7%  |
| We have a fixed minimum and maximum pay range or set of ranges   | 8.6%  |
| We have a schedule with steps based on experience and educational levels similar to that used for teachers | 15.3% |
| Other  | 14.5% |



# DPI Salary Data

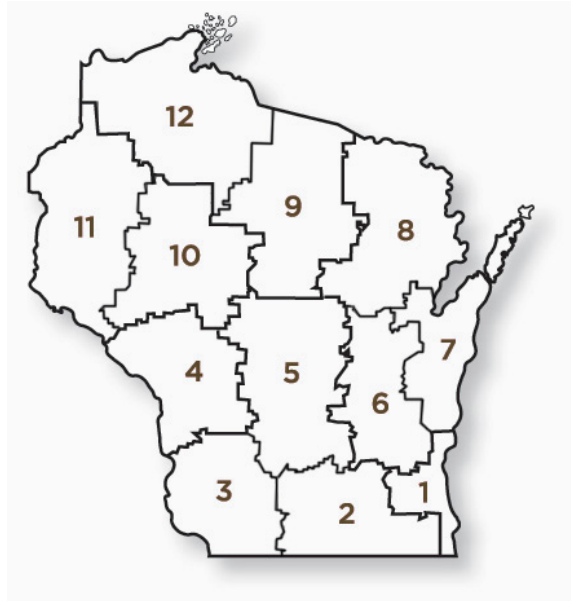
Data on the following pages is generated by AWSA from the Department of Public Instruction 2019 Salary Report (2020-21 data). The charts on pages 9 - 12 offer salary information by CESA region, and page 12 also contains statewide data.

AWSA's analysis of the DPI data included the following steps:

Removed records of individuals who do not have any responsibility as a principal, AP, Director of Instruction, or District Technology Coordinator. Removed individuals with less than full time employment. Sorted by position, school type and CESA

The complete DPI Salary Report can be found at the DPI website at [www.dpi.state.wi.us](http://www.dpi.state.wi.us).

The information in the following pages can be found at the AWSA website at [www.awsa.org](http://www.awsa.org) under the Resources tab.



## CESA 1

|                                  | Low      | High      | Mean      | Median    | # of Individuals |
|----------------------------------|----------|-----------|-----------|-----------|------------------|
| Principal - Elementary           | \$66,300 | \$149,079 | \$108,798 | \$108,206 | 249              |
| Principal - Middle               | \$82,800 | \$141,337 | \$116,171 | \$118,032 | 64               |
| Principal - High                 | \$89,100 | \$145,682 | \$126,128 | \$128,632 | 67               |
| Associate Principal - Elementary | \$61,633 | \$110,400 | \$88,368  | \$89,276  | 65               |
| Associate Principal - Middle     | \$66,900 | \$118,694 | \$92,988  | \$93,681  | 61               |
| Associate Principal - High       | \$59,482 | \$120,135 | \$94,154  | \$94,072  | 134              |
| Director of Instruction          | \$63,630 | \$160,000 | \$118,450 | \$120,135 | 55               |
| District Technology Coordinator  | \$92,273 | \$120,135 | \$107,439 | \$109,434 | 9                |

## CESA 2

|                                  | Low      | High      | Mean      | Median    | # of Individuals |
|----------------------------------|----------|-----------|-----------|-----------|------------------|
| Principal - Elementary           | \$69,700 | \$141,580 | \$106,559 | \$105,767 | 170              |
| Principal - Middle               | \$66,300 | \$154,071 | \$111,624 | \$112,711 | 71               |
| Principal - High                 | \$76,035 | \$148,276 | \$118,346 | \$118,476 | 55               |
| Associate Principal - Elementary | \$73,000 | \$111,758 | \$88,236  | \$87,005  | 34               |
| Associate Principal - Middle     | \$66,300 | \$109,904 | \$89,021  | \$89,200  | 53               |
| Associate Principal - High       | \$62,609 | \$131,570 | \$96,743  | \$97,586  | 81               |
| Director of Instruction          | \$62,500 | \$155,000 | \$112,683 | \$110,617 | 72               |
| District Technology Coordinator  | \$53,800 | \$113,000 | \$84,363  | \$87,011  | 8                |

### CESA 3

|                                  | Low      | High      | Mean     | Median   | # of Individuals |
|----------------------------------|----------|-----------|----------|----------|------------------|
| Principal - Elementary           | \$71,000 | \$125,656 | \$88,240 | \$86,185 | 25               |
| Principal - Middle               | \$71,337 | \$109,867 | \$90,612 | \$93,095 | 16               |
| Principal - High                 | \$59,625 | \$112,000 | \$89,824 | \$87,779 | 20               |
| Associate Principal - Elementary | \$62,000 | \$89,696  | \$74,004 | \$72,161 | 4                |
| Associate Principal - Middle     | \$85,313 | \$85,313  | \$85,313 | \$85,313 | 1                |
| Associate Principal - High       | \$61,007 | \$87,868  | \$75,140 | \$75,140 | 3                |
| Director of Instruction          | \$61,200 | \$102,000 | \$83,055 | \$76,500 | 4                |
| District Technology Coordinator  | Null     | Null      | Null     | Null     | 0                |

### CESA 4

|                                  | Low       | High      | Mean      | Median    | # of Individuals |
|----------------------------------|-----------|-----------|-----------|-----------|------------------|
| Principal - Elementary           | \$65,760  | \$123,339 | \$97,959  | \$98,500  | 45               |
| Principal - Middle               | \$60,905  | \$128,696 | \$101,228 | \$101,343 | 20               |
| Principal - High                 | \$74,494  | \$133,682 | \$100,781 | \$97,303  | 25               |
| Associate Principal - Elementary | \$68,000  | \$91,997  | \$78,799  | \$75,000  | 5                |
| Associate Principal - Middle     | \$75,480  | \$101,917 | \$87,543  | \$84,000  | 8                |
| Associate Principal - High       | \$66,959  | \$119,748 | \$90,780  | \$87,286  | 14               |
| Director of Instruction          | \$82,300  | \$128,696 | \$107,516 | \$108,765 | 11               |
| District Technology Coordinator  | \$128,696 | \$128,696 | \$128,696 | \$128,696 | 1                |

### CESA 5

|                                  | Low      | High      | Mean      | Median    | # of Individuals |
|----------------------------------|----------|-----------|-----------|-----------|------------------|
| Principal - Elementary           | \$78,000 | \$128,557 | \$98,990  | \$96,779  | 64               |
| Principal - Middle               | \$79,620 | \$122,902 | \$99,332  | \$97,714  | 26               |
| Principal - High                 | \$81,500 | \$131,203 | \$105,072 | \$103,878 | 30               |
| Associate Principal - Elementary | \$63,909 | \$97,939  | \$81,546  | \$80,111  | 8                |
| Associate Principal - Middle     | \$70,108 | \$100,054 | \$82,367  | \$82,000  | 12               |
| Associate Principal - High       | \$72,000 | \$108,257 | \$90,187  | \$90,867  | 25               |
| Director of Instruction          | \$72,171 | \$140,000 | \$107,334 | \$110,669 | 22               |
| District Technology Coordinator  | \$90,895 | \$108,748 | \$109,422 | \$108,748 | 6                |

### CESA 6

|                                  | Low       | High      | Mean      | Median    | # of Individuals |
|----------------------------------|-----------|-----------|-----------|-----------|------------------|
| Principal - Elementary           | \$81,500  | \$119,487 | \$98,104  | \$97,584  | 112              |
| Principal - Middle               | \$57,261  | \$152,939 | \$102,528 | \$103,691 | 47               |
| Principal - High                 | \$73,558  | \$134,600 | \$108,704 | \$109,600 | 39               |
| Associate Principal - Elementary | \$61,470  | \$85,483  | \$76,625  | \$78,802  | 8                |
| Associate Principal - Middle     | \$76,135  | \$94,850  | \$86,873  | \$86,647  | 22               |
| Associate Principal - High       | \$73,867  | \$102,900 | \$90,224  | \$90,200  | 51               |
| Director of Instruction          | \$72,005  | \$135,000 | \$105,701 | \$108,935 | 36               |
| District Technology Coordinator  | \$105,000 | \$118,699 | \$110,925 | \$111,999 | 5                |

## CESA 7

|                                  | Low      | High      | Mean      | Median    | # of Individuals |
|----------------------------------|----------|-----------|-----------|-----------|------------------|
| Principal - Elementary           | \$75,025 | \$136,002 | \$101,940 | \$101,997 | 97               |
| Principal - Middle               | \$76,800 | \$129,198 | \$106,743 | \$107,628 | 44               |
| Principal - High                 | \$80,200 | \$172,944 | \$112,886 | \$109,050 | 40               |
| Associate Principal - Elementary | \$70,366 | \$101,214 | \$84,892  | \$84,507  | 16               |
| Associate Principal - Middle     | \$73,743 | \$107,534 | \$89,013  | \$89,019  | 23               |
| Associate Principal - High       | \$75,000 | \$124,656 | \$97,824  | \$96,578  | 36               |
| Director of Instruction          | \$59,713 | \$138,569 | \$113,564 | \$114,788 | 26               |
| District Technology Coordinator  | \$80,140 | \$87,214  | \$83,677  | \$83,677  | 2                |

## CESA 8

|                                  | Low      | High      | Mean      | Median    | # of Individuals |
|----------------------------------|----------|-----------|-----------|-----------|------------------|
| Principal - Elementary           | \$78,700 | \$120,000 | \$91,153  | \$87,772  | 27               |
| Principal - Middle               | \$78,797 | \$130,278 | \$98,447  | \$96,921  | 12               |
| Principal - High                 | \$65,000 | \$147,232 | \$96,054  | \$92,602  | 20               |
| Associate Principal - Elementary | \$67,000 | \$82,000  | \$75,636  | \$76,875  | 5                |
| Associate Principal - Middle     | \$76,214 | \$82,282  | \$78,427  | \$78,000  | 5                |
| Associate Principal - High       | \$60,000 | \$90,212  | \$77,742  | \$77,924  | 9                |
| Director of Instruction          | \$87,000 | \$130,278 | \$107,462 | \$105,000 | 3                |
| District Technology Coordinator  | Null     | Null      | Null      | Null      | 0                |

## CESA 9

|                                  | Low      | High      | Mean      | Median    | # of Individuals |
|----------------------------------|----------|-----------|-----------|-----------|------------------|
| Principal - Elementary           | \$69,283 | \$154,719 | \$97,606  | \$98,000  | 52               |
| Principal - Middle               | \$79,989 | \$110,713 | \$97,698  | \$97,161  | 15               |
| Principal - High                 | \$78,000 | \$124,177 | \$110,175 | \$109,728 | 15               |
| Associate Principal - Elementary | \$76,847 | \$98,460  | \$87,292  | \$88,984  | 5                |
| Associate Principal - Middle     | \$86,595 | \$103,041 | \$91,182  | \$90,968  | 7                |
| Associate Principal - High       | \$71,699 | \$108,029 | \$89,925  | \$90,484  | 18               |
| Director of Instruction          | \$78,000 | \$138,768 | \$108,649 | \$111,373 | 14               |
| District Technology Coordinator  | \$75,836 | \$75,836  | \$75,836  | \$75,836  | 1                |

## CESA 10

|                                  | Low       | High      | Mean      | Median    | # of Individuals |
|----------------------------------|-----------|-----------|-----------|-----------|------------------|
| Principal - Elementary           | \$76,875  | \$125,847 | \$99,224  | \$100,038 | 43               |
| Principal - Middle               | \$70,309  | \$118,793 | \$100,385 | \$102,500 | 19               |
| Principal - High                 | \$78,000  | \$126,467 | \$102,020 | \$100,168 | 22               |
| Associate Principal - Elementary | \$83,000  | \$83,000  | \$83,000  | \$83,000  | 1                |
| Associate Principal - Middle     | \$74,000  | \$100,035 | \$87,591  | \$88,144  | 5                |
| Associate Principal - High       | \$65,000  | \$105,558 | \$95,024  | \$100,038 | 9                |
| Director of Instruction          | \$80,521  | \$131,753 | \$108,552 | \$109,466 | 11               |
| District Technology Coordinator  | \$129,155 | \$129,155 | \$129,155 | \$129,155 | 1                |



## CESA 11

|                                  | Low       | High      | Mean      | Median    | # of Individuals |
|----------------------------------|-----------|-----------|-----------|-----------|------------------|
| Principal - Elementary           | \$62,264  | \$131,356 | \$103,183 | \$102,140 | 55               |
| Principal - Middle               | \$85,810  | \$135,340 | \$105,477 | \$103,500 | 29               |
| Principal - High                 | \$78,000  | \$140,000 | \$106,098 | \$105,000 | 32               |
| Associate Principal - Elementary | \$88,505  | \$90,354  | \$89,430  | \$89,430  | 2                |
| Associate Principal - Middle     | \$89,080  | \$117,982 | \$98,367  | \$94,336  | 10               |
| Associate Principal - High       | \$85,000  | \$122,647 | \$98,232  | \$95,709  | 16               |
| Director of Instruction          | \$92,000  | \$124,210 | \$110,573 | \$107,573 | 9                |
| District Technology Coordinator  | \$101,579 | \$101,579 | \$101,579 | \$101,579 | 1                |

## CESA 12

|                                  | Low      | High      | Mean     | Median    | # of Individuals |
|----------------------------------|----------|-----------|----------|-----------|------------------|
| Principal - Elementary           | \$73,000 | \$122,902 | \$92,343 | \$94,849  | 19               |
| Principal - Middle               | \$81,000 | \$100,657 | \$91,642 | \$92,985  | 8                |
| Principal - High                 | \$87,337 | \$121,474 | \$99,234 | \$100,000 | 11               |
| Associate Principal - Elementary | \$76,106 | \$84,400  | \$84,191 | \$85,000  | 2                |
| Associate Principal - Middle     | \$68,000 | \$82,900  | \$77,293 | \$79,137  | 4                |
| Associate Principal - High       | \$66,343 | \$100,000 | \$85,097 | \$83,886  | 6                |
| Director of Instruction          | \$79,454 | \$103,284 | \$93,770 | \$95,000  | 5                |
| District Technology Coordinator  | Null     | Null      | Null     | Null      | 0                |

## 2020-21 Statewide

|                                  | Low      | High      | Mean      | Median    | # of Individuals |
|----------------------------------|----------|-----------|-----------|-----------|------------------|
| Principal - Elementary           | \$62,264 | \$154,719 | \$102,567 | \$102,003 | 959              |
| Principal - Middle               | \$57,261 | \$154,071 | \$105,868 | \$106,554 | 370              |
| Principal - High                 | \$59,625 | \$172,944 | \$110,339 | \$109,914 | 376              |
| Associate Principal - Elementary | \$61,470 | \$111,758 | \$85,706  | \$85,550  | 156              |
| Associate Principal - Middle     | \$66,300 | \$118,694 | \$89,612  | \$89,435  | 211              |
| Associate Principal - High       | \$59,482 | \$131,570 | \$93,486  | \$93,433  | 402              |
| Director of Instruction          | \$59,713 | \$160,000 | \$110,948 | \$112,538 | 270              |
| District Technology Coordinator  | \$53,800 | \$129,155 | \$101,636 | \$106,290 | 34               |

# Health/Insurance Benefits

Administrators are increasingly required to contribute to the cost of health insurance. Most required contributions fall within 11-15% range. Nearly all administrators report their benefits include prescription and dental benefits and about half have some type of vision care.

*"Laws for the liberal education of youth are so extremely wise and useful that to a humane and generous mind, no expense for this purpose would be thought extravagant."*

- John Adams

Choice available among employer-provided health insurance benefit packages:

|     |       |
|-----|-------|
| No  | 51.1% |
| Yes | 48.8% |

Health insurance plan covers:

|                  |       |
|------------------|-------|
| Both             | 87.4% |
| Only family plan | 9.7%  |
| Only single plan | 1.1%  |
| Other            | 1.6%  |

Personal contributions toward health insurance premiums required:

|     |       |
|-----|-------|
| Yes | 86.5% |
| No  | 13.4% |

Personal contribution for health insurance:

|               |       |
|---------------|-------|
| 5% or less    | 14.2% |
| 6-10%         | 25.7% |
| 11-15%        | 32.4% |
| 16-20%        | 5.31% |
| 21-25%        | 4.2%  |
| 26 or greater | 1.12% |
| Other         | 17%   |

Employer provides long-term care insurance (nursing/home care):

|   |       |
|---|-------|
| No, not offered                         | 37.1% |
| Uncertain                               | 42.4% |
| Yes, additional payment is required.    | 15.3% |
| Yes, no additional payment is required. | 4.7%  |
| Other                                   | 0.28% |

Payment of prescription drugs included:

|                            |       |
|----------------------------|-------|
| Yes, subject to co-pay     | 38%   |
| Yes, subject to deductible | 28.2% |
| Yes                        | 10.9% |
| Uncertain                  | 12.5% |
| No                         | 10.3% |

Vision care included:

|   |       |
|---|-------|
| No                                      | 17.6% |
| Yes, limited to annual examination      | 37.1% |
| Yes, annual examination plus eyeglasses | 27%   |
| Uncertain                               | 7.5%  |
| Yes, with a maximum limit               | 10.6% |

Dental insurance included:

|     |       |
|-----|-------|
| Yes | 99.7% |
| No  | 0.28% |

Dental insurance plan covers:

|          |       |
|----------|-------|
| Family   | 96%   |
| Personal | 3.07% |
| Other    | 0.84% |

Employer requires additional payment:

|     |     |
|-----|-----|
| No  | 50% |
| Yes | 50% |

Life insurance coverage provided:

|                              |       |
|------------------------------|-------|
| Yes                          | 64.2% |
| Yes, with additional payment | 26.2% |
| No                           | 3.07% |
| Uncertain                    | 6.42% |

Amount of life insurance coverage:

|                 |       |
|-----------------|-------|
| Equal to salary | 45.2% |
| Double salary   | 28.7% |
| Other           | 25.9% |

Long term disability insurance (income protection) provided:

|                              |       |
|------------------------------|-------|
| Yes                          | 48.3% |
| Yes, with additional payment | 29%   |
| Uncertain                    | 17%   |
| No                           | 5.03% |
| Other                        | 0.5%  |

What liability coverage does your district provide for you?

|                       |        |
|-----------------------|--------|
| None                  | 12.01% |
| \$250-\$750,000       | 4.47%  |
| \$750,000-\$1,250,000 | 6.98%  |
| Over \$1,250,000      | 0.56%  |
| Unsure                | 75.9%  |

## Retirement

### Employer provides tax-sheltered annuity program:

|                                  |       |
|----------------------------------|-------|
| Yes, at my expense               | 51.4% |
| Yes, partial payment by employer | 30.4% |
| No, not offered                  | 4.7%  |
| Unknown                          | 13.4% |

### Number of years experience required to qualify for post-retirement benefits:

|                |       |
|----------------|-------|
| No requirement | 19%   |
| Five           | 6.1%  |
| Ten            | 18.7% |
| Fifteen        | 17.6% |
| Twenty         | 5.3%  |
| Other          | 25.1% |

### Post-retirement medical insurance benefits:

|                     | 1998 | 2008 | 2012  | 2014  | 2016  | 2018  | 2020  |
|---------------------|------|------|-------|-------|-------|-------|-------|
| Health Insurance    | -    | -    | -     | -     | -     | -     | 26.3% |
| Dental              | 42%  | 29%  | 22.1% | 18.9% | 13.8% | 13.4% | 13.8% |
| Vision              | 11%  | 8%   | 7.2%  | 5.7%  | 5.7%  | 8.2%  | 8%    |
| Medicare supplement | 6%   | 4%   | 5.1%  | 3%    | 1.6%  | 3.6%  | 3.8%  |
| None                | 27%  | 10%  | 14.5% | 27.4% | 23%   | 26.5% | 18.6% |
| Uncertain           | -    | 34%  | 42.1% | 34.7% | 41.2% | 40.9% | 23.7% |
| Other               | 8%   | 11%  | 8.9%  | 10.1% | 9.4%  | 11.1% | 6.2%  |

### Employer has an early retirement incentive program for administrators:

|     | 1998 | 2008 | 2012  | 2014  | 2016   | 2018 | 2020  |
|-----|------|------|-------|-------|--------|------|-------|
| Yes | 43%  | 22%  | 17.9% | 10.6% | 10.81% | 12.6 | 11.2% |
| No  | 57%  | 78%  | 82.1% | 89.3% | 89.1%  | 87.3 | 88.8% |

## Travel

|   | Yes   | No    |
|---|-------|-------|
| You have access to a vehicle provided by your employer for work related travel  | 55.3% | 44.7% |
| You use a person vehicle for work related travel.                               | 92.9% | 7.82% |
| You are reimbursed per mile for travel within your school district.             | 60.6% | 39.3% |
| You are reimbursed a flat dollar amount for travel within your school district. | 17.3% | 82.6% |
| You are reimbursed for work-related travel outside your district.               | 91%   | 8.9%  |

# Job Complexity/Stress

How much do you agree or disagree with the following statements?

## The job of the principal has become too complex:

Strongly Agree ----- 25.1%  
 Agree ----- 36.8%  
 Neither Agree or Disagree ---- 24.8%  
 Disagree ----- 11.7%  
 Strongly Disagree ----- 1.4%

## A school principal's responsibilities today are very similar to those five years ago:

Strongly Agree ----- 1.6%  
 Agree ----- 10.6%  
 Neither Agree or Disagree ---- 14.8%  
 Disagree ----- 52.7%  
 Strongly Disagree ----- 20.1%

Rate the potential of the following strategies to reduce the complexity of your work and/or reduce your work related stress:

|   | High  | Medium | Low    |
|---|-------|--------|--------|
| Greater support to meet the behavioral health needs of your students.   | 59.4% | 32.3%  | 8.17%  |
| Greater coherence between/among federal, state, and district initiatives.   | 28.3% | 42.2%  | 29.4%  |
| New/stronger services to support you (professional learning, information, communications support, educator effectiveness support, etc.) | 13.6% | 53.4%  | 33%    |
| Improve principal supervision/support and collaboration in your district.   | 16.3% | 35%    | 48.7%  |
| Improve the quality of school board governance in your district.  | 23.7% | 27.1%  | 49%    |
| Access to a high quality wellness program in your district (diet, stress, exercise).  | 15.1% | 38.4%  | 46.42% |
| Greater coherence between/among organizations serving educators (e.g. professional associations, CESAs, DPI, etc.)                      | 11.6% | 41.1%  | 47.1%  |

## In your job, how often do you feel under great stress?

Almost Every Day ----- 27.6%  
 Several Days a Week ----- 33.8%  
 Once or Twice a Week ----- 28%  
 Less Often Than Once Per Week ----- 9.78%  
 Never ----- 0.84%





## Working Conditions

To increase understanding of principal turnover and determine which policies and practices might stem the tide, the National Association of Secondary School Principals (NASSP) and the Learning Policy Institute (LPI) have partnered to conduct a study of principal turnover. NASSP/LPI has released new research on working conditions that drive turnover. Of the thirteen factors studied by NASSP/LPI, the top three concerns of principals related to working conditions: workload, compliance requirements, and inadequate support. Inadequate support includes a variety of factors, but a lack of student services support is the most common concern among principals (such as counselors, social workers, and nurses).

**Rate the following statements about staffing and support in your building:**

|   | <b>Strongly Agree</b> | <b>Agree</b> | <b>Neither Agree Nor Disagree</b> | <b>Disagree</b> | <b>Strongly Disagree</b> |
|---|-----------------------|--------------|-----------------------------------|-----------------|--------------------------|
| There are adequate student services personnel (such as nurses and counselors) to support students' well-being in my building.         | 10.8%                 | 40.2%        | 10.3%                             | 32.1%           | 6.4%                     |
| The size of the administrative team (e.g., assistant principals) is adequate to provide support to staff and students in my building. | 20.3%                 | 49.7%        | 10.6%                             | 14.8%           | 4.4%                     |
| The support received from the central office meets my needs.  | 13.6%                 | 50%          | 17.6%                             | 14.8%           | 3.9%                     |

## Wellness

Stress among educators is real and it is important to examine our self-care and wellness supports. While 82.5% of school leaders report having access to a wellness program less than 32% have a program that employees enthusiastically engage in. This is a prime opportunity to build stronger supports for the educators that are so instrumental to the health and success of our communities.

**Of the 82.5% that have a Wellness Program, their program includes:**

Exercise----- 55.8%  
 Nutrition----- 49.1%  
 Stress Management----- 54.9%

**Which of the following best describes employee involvement in your employer's wellness program:**

Many employees enthusiastically engage in the program.----- 3.3%  
 Some employees enthusiastically engage in the program.-----27.9%  
 Few employees enthusiastically engage in the program.-----39.1%  
 Does not have wellness program. -----29.6%

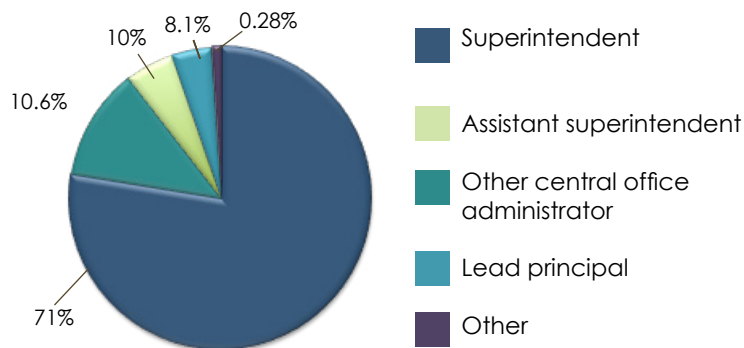
## When?

### In my district, principals are evaluated:

|                                       |       |
|---------------------------------------|-------|
| More than once per year               | 3.6%  |
| Once per year                         | 57.2% |
| Every other year                      | 9.5%  |
| Every third year                      | 24%   |
| Less frequently than every third year | 1.9%  |
| Other                                 | 3.6%  |

## By Whom?

### In my district, the primary person responsible for conducting principal evaluations is:



## How?

For the observation portion of the evaluation, the district may use a state model developed by the Department of Public Instruction or a tool that is found to be equivalent to the state model. Which tool does your district intend to use for principals?

|                            |       |
|----------------------------|-------|
| State Model                | 45%   |
| CESA 6                     | 34.6% |
| School District Equivalent | 20.3% |

Is there a defined process for a principal when he or she disagrees with his or her evaluation?

|     |       |
|-----|-------|
| No  | 58.9% |
| Yes | 41%   |

### Which of the following are done by the district to support principals growth? (all that apply are indicated)

|  |       |
|--|-------|
| Use of an internal mentor                                  | 11.1% |
| Use of an external mentor                                  | 5.5%  |
| Support to participate in internal communities of practice | 7.2%  |
| Support to participate in external communities of practice | 13.6% |
| Support to take academies or additional coursework         | 15.9% |
| Coaching with frequent feedback in a job-embedded context  | 9.7%  |
| Set of standards and a performance rubric                  | 20.6% |
| Other  | 15.9% |

Rate the following statements about the system used to evaluate you. The evaluation system:

|                           | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree |
|---------------------------|----------------|-------|----------------------------|----------|-------------------|
| Is Clear                  | 18.1%          | 50.8% | 15.9%                      | 10.8%    | 4.1%              |
| Is Fair                   | 17.6%          | 50%   | 25.4%                      | 4.4%     | 2.5%              |
| Provides Useful Feedback. | 12.9%          | 39.6% | 29%                        | 10.8%    | 8.1%              |

Just as other professionals acquire new and more sophisticated tools of the trade to enhance their performance and stature, principals need tools, protocols, and strategies to enhance their work as leaders.

- Honing Your Craft, 2008

**My AWSA membership dues are paid by the district:**

|                         |       |
|-------------------------|-------|
| 100%-----               | 95.5% |
| 80-99%-----             | 2.5%  |
| 50-79%-----             | 0%    |
| 1-49%-----              | 0%    |
| None, I pay my own----- | 1.9%  |

**For the current year, did your school district pay or reimburse your membership dues in one of the following national associations (NAESP or NASSP)?**

|  |       |
|--|-------|
| Yes, district pays a percentage of dues-----       | 44.8% |
| No, dues are paid with personal funds-----         | 32.4% |
| Yes, district pays flat dollar amount of dues----- | 7.9%  |

**School district's policy relating to the frequency of attendance at a national convention most closely resembles:**

|                        |       |
|------------------------|-------|
| Yearly-----            | 9.7%  |
| Every other year-----  | 13.1% |
| Every third year-----  | 10.8% |
| Every fourth year----- | 1.1%  |
| Never-----             | 23.4% |
| Uncertain-----         | 23.4% |
| Other-----             | 14.2% |

**School district reimbursement for graduate coursework (tuition and materials)?**

|          |       |
|----------|-------|
| Yes----- | 72.6% |
| No-----  | 27.3% |



# Demographics

The following information describes the survey respondents in terms of position, region of the state, gender and student population.

Number of years as an AWSA member is also indicated.

## Position

*(all that apply are checked)*

|                     |       |
|---------------------|-------|
| Principal           | 78.2% |
| Associate Principal | 20.5% |
| Dean of Students    | 1.1%  |

## Areas of Responsibility

*(the closest is selected)*

|   |       |
|---|-------|
| Principal of one school                       | 68.3% |
| Administrative role other than principal      | 10.3% |
| Principal and another administrative role     | 7.2%  |
| Principal of two schools                      | 10.1% |
| Two administrative roles other than principal | 2.1%  |
| Principal of more than two schools            | 1.6%  |

## Grade Level

*(that most closely describes major responsibility, all that apply are checked)*

|            |       |
|------------|-------|
| Elementary | 33.6% |
| Middle     | 27.2% |
| High       | 34.8% |
| PK-12      | 4.3%  |

## Gender

|            |       |
|------------|-------|
| Male       | 63.3% |
| Female     | 36.7% |
| Non-binary | 0%    |

## CESA Region

|   |       |    |      |
|---|-------|----|------|
| 1 | 14.5% | 7  | 9.1% |
| 2 | 21.7% | 8  | 2.9% |
| 3 | 4.6%  | 9  | 6.2% |
| 4 | 5.5%  | 10 | 4.8% |
| 5 | 12.8% | 11 | 7%   |
| 6 | 7.7%  | 12 | 2.9% |

## Community Type

*(in which school system primarily resides)*

|   |       |
|---|-------|
| Small Town (not within a metropolitan area) | 33.5% |
| Rural (agricultural area less than 2,500)   | 22.4% |
| Suburban (residential area outlying a city) | 25.3% |
| Medium Urban (pop. less than 400,000)       | 11.5% |
| Mixed Types (contains two or more)          | 5.5%  |
| Large Urban (pop. greater than 400,000)     | 1.4%  |

## Economic Profile

*(% free/reduced lunch)*

|        |       |
|--------|-------|
| 70% +  | 7.5%  |
| 50-70% | 21.7% |
| 33-49% | 31.1% |
| 20-32% | 23.4% |
| 1-19%  | 16.1% |

## AWSA membership

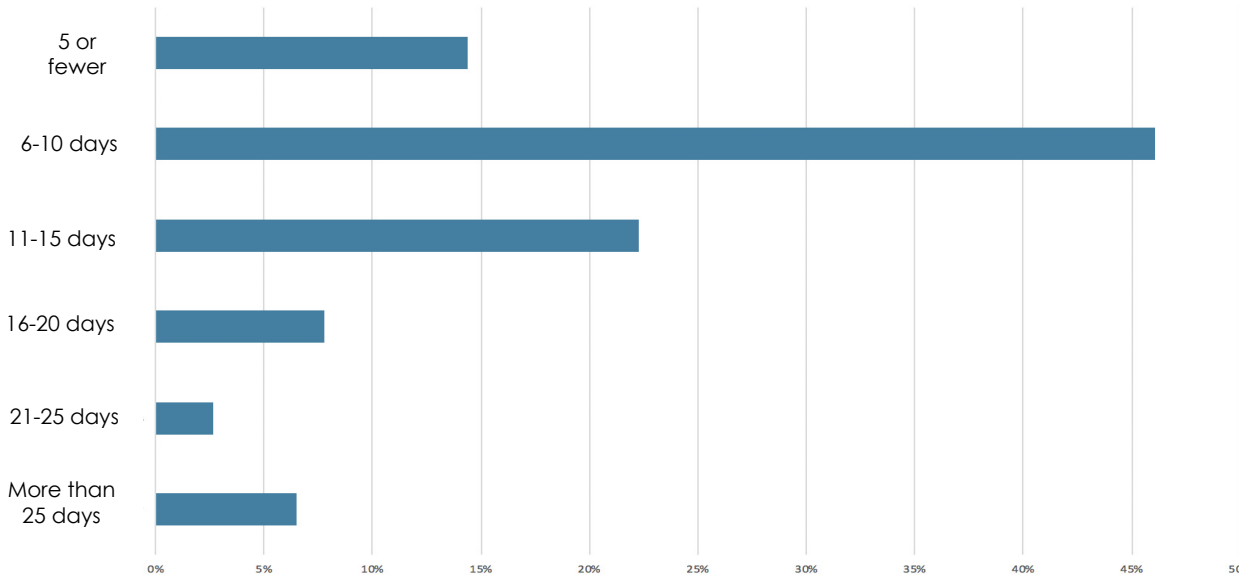
|             |       |
|-------------|-------|
| 15+ years   | 19.8% |
| 10-14 years | 20%   |
| 5-9 years   | 32.6% |
| 2-4 years   | 17.8% |
| 0-2 years   | 9.6%  |





# District Leadership

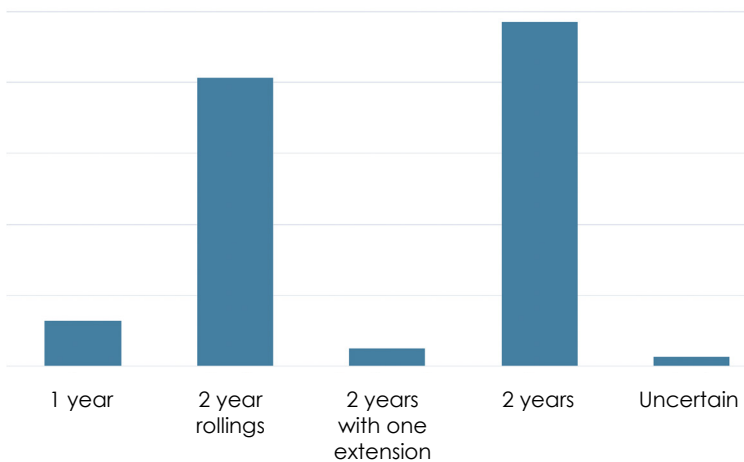
How many paid vacation days (including personal days) are included in your contract annually?



**Vacation Days**

|                   |       |        |
|-------------------|-------|--------|
| 5 or fewer days   | ----- | 6.5%   |
| 6-10 days         | ----- | 2.63%  |
| 11-15 days        | ----- | 7.8%   |
| 16-20 days        | ----- | 22.3%  |
| 21-25 days        | ----- | 46.05% |
| More than 25 days | ----- | 14.4%  |

**Contract Length**



**Does your contract include "layoff" language?**

|        |       |       |
|--------|-------|-------|
| No     | ----- | 72.3% |
| Yes    | ----- | 5.2%  |
| Unsure | ----- | 22.3% |

# District Salary Data

## Base pay increases typically received by principals in my district:

(all that apply are checked)

|  |        |
|--|--------|
| Cost of living increases-----  | 36.4%  |
| Step increases-----  | 9.3%   |
| Across-the-board increases other than cost of living-----              | 11.02% |
| Increases needed to maintain parity with teacher pay increases-----    | 15.2%  |
| Increases needed to maintain parity with administrators in region----- | 11.8%  |
| Increases based on performance-----                                    | 10.17% |
| Other-----   | 5.9%   |

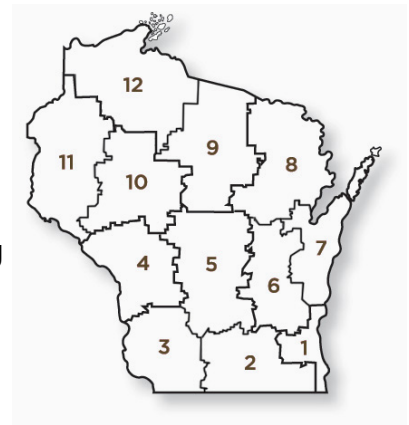
## Which of the following BEST describes your compensation framework?

|  |       |
|--|-------|
| We do not have a formal framework. Base pay is individually negotiated on a case-by-case basis--                 | 55.2% |
| We have established a single (job) rate for positions-----   | 6.5%  |
| We have a fixed minimum and maximum pay range or set of ranges-----  | 17.1% |
| We have a framework with steps based on experience and educational levels similar to that used for teachers----- | 10.5% |
| Other-----   | 10.5% |

## DPI Salary Data

Data on the following pages is generated by AWSA from the Department of Public Instruction 2019 Salary Report (2019-20 data). The charts on pages 18 - 21 offer salary information by CESA region, and page 12 also contains statewide data.

The complete DPI Salary Report can be found at the DPI website at [www.dpi.state.wi.us](http://www.dpi.state.wi.us). The information in the following pages can be found at the AWSA website at [www.awsa.org](http://www.awsa.org) under the Resources tab.



### CESA 1

|   | Low       | High      | Mean      | Median    | # of Individuals |
|---|-----------|-----------|-----------|-----------|------------------|
| District Administrator                  | \$64,739  | \$258,148 | \$167,004 | \$175,677 | 51               |
| Assistant District Administrator        | \$124,946 | \$158,597 | \$145,756 | \$146,308 | 8                |
| Director of Instruction                 | \$53,813  | \$154,901 | \$113,656 | \$120,307 | 57               |
| Dir. of Special Ed/Pupil Services       | \$47,350  | \$140,000 | \$111,715 | \$117,465 | 48               |
| Asst. Dir. of Special Ed/Pupil Services | \$95,160  | \$122,392 | \$111,017 | \$113,258 | 4                |
| Central Office Administrator            | \$63,970  | \$152,497 | \$115,176 | \$116,393 | 106              |
| District Technology Coordinator         | \$102,540 | \$117,999 | \$108,295 | \$107,751 | 6                |

## CESA 2

|   | Low       | High      | Mean      | Median    | # of Individuals |
|---|-----------|-----------|-----------|-----------|------------------|
| District Administrator                  | \$105,000 | \$247,606 | \$151,507 | \$149,396 | 55               |
| Assistant District Administrator        | \$118,879 | \$166,155 | \$144,194 | \$145,872 | 4                |
| Director of Instruction                 | \$63,512  | \$155,000 | \$109,817 | \$109,500 | 74               |
| Dir. of Special Ed/Pupil Services       | \$62,780  | \$145,203 | \$103,533 | \$102,000 | 65               |
| Asst. Dir. of Special Ed/Pupil Services | \$95,805  | \$121,384 | \$105,586 | \$104,447 | 7                |
| Central Office Administrator            | \$53,560  | \$162,434 | \$125,674 | \$133,537 | 28               |
| District Technology Coordinator         | \$91,783  | \$107,000 | \$102,895 | \$105,002 | 5                |

## CESA 3

|   | Low      | High      | Mean      | Median    | # of Individuals |
|---|----------|-----------|-----------|-----------|------------------|
| District Administrator                  | \$92,000 | \$153,000 | \$117,135 | \$115,000 | 23               |
| Assistant District Administrator        | --       | --        | --        | --        | 0                |
| Director of Instruction                 | \$60,000 | \$102,000 | \$83,599  | \$86,199  | 4                |
| Dir. of Special Ed/Pupil Services       | \$60,000 | \$100,000 | \$79,940  | \$82,269  | 21               |
| Asst. Dir. of Special Ed/Pupil Services | \$69,530 | \$69,530  | \$69,530  | \$69,530  | 1                |
| Central Office Administrator            | \$95,269 | \$95,269  | \$95,269  | \$95,269  | 1                |
| District Technology Coordinator         | --       | --        | --        | --        | 0                |

## CESA 4

|   | Low       | High      | Mean      | Median    | # of Individuals |
|---|-----------|-----------|-----------|-----------|------------------|
| District Administrator                  | \$95,000  | \$174,802 | \$127,291 | \$126,101 | 22               |
| Assistant District Administrator        | \$101,432 | \$140,701 | \$121,067 | \$121,067 | 2                |
| Director of Instruction                 | \$80,300  | \$128,696 | \$108,600 | \$106,632 | 12               |
| Dir. of Special Ed/Pupil Services       | \$60,061  | \$138,584 | \$90,423  | \$85,276  | 24               |
| Asst. Dir. of Special Ed/Pupil Services | \$92,440  | \$92,440  | \$92,440  | \$92,440  | 1                |
| Central Office Administrator            | \$76,802  | \$128,696 | \$96,529  | \$90,309  | 4                |
| District Technology Coordinator         | \$128,696 | \$128,696 | \$128,696 | \$128,696 | 1                |

## CESA 5

|   | Low       | High      | Mean      | Median    | # of Individuals |
|---|-----------|-----------|-----------|-----------|------------------|
| District Administrator                  | \$101,000 | \$171,666 | \$133,164 | \$126,814 | 30               |
| Assistant District Administrator        | \$71,000  | \$71,000  | \$71,000  | \$71,000  | 1                |
| Director of Instruction                 | \$74,128  | \$128,883 | \$106,943 | \$109,355 | 20               |
| Dir. of Special Ed/Pupil Services       | \$72,171  | \$122,608 | \$97,677  | \$95,939  | 26               |
| Asst. Dir. of Special Ed/Pupil Services | \$77,319  | \$93,233  | \$80,460  | \$78,222  | 15               |
| Central Office Administrator            | \$109,000 | \$136,250 | \$118,785 | \$114,945 | 4                |
| District Technology Coordinator         | \$75,086  | \$121,364 | \$102,515 | \$102,994 | 7                |

## CESA 6

|   | Low       | High      | Mean      | Median    | # of Individuals |
|---|-----------|-----------|-----------|-----------|------------------|
| District Administrator                  | \$111,638 | \$200,758 | \$153,226 | \$146,210 | 37               |
| Assistant District Administrator        | \$129,000 | \$145,594 | \$135,679 | \$134,600 | 5                |
| Director of Instruction                 | \$75,000  | \$134,600 | \$104,664 | \$107,099 | 34               |
| Dir. of Special Ed/Pupil Services       | \$49,980  | \$134,600 | \$95,658  | \$91,800  | 41               |
| Asst. Dir. of Special Ed/Pupil Services | \$86,130  | \$102,600 | \$97,555  | \$99,150  | 6                |
| Central Office Administrator            | \$57,003  | \$134,600 | \$112,231 | \$117,593 | 17               |
| District Technology Coordinator         | \$104,724 | \$115,803 | \$109,211 | \$108,158 | 4                |

## CESA 7

|   | Low       | High      | Mean      | Median    | # of Individuals |
|---|-----------|-----------|-----------|-----------|------------------|
| District Administrator                  | \$90,000  | \$194,047 | \$143,506 | \$140,306 | 32               |
| Assistant District Administrator        | \$134,400 | \$152,238 | \$143,213 | \$143,000 | 3                |
| Director of Instruction                 | \$57,779  | \$136,824 | \$110,448 | \$112,929 | 26               |
| Dir. of Special Ed/Pupil Services       | \$73,298  | \$145,894 | \$103,510 | \$103,201 | 37               |
| Asst. Dir. of Special Ed/Pupil Services | \$64,532  | \$110,351 | \$91,544  | \$94,383  | 8                |
| Central Office Administrator            | \$97,318  | \$134,400 | \$113,596 | \$108,750 | 6                |
| District Technology Coordinator         | \$84,640  | \$84,640  | \$84,640  | \$84,640  | 1                |

## CESA 8

|   | Low       | High      | Mean      | Median    | # of Individuals |
|---|-----------|-----------|-----------|-----------|------------------|
| District Administrator                  | \$103,000 | \$150,807 | \$127,022 | \$128,216 | 17               |
| Assistant District Administrator        | --        | --        | --        | --        | 0                |
| Director of Instruction                 | \$105,251 | \$129,778 | \$117,515 | \$117,515 | 2                |
| Dir. of Special Ed/Pupil Services       | \$67,525  | \$129,778 | \$86,661  | \$84,257  | 24               |
| Asst. Dir. of Special Ed/Pupil Services | --        | --        | --        | --        | 0                |
| Central Office Administrator            |           |           |           |           |                  |
| District Technology Coordinator         | --        | --        | --        | --        | 0                |

## CESA 9

|   | Low       | High      | Mean      | Median    | # of Individuals |
|---|-----------|-----------|-----------|-----------|------------------|
| District Administrator                  | \$105,000 | \$174,216 | \$140,301 | \$140,250 | 18               |
| Assistant District Administrator        | \$133,000 | \$148,664 | \$140,832 | \$140,832 | 2                |
| Director of Instruction                 | \$75,000  | \$138,768 | \$105,503 | \$108,183 | 15               |
| Dir. of Special Ed/Pupil Services       | \$75,364  | \$125,228 | \$99,381  | \$101,891 | 23               |
| Asst. Dir. of Special Ed/Pupil Services | \$82,000  | \$88,132  | \$84,874  | \$85,000  | 5                |
| Central Office Administrator            | \$52,098  | \$128,739 | \$97,779  | \$105,140 | 4                |
| District Technology Coordinator         | \$72,354  | \$99,970  | \$86,162  | \$86,162  | 2                |



## CESA 10

|   | Low       | High      | Mean      | Median    | # of Individuals |
|---|-----------|-----------|-----------|-----------|------------------|
| District Administrator                  | \$99,000  | \$185,583 | \$127,548 | \$125,000 | 23               |
| Assistant District Administrator        | --        | --        | --        | --        | 0                |
| Director of Instruction                 | \$70,714  | \$124,944 | \$99,396  | \$98,496  | 14               |
| Dir. of Special Ed/Pupil Services       | \$68,410  | \$124,174 | \$94,180  | \$89,937  | 18               |
| Asst. Dir. of Special Ed/Pupil Services | \$48,147  | \$87,236  | \$72,326  | \$76,960  | 4                |
| Central Office Administrator            | \$105,848 | \$133,663 | \$126,202 | \$133,663 | 5                |
| District Technology Coordinator         | \$123,944 | \$123,944 | \$123,944 | \$123,944 | 1                |

## CESA 11

|   | Low       | High      | Mean      | Median    | # of Individuals |
|---|-----------|-----------|-----------|-----------|------------------|
| District Administrator                  | 100,000   | \$202,652 | \$140,034 | \$139,500 | 35               |
| Assistant District Administrator        | \$153,333 | \$153,333 | \$153,333 | \$153,333 | 1                |
| Director of Instruction                 | \$84,500  | \$150,261 | \$113,574 | \$111,638 | 10               |
| Dir. of Special Ed/Pupil Services       | \$70,000  | \$149,682 | \$95,149  | \$93,457  | 31               |
| Asst. Dir. of Special Ed/Pupil Services | \$91,822  | \$94,176  | \$92,999  | \$92,999  | 2                |
| Central Office Administrator            | \$79,770  | \$150,261 | \$116,173 | \$111,499 | 7                |
| District Technology Coordinator         | --        | --        | --        | --        | 0                |

## CESA 12

|   | Low       | High      | Mean      | Median    | # of Individuals |
|---|-----------|-----------|-----------|-----------|------------------|
| District Administrator                  | \$93,425  | \$150,478 | \$124,702 | \$126,417 | 11               |
| Assistant District Administrator        | --        | --        | --        | --        | 0                |
| Director of Instruction                 | \$85,372  | \$100,836 | \$90,678  | \$88,252  | 4                |
| Dir. of Special Ed/Pupil Services       | \$72,142  | \$122,785 | \$95,468  | \$90,179  | 13               |
| Asst. Dir. of Special Ed/Pupil Services | --        | --        | --        | --        | 0                |
| Central Office Administrator            | \$101,191 | \$101,191 | \$101,191 | \$101,191 | 1                |
| District Technology Coordinator         | --        | --        | --        | --        | 0                |

## 2019-20 Statewide

|   | Low      | High      | Mean      | Median    | # of Individuals |
|---|----------|-----------|-----------|-----------|------------------|
| District Administrator                  | \$64,739 | \$258,148 | \$141,998 | \$138,347 | 354              |
| Assistant District Administrator        | \$71,000 | \$166,155 | \$138,423 | \$141,351 | 26               |
| Director of Instruction                 | \$53,813 | \$155,000 | \$108,526 | \$109,989 | 272              |
| Dir. of Special Ed/Pupil Services       | \$47,350 | \$149,682 | \$98,339  | \$96,308  | 371              |
| Asst. Dir. of Special Ed/Pupil Services | \$48,147 | \$122,392 | \$89,988  | \$88,132  | 53               |
| Central Office Administrator            | \$52,098 | \$162,434 | \$115,902 | \$117,726 | 183              |
| District Technology Coordinator         | \$72,354 | \$128,696 | \$104,768 | \$105,002 | 27               |

# Health/Insurance Benefits

Choice available among employer-provided health insurance benefit packages:

|     |       |
|-----|-------|
| No  | 53.9% |
| Yes | 46%   |

Health insurance plan covers:

|                  |       |
|------------------|-------|
| Both             | 85.5% |
| Only family plan | 7.8%  |
| Only single plan | 7.8%  |
| Other            | 1.3%  |

Personal contributions toward health insurance premiums required:

|     |       |
|-----|-------|
| Yes | 90.7% |
| No  | 9.2%  |

Personal contribution for health insurance:

|               |       |
|---------------|-------|
| 5% or less    | 15.7% |
| 6-10%         | 15.7% |
| 11-15%        | 48.6% |
| 16-20%        | 5.2%  |
| 21-25%        | 0%    |
| 26 or greater | 0%    |
| Other         | 14.4% |

Employer provides long-term care insurance (nursing/home care):

|   |       |
|---|-------|
| No, not offered                         | 47.3% |
| Uncertain                               | 28.9% |
| Yes, additional payment is required.    | 15.7% |
| Yes, no additional payment is required. | 7.8%  |
| Other                                   | 0%    |

Payment of prescription drugs included:

|                            |        |
|----------------------------|--------|
| Yes, subject to co-pay     | 36.8%  |
| Yes, subject to deductible | 35.5%  |
| Yes                        | 18.42% |
| Uncertain                  | 6.5%   |
| No                         | 2.6%   |

Vision care included:

|   |       |
|---|-------|
| No                                      | 11.8% |
| Yes, limited to annual examination      | 36.8% |
| Yes, annual examination plus eyeglasses | 26.3% |
| Uncertain                               | 10.5% |
| Yes, with a maximum limit               | 14.4% |

Dental insurance included:

|     |      |
|-----|------|
| Yes | 100% |
| No  | 0%   |

Dental insurance plan covers:

|          |       |
|----------|-------|
| Family   | 92.1% |
| Personal | 5.2%  |
| Other    | 2.6%  |

Employer requires additional payment:

|     |       |
|-----|-------|
| No  | 47.3% |
| Yes | 52.6% |

Life insurance coverage provided:

|                              |        |
|------------------------------|--------|
| Yes                          | 75%    |
| Yes, with additional payment | 17.11% |
| No                           | 6.5%   |
| Uncertain                    | 1.3%   |

Amount of life insurance coverage:

|                 |       |
|-----------------|-------|
| Equal to salary | 48.6% |
| Double salary   | 26.3% |
| Other           | 25%   |

Long term disability insurance (income protection) provided:

|                              |       |
|------------------------------|-------|
| Yes                          | 60.5% |
| Yes, with additional payment | 22.3% |
| Uncertain                    | 9.2%  |
| No                           | 6.5%  |
| Other                        | 1.3%  |

What liability coverage does your district provide for you?

|                       |       |
|-----------------------|-------|
| None                  | 15.7% |
| \$250-\$750,000       | 9.2%  |
| \$750,000-\$1,250,000 | 5.2%  |
| Over \$1,250,000      | 2.6%  |
| Unsure                | 67.1% |

## Retirement

### Employer provides tax-sheltered annuity program:

|                                  |       |
|----------------------------------|-------|
| Yes, at my expense               | 57.8% |
| Yes, partial payment by employer | 36.8% |
| No, not offered                  | 0%    |
| Unknown                          | 5.2%  |

### Number of years experience required to qualify for post-retirement benefits:

|                |       |
|----------------|-------|
| No requirement | 21%   |
| Five           | 9.2%  |
| Ten            | 18.4% |
| Fifteen        | 17.1% |
| Twenty         | 1.3%  |
| Other          | 23.6% |

### Post-retirement medical insurance benefits:

|                     | 1998 | 2008 | 2012  | 2014  | 2016  | 2018  | 2020  |
|---------------------|------|------|-------|-------|-------|-------|-------|
| Health Insurance    | -    | -    | -     | -     | -     | -     | 26.8% |
| Dental              | 42%  | 29%  | 22.1% | 18.9% | 13.8% | 13.4% | 16.6% |
| Vision              | 11%  | 8%   | 7.2%  | 5.7%  | 5.7%  | 8.2%  | 8.3%  |
| Medicare supplement | 6%   | 4%   | 5.1%  | 3%    | 1.6%  | 3.6%  | 2.7%  |
| None                | 27%  | 10%  | 14.5% | 27.4% | 23%   | 26.5% | 27.7% |
| Uncertain           | -    | 34%  | 42.1% | 34.7% | 41.2% | 40.9% | 11.1% |
| Other               | 8%   | 11%  | 8.9%  | 10.1% | 9.4%  | 11.1% | 6.4%  |

### Employer has an early retirement incentive program for administrators:

|     | 1998 | 2008 | 2012  | 2014  | 2016   | 2018 | 2020  |
|-----|------|------|-------|-------|--------|------|-------|
| Yes | 43%  | 22%  | 17.9% | 10.6% | 10.81% | 12.6 | 9.2%  |
| No  | 57%  | 78%  | 82.1% | 89.3% | 89.1%  | 87.3 | 90.7% |

## Travel

|   | Yes   | No    |
|---|-------|-------|
| You have access to a vehicle provided by your employer for work related travel  | 48.6% | 51.3% |
| You use a personal vehicle for work related travel.                             | 92.1% | 7.8%  |
| You are reimbursed per mile for travel within your school district.             | 78.9% | 21%   |
| You are reimbursed a flat dollar amount for travel within your school district. | 25%   | 75%   |
| You are reimbursed for work-related travel outside your district.               | 97.3% | 2.6%  |

# Job Complexity/Stress

How much do you agree or disagree with the following statements?

## My job has become too complex:

Strongly Agree ----- 22.3%  
 Agree ----- 30.2%  
 Neither Agree or Disagree---- 34.2%  
 Disagree----- 13.1%  
 Strongly Disagree ----- 0%

## My responsibilities today are very similar to those five years ago:

Strongly Agree -----0%  
 Agree ----- 11.8%  
 Neither Agree or Disagree-----22.3%  
 Disagree-----47.3%  
 Strongly Disagree -----18.4%

Rate the potential of the following strategies to reduce the complexity of your work and/or reduce your work related stress:

|   | High   | Medium | Low   |
|---|--------|--------|-------|
| Greater support to meet the behavioral health needs of your students.   | 46.5%  | 41.1%  | 12.3% |
| Greater coherence between/among federal, state, and district initiatives.   | 48.68% | 34.2%  | 17.1% |
| New/stronger services to support you (professional learning, information, communications support, educator effectiveness support, etc.) | 13.1%  | 61.84% | 25%   |
| Improve principal supervision/support and collaboration in your district.   | 28%    | 41.3%  | 30.6% |
| Improve the quality of school board governance in your district.  | 27.4%  | 31.5%  | 41.1% |
| Access to a high quality wellness program in your district (diet, stress, exercise).  | 16.4%  | 49.3%  | 34.2% |
| Greater coherence between/among organizations serving educators (e.g. professional associations, CESAs, DPI, etc.                       | 29.3%  | 46.6%  | 24%   |

## In your job, how often do you feel under great stress?

Every Day -----22.3%  
 Almost Every Day -----38.1%  
 Once or Twice a Week -----30.2%  
 Less Often Than Once Per Week ----- 6.5%  
 Never----- 2.6%

## Wellness

Stress among educators is real and it is important to examine our self-care and wellness supports. While 89.2% of district leaders report having access to a wellness program less than 6% have a program that employees enthusiastically engage in. This is a prime opportunity to build stronger supports for the educators that are so instrumental to the health and success of our communities.

### Which of the following best describes employee involvement in your employer's wellness program:

Many employees enthusiastically engage in the program.----- 5.2%  
 Some employees enthusiastically engage in the program.----- 50%  
 Few employees enthusiastically engage in the program.-----44.7%

### My employer's wellness program includes:

Exercise 69.7%  
 Nutrition 64.4%  
 Stress Management 61.8%



Rate the following statements about the system used to evaluate you.  
The evaluation system:

|                           | <b>Strongly Agree</b> | <b>Agree</b> | <b>Neither Agree Nor Disagree</b> | <b>Disagree</b> | <b>Strongly Disagree</b> |
|---------------------------|-----------------------|--------------|-----------------------------------|-----------------|--------------------------|
| Is Clear                  | 15.7%                 | 48.6%        | 22.3%                             | 11.8%           | 1.3%                     |
| Is Fair                   | 18.4%                 | 51.3%        | 26.3%                             | 1.3%            | 2.6%                     |
| Provides Useful Feedback. | 13.1%                 | 39.4%        | 28.9%                             | 11.8%           | 6.6%                     |

**Districts may use a state model developed by the Department of Public Instruction or a tool that is found to be equivalent to the state model. Which tool does your district use for your position?**

State Model----- 36.8%  
 CESA 6 ----- 35.5%  
 School District Equivalent ----- 27.6%

**Is there a defined process for district leaders when he or she disagrees with his or her evaluation?**

No ----- 52.6%  
 Yes----- 47.3%

**School district's policy relating to the frequency of attendance at a national convention most closely resembles:**

Yearly----- 31.5%  
 Every other year ----- 10.5%  
 Every third year ----- 7.8%  
 Every fourth year ----- 1.3%  
 Never----- 7.8%  
 Uncertain ----- 26.3%  
 Other ----- 14.4%

**School district reimbursement for graduate coursework (tuition and materials)?**

Yes----- 77.6%  
 No ----- 22.3%

# Demographics

The following information describes the survey respondents in terms of position, region of the state, gender and student population.

Number of years as an AWSA member is also indicated.

## Position

(all that apply are checked)

|   |       |
|---|-------|
| Director/Coordinator of Instruction         | 41.8% |
| Director/Coordinator of Technology          | 3%    |
| Director/Coordinator of Special Ed Services | 7.1%  |
| Superintendent                              | 32.6% |
| Central Office                              | 15.3% |

## Grade Level

(if appropriate e.g. Director of Elementary Education)

|            |       |
|------------|-------|
| Elementary | 4.7%  |
| Middle     | 8.4%  |
| High       | 8.4%  |
| PK-12      | 18.3% |

## Gender

|            |       |
|------------|-------|
| Male       | 46.3% |
| Female     | 53.6% |
| Non-binary | 0%    |

## AWSA membership

|             |       |
|-------------|-------|
| 15+ years   | 27.3% |
| 10-14 years | 21%   |
| 5-9 years   | 28.4% |
| 2-4 years   | 13.6% |
| 0-2 years   | 9.4%  |

## CESA Region

|   |       |    |       |
|---|-------|----|-------|
| 1 | 14.7% | 7  | 12.6% |
| 2 | 13.6% | 8  | 4.2%  |
| 3 | 4.2%  | 9  | 7.3%  |
| 4 | 3.1%  | 10 | 5.2%  |
| 5 | 11.5% | 11 | 8.4%  |
| 6 | 12.6% | 12 | 2.11% |

## Community Type

(in which school system primarily resides)

|   |       |
|---|-------|
| Small Town (not within a metropolitan area) | 17.8% |
| Rural (agricultural area less than 2,500)   | 32.6% |
| Suburban (residential area outlying a city) | 28.4% |
| Medium Urban (pop. less than 400,000)       | 18.9% |
| Mixed Types (contains two or more)          | 2.1%  |
| Large Urban (pop. greater than 400,000)     | 0%    |

## Economic Profile

(% free/reduced lunch)

|        |       |
|--------|-------|
| 70% +  | 3.1%  |
| 50-70% | 34.7% |
| 33-49% | 30.5% |
| 20-32% | 14.7% |
| 1-19%  | 16.8% |