



Because Leadership Matters

2019-20

Professional Issues

of the Principalship in Wisconsin



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

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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 a September 2018 survey of Wisconsin school administrators, with responses from 450 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.

The questions were generated by the AWSA Professional Issues Committee, comprised of members representing the state of Wisconsin. In the years since it was implemented, the survey has provided AWSA with crucial data that helps us identify trends and answer our 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 the national MetLife Survey of the American Teacher (surveys teachers and principals). Sixty-eight percent of respondents agree that the job of principal has become too complex and sixty-four 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 the AWSA Board of Directors in their work in revising AWSA's organizational goals.

Area of Responsibility

Notably, over the past seven years, the percentage of administrators who are responsible for a single work site has dropped from 77% to 61%. 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, 99% 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. Additional coursework was supported for 78% of respondents. This is close to the 83% of respondents whose district pays full expense for attendance at AWSA conferences.



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

- The Wallace Foundation

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	68%
Associate Principal	18.44%
Director/Coordinator of Instruction	9.33%
Central Office	2.67%
Director/Coordinator of Special Ed Services	2.67%
Superintendent	3.33%
Director/Coordinator of Technology	0.67%
Dean of Students	1.11%

Areas of Responsibility

(the closest is selected)

Principal of one school	61.11%
Administrative role other than principal	16.44%
Principal and another administrative role	10.44%
Principal of two schools	7.56%
Two administrative roles other than principal	3.78%
Principal of more than two schools	.067%

Grade Level

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

Elementary	43.11%
Middle	29.33%
High	33.78%
District	16%

Gender

Male	54%
Female	46%

CESA Region

1	15.33%	7	9.56%
2	18%	8	3.33%
3	3.56%	9	6.89%
4	4.22%	10	4%
5	12.22%	11	7.33%
6	12.89%	12	2.67%

Community Type

(in which school system primarily resides)

Small Town (not within a metropolitan area)	31.33%
Rural (agricultural area less than 2,500)	25.56%
Suburban (residential area outlying a city)	26.44%
Medium Urban (pop. less than 400,000)	12.22%
Mixed Types (contains two or more)	3.56%
Large Urban (pop. greater than 400,000)	0.89%

Economic Profile

(% free/reduced lunch)

70% +	3.56%
50-70%	19.33%
33-50%	34.44%
19-32%	24.89%
1-19%	17.78%

AWSA membership

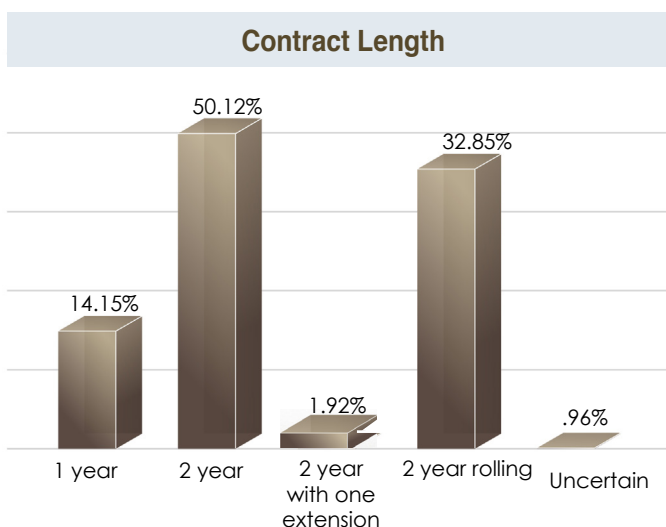
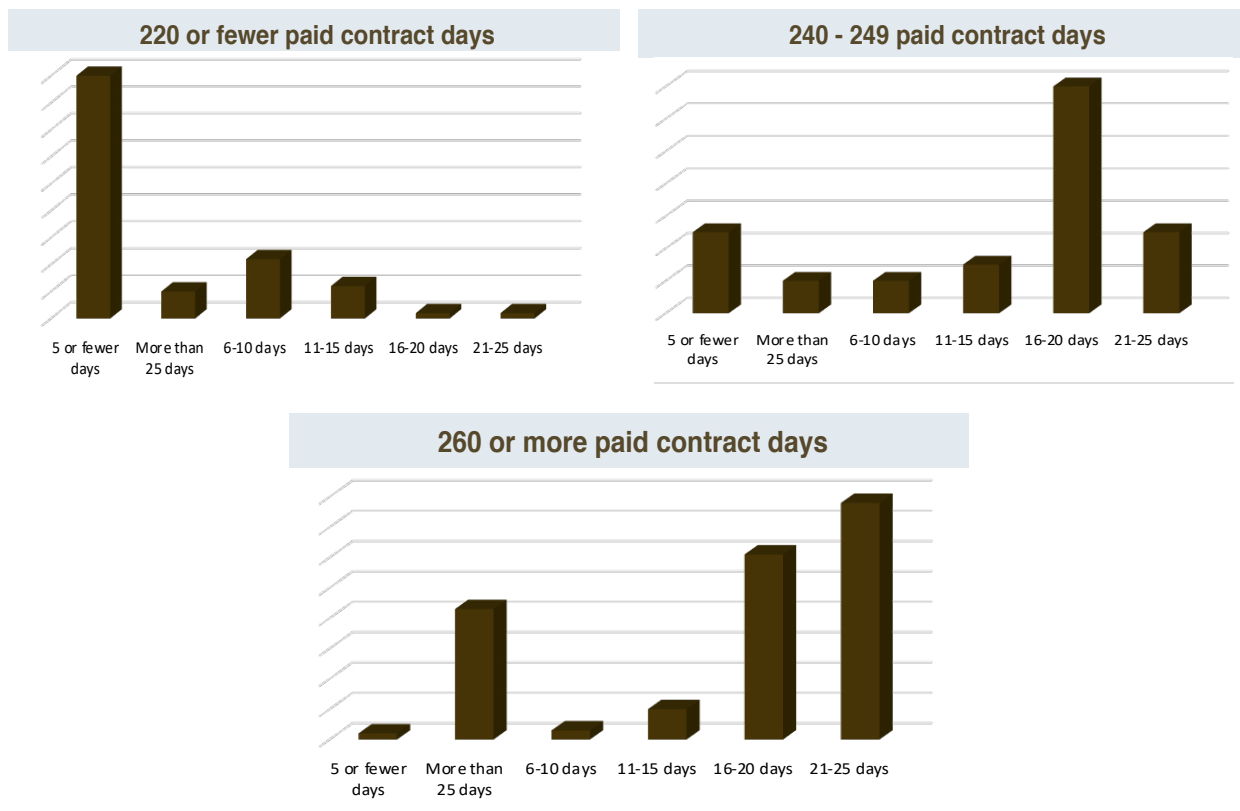
15+ years	20%
10-14 years	19.33%
5-9 years	29.78%
2-4 years	16.22%
0-2 years	14.67%



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 2018-2020 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?



I have received a copy of my contract:

Yes----- 95.2%

No ----- 4.8%

Does your contract include "layoff" language?

No -----5.76%

Yes----- 94.24%

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

No change----- 80.58%

Increased----- 11.97%

Uncertain----- 4.85%

Decreased----- 2.59%

Compensation

Too many organizations—not just companies, but governments and nonprofits as well—still operate from assumptions about human potential and individual performance that are outdated, unexamined, and rooted more in folklore than in science. They continue to pursue practices such as short-term incentive plans and pay-for-performance schemes in the face of mounting evidence that such measures usually don't work and often do harm. Worse, these practices have infiltrated our schools...

- 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	47.43%
Increases needed to maintain parity with teacher pay increases	25.92%
Across-the-board increases other than cost of living	21.52%
Other	14.91%
Increases based on performance	6.85%
Step increases	6.11%

Does your district currently have a performance pay system for principals?

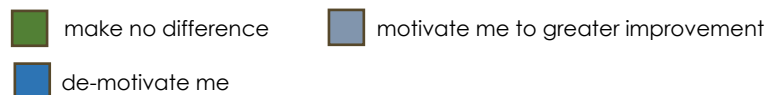
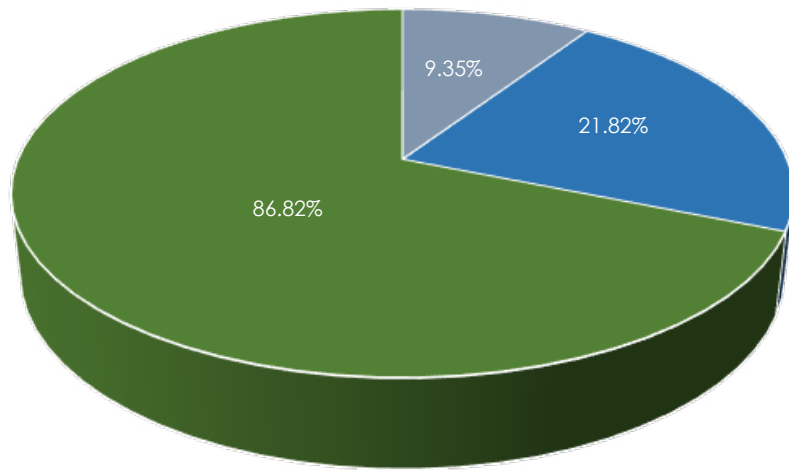
No, and we are not considering modifying it	88.51%
No, and we are considering modifying it	5.87%
Yes, and we are not considering modifying it at this time	4.40%
Yes, and we are considering modifying it at this time	1.22%

The following base pay increases based on performance are considered in determining the size of the increases in my district:

(all that apply are checked)

Achievement of specific individually set goals or objectives	52.17%
Individual knowledge and skills, competencies or behaviors	47.83%
The school's achieving district or state accountability system results	17.39%
Other	26.09%
The school's achieving NCLB adequate yearly progress	0%

I believe a “pay for performance” system would:



Retirement

Employer has an early retirement incentive program for administrators:

	1998	2008	2012	2014	2016	2018
Yes	43%	22%	17.9%	10.68%	10.81%	12.63
No	57%	78%	82.1%	89.32%	89.19%	87.37

Optional health care benefits to supplement medicare:

No	80.15%
Yes	19.85%

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

No, not offered	40.98%
Uncertain	37.63%
Yes, additional payment is required	14.95%
Yes, no additional payment is required	5.93%
Other	.52%

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

No requirement	22.94%
Five	6.96%
Ten	14.95%
Fifteen	10.07%
Twenty	8.51%
Other	27.58%

Post-retirement medical insurance benefits:

	1998	2008	2012	2014	2016	2018
Hospitalization	53%	31%	18.3%	13.42%	12.16%	10.05%
Major medical	57%	45%	32.3%	24.93%	22.97%	19.33%
HMO	13%	8%	10.6%	10.14%	9.12%	8.76%
Dental	42%	29%	22.1%	18.90%	13.85%	13.40%
Vision	11%	8%	7.2%	5.75%	5.74%	8.25%
Medicare supplement	6%	4%	5.1%	3.01%	1.69%	3.61%
None	27%	10%	14.5%	27.40%	22.97%	26.55%
Uncertain	-----	34%	42.1%	34.79%	41.22%	40.98%
Other	8%	11%	8.9%	10.14%	9.46%	11.08%

Travel

Reimbursed for work-related travel within district:

Yes, per mile	50.13%
No	28.24%
Yes, flat amount	15.78%
Other	5.85%

Access to a vehicle provided by employer for work-related travel:

Use either employer or personal vehicle	45.04%
Must use personal vehicle	45.51%
Must use employer vehicle	11.45%

Reimbursed for work-related travel outside district:

Yes, per mile	87.28%
No	8.4%
Other	4.33%

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	56.637%
Yes	43.37%

Health insurance plan covers:

Both	89.54%
Only family plan	7.65%
Only single plan	1.53%
Other	1.28%

Health insurance plan includes major medical coverage:

Yes, subject to a deductible	56.15%
Yes	37.69%
No	0.51%
Uncertain	5.64%

Personal contributions toward health insurance premiums required:

Yes	89.54%
No	10.46%

Personal contribution for health insurance:

11%-15%	43.75%
6%-10%	23.58%
5% or less	7.95%
Other	8.81%
16%-20%	9.66%
21%-25%	2.56%
26% or more	3.69%

Payment of prescription drugs included:

Yes, subject to co-pay	43.08%
Yes, subject to deductible	38.72%
Yes	7.44%
Uncertain	8.21%
No	2.56%

Vision care included:

No	18.97%
Yes, limited to annual examination	35.9%
Yes, annual examination plus eyeglasses	29.23%
Uncertain	8.46%
Yes, with a maximum limit	7.44%

Dental insurance included:

Yes	99.23%
No	0.77%

Dental insurance plan covers:

Family	95.09%
Personal	3.62%
Other	1.29%

Employer requires additional payment:

No	47.97%
Yes	52.03%

Life insurance coverage provided:

Yes	66.15%
Yes, with additional payment	21.79%
No	4.36%
Uncertain	7.69%

Amount of life insurance coverage:

Equal to salary	48.97%
Double salary	27.18%
Other	23.85%

Long term disability insurance (income protection) provided:

Yes	46.13%
Yes, with additional payment	31.19%
Uncertain	14.69%
No	7.73%
Other	0.26%

Other

Employer provides tax-sheltered annuity program:

Yes, at my expense	57.14%
Yes, partial payment by employer	23.98%
No, not offered	5.61%
Unknown	13.27%

DPI Salary Data

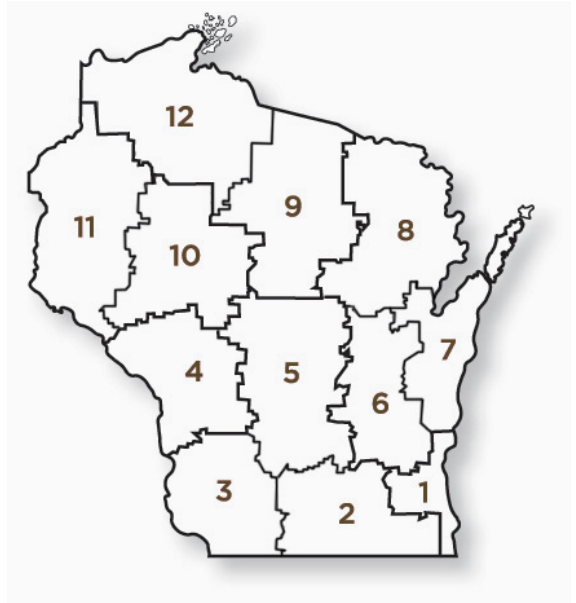
Data on the following pages is generated by AWSA from the Department of Public Instruction 2018 Salary Report (2017-18 data). The charts on pages 10 - 12 offer salary information by CESA region, and page 12 also contains statewide data.

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.

The information in the following pages can be found at the AWSA website at www.awsa.org under the Resources tab.



	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$57,163	\$147,260	\$103,648	\$104,519	275
Principal - Middle	\$76,733	\$135,228	\$108,915	\$110,000	72
Principal - High	\$69,000	\$143,413	\$118,091	\$121,386	95
Associate Principal - Elementary	\$50,319	\$101,817	\$82,442	\$82,561	80
Associate Principal - Middle	\$62,500	\$104,405	\$84,774	\$86,110	71
Associate Principal - High	\$56,642	\$118,857	\$89,127	\$88,776	174
Director of Instruction	\$53,333	\$142,475	\$100,163	\$108,910	92
District Technology Coordinator	\$84,405	\$117,857	\$102,632	\$100,000	7

CESA 2

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$81,000	\$134,261	\$100,070	\$100,097	176
Principal - Middle	\$63,000	\$129,642	\$103,167	\$103,696	78
Principal - High	\$78,000	\$138,236	\$110,334	\$110,000	69
Associate Principal - Elementary	\$70,000	\$98,496	\$82,464	\$82,017	24
Associate Principal - Middle	\$71,347	\$102,579	\$85,687	\$85,957	45
Associate Principal - High	\$58,000	\$116,019	\$90,828	\$91,674	79
Director of Instruction	\$65,000	\$135,747	\$101,004	\$101,500	80
District Technology Coordinator	\$86,166	\$122,900	\$101,390	\$100,735	8

CESA 3

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$63,795	\$122,400	\$86,310	\$82,500	38
Principal - Middle	\$70,492	\$120,187	\$87,754	\$85,016	23
Principal - High	\$65,000	\$116,000	\$87,942	\$89,629	33
Associate Principal - Elementary	\$54,384	\$62,500	\$58,442	\$58,442	2
Associate Principal - Middle	\$62,500	\$62,500	\$62,500	\$63,500	1
Associate Principal - High	\$62,205	\$82,800	\$69,501	\$65,000	5
Director of Instruction	\$45,800	\$89,742	\$72,670	\$77,569	4
District Technology Coordinator	Null	Null	Null	Null	0

CESA 4

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$65,554	\$123,011	\$94,755	\$93,603	61
Principal - Middle	\$70,000	\$123,011	\$97,922	\$97,287	22
Principal - High	\$68,500	\$137,320	\$100,364	\$100,791	33
Associate Principal - Elementary	\$74,955	\$86,359	\$78,244	\$75,832	4
Associate Principal - Middle	\$69,107	\$97,414	\$85,542	\$88,409	7
Associate Principal - High	\$67,830	\$114,458	\$86,941	\$83,608	15
Director of Instruction	\$76,700	\$123,011	\$100,997	\$103,289	10
District Technology Coordinator	\$123,011	\$123,011	\$123,011	123,011	1

CESA 5

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$76,000	\$133,876	\$94,124	\$94,357	89
Principal - Middle	\$80,000	\$120,116	\$97,510	\$97,126	28
Principal - High	\$78,000	\$123,515	\$99,353	\$94,818	38
Associate Principal - Elementary	\$60,000	\$94,885	\$78,008	\$83,000	5
Associate Principal - Middle	\$25,096	\$99,030	\$79,765	\$81,111	14
Associate Principal - High	\$50,000	\$104,048	\$83,434	\$83,859	23
Director of Instruction	\$84,133	\$123,515	\$104,774	\$105,045	18
District Technology Coordinator	\$84,272	\$112,953	\$98,693	\$100,567	6

CESA 6

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$70,000	\$119,197	\$93,592	\$92,862	129
Principal - Middle	\$71,400	\$128,108	\$98,816	\$99,353	54
Principal - High	\$82,500	\$132,300	\$103,842	\$101,700	55
Associate Principal - Elementary	\$71,388	\$111,685	\$83,770	\$82,909	10
Associate Principal - Middle	\$72,500	\$111,685	\$83,457	\$82,740	26
Associate Principal - High	\$72,500	\$100,600	\$88,826	\$88,750	44
Director of Instruction	\$52,343	\$132,300	\$99,961	\$100,470	36
District Technology Coordinator	\$100,097	106,995	\$104,380	106,048	3

CESA 7

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$65,000	\$127,246	\$95,514	\$96,242	100
Principal - Middle	\$65,000	\$122,702	\$100,855	\$103,500	59
Principal - High	\$65,000	\$158,162	\$106,331	\$104,905	48
Associate Principal - Elementary	\$72,417	\$94,697	\$79,506	\$76,604	12
Associate Principal - Middle	\$70,000	\$100,610	\$83,820	\$83,514	24
Associate Principal - High	\$70,308	\$112,360	\$91,111	\$91,598	34
Director of Instruction	\$46,691	\$132,061	\$108,609	\$111,486	27
District Technology Coordinator	\$79,890	\$79,890	\$79,890	\$79,890	1

CESA 8

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$65,000	\$128,779	\$87,544	\$83,484	35
Principal - Middle	\$76,000	\$128,779	\$92,411	\$88,100	15
Principal - High	\$65,000	\$144,232	\$91,774	\$87,904	26
Associate Principal - Elementary	\$73,800	\$82,072	\$77,634	\$77,000	3
Associate Principal - Middle	\$70,000	\$82,224	\$73,892	\$71,750	5
Associate Principal - High	\$72,638	\$84,123	\$77,284	\$76,084	8
Director of Instruction	\$71,000	\$128,779	\$91,596	\$87,877	6
District Technology Coordinator	Null	Null	Null	Null	0

CESA 9

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$59,224	\$118,166	\$92,445	\$91,583	57
Principal - Middle	\$80,000	\$104,644	\$93,616	\$93,000	19
Principal - High	\$87,500	\$129,247	\$105,426	\$103,818	21
Associate Principal - Elementary	\$66,000	\$96,115	\$79,658	\$73,000	5
Associate Principal - Middle	\$72,576	\$100,354	\$86,552	\$85,562	11
Associate Principal - High	\$72,000	\$105,456	\$88,907	\$89,249	13
Director of Instruction	\$75,000	\$117,740	\$103,462	\$105,425	16
District Technology Coordinator	65,920	\$65,920	\$65,920	\$65,920	1

CESA 10

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$66,250	\$122,485	\$95,905	\$93,886	53
Principal - Middle	\$66,250	\$113,064	\$95,502	\$95,205	22
Principal - High	\$66,250	\$120,618	\$94,852	\$94,275	32
Associate Principal - Elementary	\$42,792	\$51,800	\$47,296	\$47,296	2
Associate Principal - Middle	\$42,792	\$93,963	\$75,154	\$82,474	8
Associate Principal - High	\$42,792	\$115,092	\$83,678	\$91,501	12
Director of Instruction	\$75,000	\$119,700	\$98,665	\$95,000	11
District Technology Coordinator	\$118,700	\$118,700	\$118,700	\$118,700	1

CESA 11

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$72,282	\$119,610	\$98,346	\$99,314	66
Principal - Middle	\$73,000	\$123,000	\$98,716	\$100,435	36
Principal - High	\$67,500	\$136,276	\$98,558	\$95,498	44
Associate Principal - Elementary	\$71,000	\$84,669	\$77,142	\$76,450	4
Associate Principal - Middle	\$81,856	\$107,226	\$92,236	\$89,240	8
Associate Principal - High	\$67,384	\$111,675	\$91,479	\$89,963	16
Director of Instruction	\$61,391	\$140,407	\$96,487	\$100,713	11
District Technology Coordinator	Null	Null	Null	Null	0

CESA 12

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$76,122	\$112,000	\$90,769	\$90,570	26
Principal - Middle	\$74,000	\$111,218	\$85,551	\$83,832	14
Principal - High	\$76,306	\$120,000	\$93,141	\$93,000	21
Associate Principal - Elementary	\$70,708	\$80,276	\$75,492	\$75,492	2
Associate Principal - Middle	\$70,000	\$83,276	\$76,078	\$75,517	4
Associate Principal - High	\$49,964	\$93,776	\$76,162	\$75,000	7
Director of Instruction	\$76,962	\$97,836	\$84,574	\$78,925	3
District Technology Coordinator	Null	Null	Null	Null	0

Statewide

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$57,163	\$147,260	\$97,235	\$98,725	1,105
Principal - Middle	\$63,000	\$135,228	\$99,739	\$100,000	433
Principal - High	\$65,000	\$158,162	\$103,659	\$103,615	517
Associate Principal - Elementary	\$42,792	\$111,685	\$80,859	\$80,704	153
Associate Principal - Middle	\$25,096	\$111,685	\$83,926	\$84,708	224
Associate Principal - High	\$42,792	\$118,857	\$88,452	\$88,776	430
Director of Instruction	\$45,800	\$142,475	\$100,698	\$102,927	314
District Technology Coordinator	65,920	\$123,011	\$100,799	\$101,049	28

Effectiveness & Evaluation



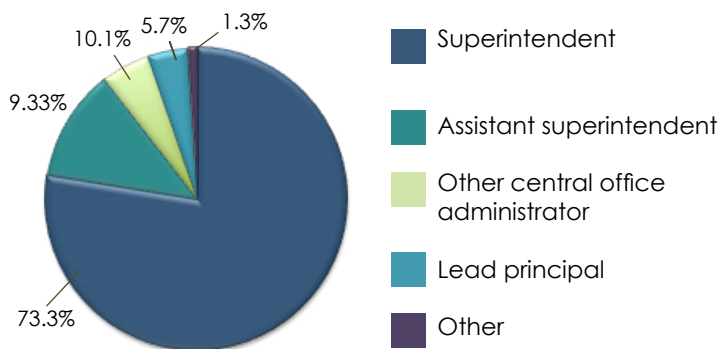
When?

In my district, principals are evaluated:

Once per year	57.51%
Every third year	28.24%
Every other year	6.74%
More than once per year	4.92%
Other	1.55%
Less than every third year	1.04%

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	46.11%
CESA 6	37.56%
School District Equivalent	16.32%

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

No	62.83%
Yes	37.17%

The following are done by my district to help principals rate highly on their evaluations: (all that apply are indicated)

Support to take additional coursework	45.08%
Set of standards and a performance rubric	41.45%
Support to participate in external communities of practice	37.56%
Support to participate in internal communities of practice	32.64%
Use of an internal mentor	26.94%
Coaching with frequent feedback in a job-embedded context	19.95%
Use of an external mentor	11.4%
Other	10.88%

Professional Development

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*

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----- 50.63%
 No, dues are paid with personal funds ----- 30.13%
 Yes, district pays flat dollar amount of dues ----- 19.24%

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

Yearly----- 10.89%
 Uncertain ----- 29.87%
 Other ----- 16.2%
 Every other year----- 15.95%
 Never----- 14.68%
 Every third year ----- 9.87%
 Every fourth year----- 2.53%

My AWSA membership dues are paid by the district:

100%----- 96.77%
 80-99%----- 2.48%
 50-79%----- 0%
 1-49%----- 0%
 None, I pay my own --- 0.74%

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

Yes-----78.37%
 No -----21.63%

School district's policy on paying expenses to attend AWSA-sponsored conferences?

Registration/Transportation/
 Accommodations includedn 83.54%
 Registration only----- 1.27%
 Accommodations only -----0.25%
 Flat dollar amount/year -----5.82%
 Uncertain ----- 6.84%
 No payment -----2.28%



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 ----- 17.41%
 Agree ----- 47.29%
 Neither Agree or Disagree-- 23.06%
 Disagree----- 11.06%
 Strongly Disagree ----- 1.18%

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

Strongly Agree -----0.71%
 Agree ----- 15.06%
 Neither Agree or Disagree----- 14.35%
 Disagree----- 51.53%
 Strongly Disagree ----- 18.35%

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

	High	Medium	Low	N/A
Greater support to meet the behavioral health needs of your students.	75%	20%	4.5%	0%
Greater coherence between/among federal, state, and district initiatives.	32%	42%	25%	1%
New/stronger services to support you (professional learning, information, communications support, educator effectiveness support, etc.)	20%	51%	27%	0.7%
Improve principal supervision/support and collaboration in your district.	17%	42%	36%	4%
Improve the quality of school board governance in your district.	15%	29%	49%	6%
Access to a high quality wellness program in your district (diet, stress, exercise).	14%	40%	44%	2%
Greater coherence between/among organizations serving educators (e.g. professional associations, CESAs, DPI, etc.)	13%	52%	33%	2%

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

Almost Every Day ----- 28%
 Several Days a Week ----- 33.88%
 Once or Twice a Week ----- 27.76%
 Less Often Than Once Per Week ----- 10%
 Never----- 0.5%





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