



2024-25
Professional Issues
Report

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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 2024 survey of Wisconsin school administrators, with responses from over 500 principals, associate principals, and central office administrators.

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).

Seventy-two percent of respondents agree that the job of principal has become too complex and thirty-seven 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 ten years, the percentage of administrators who are responsible for a single work site has dropped from 77% to 70%. 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 Learning

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.

"An effective principal's impact is stronger and broader than previously thought, making it difficult to envision a higher return on investment in K-12 education than the cultivation of high-quality school leadership."

- Wallace Foundation, 2021

School Leadership

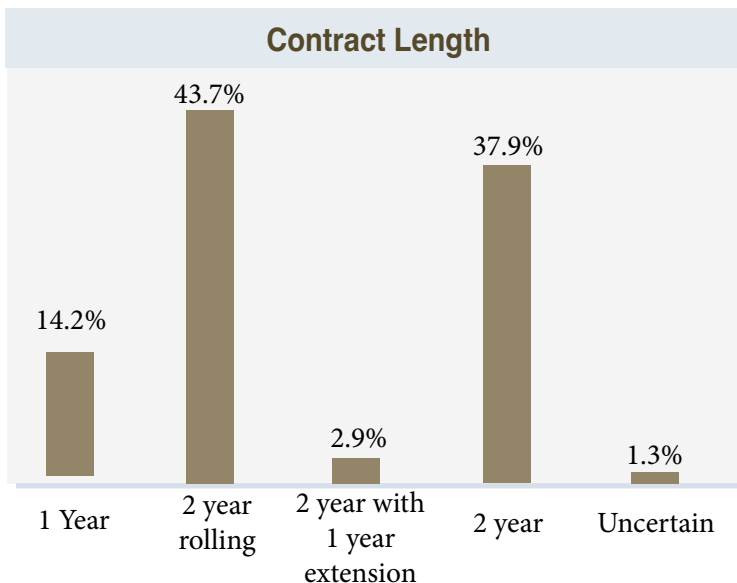
Since administrative contracts vary from district to district, it is important for administrators to understand the trends in contract development and content in order to ascertain the ways in which individual contracts compare to statewide data. The information from the 2024-2025 survey is consistent 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	-----20.3%
6-10 days	-----7.1%
11-15 days	-----9.3%
16-20 days	-----22.5%
21-25 days	-----28.3%
More than 25 days	-----12.5%

Contract Length



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

209 or fewer days	----- .1%
210 to 219 days	-----7.7%
220 to 229 days	----- 18.3%
230 to 239 days	-----5.8%
240 to 249 days	-----4.8%
250 to 259 days	-----4.5%
260+ days	----- 57.9%

Does your contract include "layoff" language?

No	-----67.5%
Yes	-----7.7%
Unsure	-----24.8%

I have received a copy of my contract:

Yes	-----95.5%
No	-----4.5%

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-----	38.2%
Step increases-----	7.6%
Across-the-board increases other than cost of living-----	9%
Increases needed to maintain parity with teacher pay increases-----	19.1%
Increases needed to maintain parity with administrators in region-----	12.9%
Increases based on performance-----	4.1%
Other-----	9.2%

Which of the following best describes your pay schedule?

We do not have a formal schedule. Base pay is individually negotiated on case-by-case basis-----	58.8%
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%
We have a schedule with steps based on experience and educational levels similar to that used for teachers---	13.2%
Other-----	10.3%



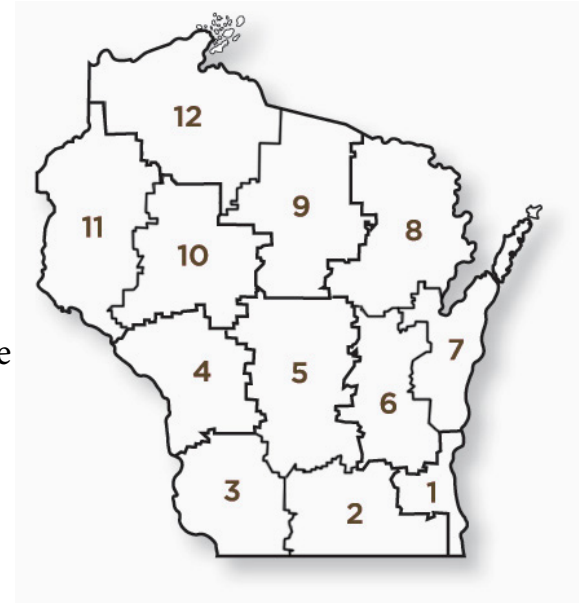
DPI Salary Data

Data on the following pages is generated by AWSA from the Department of Public Instruction 2024 Salary Report (2023-24 data). The charts on pages 6 - 9 offer full time salary information by CESA region, and page 9 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 or associate principal. 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 Career Center tab.



CESA 1

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$89,000	\$165,637	\$121,401	\$121,684	269
Principal - Middle	\$82,400	\$149,774	\$128,567	\$130,126	50
Principal - High	\$88,223	\$162,579	\$138,596	\$139,708	73
Assistant Principal - Elementary	\$75,000	\$120,045	\$96,369	\$96,644	103
Assistant Principal - Middle	\$70,000	\$121,356	\$100,171	\$101,872	58
Assistant Principal - High	\$70,000	\$129,423	\$103,527	\$104,683	150

CESA 2

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$64,842	\$147,951	\$118,174	\$118,799	169
Principal - Middle	\$44,235	\$149,363	\$125,864	\$126,827	50
Principal - High	\$87,550	\$181,924	\$135,842	\$134,879	50
Assistant Principal - Elementary	\$78,272	\$117,117	\$95,598	\$94,861	38
Assistant Principal - Middle	\$82,000	\$155,126	\$101,300	\$99,243	44
Assistant Principal - High	\$72,668	\$138,029	\$107,485	\$108,778	85

CESA 3

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$74,000	\$115,000	\$95,826	\$97,245	21
Principal - Middle	\$82,000	\$104,254	\$92,287	\$90,748	6
Principal - High	\$83,000	\$123,233	\$102,760	\$103,647	10
Assistant Principal - Elementary	\$-	\$-	\$-	\$-	0
Assistant Principal - Middle	\$-	\$-	\$-	\$-	0
Assistant Principal - High	\$93,000	\$93,000	\$93,000	\$93,000	1

CESA 4

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$75,000	\$135,429	\$111,677	\$116,990	37
Principal - Middle	\$95,611	\$134,990	\$117,439	\$118,953	12
Principal - High	\$95,919	\$140,860	\$117,322	\$113,398	19
Assistant Principal - Elementary	\$80,465	\$103,278	\$93,706	\$97,376	3
Assistant Principal - Middle	\$79,500	\$113,052	\$100,007	\$104,379	8
Assistant Principal - High	\$81,000	\$125,200	\$105,844	\$110,326	9

CESA 5

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$78,000	\$142,508	\$108,403	\$107,033	57
Principal - Middle	\$95,000	\$138,077	\$110,202	\$109,736	17
Principal - High	\$91,500	\$148,244	\$114,929	\$111,963	25
Assistant Principal - Elementary	\$73,534	\$108,855	\$91,012	\$88,824	6
Assistant Principal - Middle	\$70,518	\$112,408	\$95,013	\$95,000	12
Assistant Principal - High	\$70,000	\$121,472	\$98,016	\$101,529	20

CESA 6

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$87,841	\$126,816	\$108,271	\$108,019	117
Principal - Middle	\$89,070	\$125,470	\$114,601	\$116,855	29
Principal - High	\$86,932	\$145,750	\$119,326	\$120,683	30
Assistant Principal - Elementary	\$77,966	\$103,359	\$91,215	\$91,900	13
Assistant Principal - Middle	\$78,000	\$105,000	\$94,220	\$94,791	28
Assistant Principal - High	\$30,748	\$123,545	\$96,656	\$98,969	36

CESA 7

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$77,000	\$140,382	\$111,881	\$111,513	85
Principal - Middle	\$16,797	\$147,330	\$115,274	\$116,527	32
Principal - High	\$90,640	\$157,532	\$120,269	\$117,914	37
Assistant Principal - Elementary	\$78,000	\$115,419	\$96,260	\$96,341	15
Assistant Principal - Middle	\$66,135	\$123,459	\$97,635	\$99,679	25
Assistant Principal - High	\$74,356	\$130,791	\$106,252	\$108,812	32

CESA 8

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$75,510	\$119,525	\$94,795	\$93,482	18
Principal - Middle	\$82,000	\$111,891	\$98,732	\$100,000	6
Principal - High	\$82,500	\$120,000	\$98,853	\$101,448	11
Assistant Principal - Elementary	\$64,324	\$88,667	\$80,183	\$83,100	5
Assistant Principal - Middle	\$82,000	\$93,659	\$87,830	\$87,830	2
Assistant Principal - High	\$72,500	\$99,780	\$89,141	\$95,144	3

CESA 9

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$87,946	\$131,180	\$108,568	\$112,580	39
Principal - Middle	\$97,066	\$122,267	\$108,392	\$108,155	7
Principal - High	\$108,346	\$139,796	\$126,639	\$130,344	11
Assistant Principal - Elementary	\$86,000	\$86,000	\$86,000	\$86,000	1
Assistant Principal - Middle	\$91,125	\$108,675	\$98,665	\$99,000	7
Assistant Principal - High	\$81,095	\$113,936	\$96,887	\$102,366	13

CESA 10

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$79,913	\$129,650	\$106,658	\$108,830	35
Principal - Middle	\$84,000	\$132,001	\$113,048	\$116,904	10
Principal - High	\$94,096	\$145,809	\$119,672	\$116,657	10
Assistant Principal - Elementary	\$79,922	\$90,817	\$86,377	\$86,593	5
Assistant Principal - Middle	\$78,247	\$108,518	\$91,000	\$88,660	8
Assistant Principal - High	\$89,555	\$122,453	\$109,366	\$111,007	11

CESA 11

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$85,000	\$148,589	\$113,627	\$112,171	48
Principal - Middle	\$75,000	\$152,338	\$114,883	\$118,075	18
Principal - High	\$82,000	\$157,585	\$120,331	\$122,450	23
Assistant Principal - Elementary	\$74,160	\$109,010	\$89,390	\$85,000	3
Assistant Principal - Middle	\$95,000	\$132,800	\$108,772	\$108,466	8
Assistant Principal - High	\$58,050	\$138,463	\$108,126	\$108,844	14

CESA 12

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$73,130	\$122,615	\$105,735	\$108,849	17
Principal - Middle	\$97,588	\$120,477	\$106,451	\$103,870	4
Principal - High	\$72,500	\$121,000	\$101,813	\$103,245	7
Assistant Principal - Elementary	\$79,920	\$103,930	\$91,925	\$91,925	2
Assistant Principal - Middle	\$78,418	\$103,930	\$93,050	\$97,315	5
Assistant Principal - High	\$75,000	\$103,930	\$93,997	\$97,315	5

2023-24 Statewide

	Low	High	Mean	Median	# of Individuals
Principal - Elementary	\$64,842	\$165,637	\$114,095	\$114,583	912
Principal - Middle	\$16,797	\$152,338	\$118,446	\$119,850	241
Principal - High	\$72,500	\$181,924	\$124,924	\$125,452	306
Assistant Principal - Elementary	\$64,324	\$120,045	\$94,776	\$95,077	194
Assistant Principal - Middle	\$66,135	\$155,126	\$98,615	\$97,297	205
Assistant Principal - High	\$30,748	\$138,463	\$103,600	\$104,769	379

Health/Insurance Benefits

Choice available among employer-provided health insurance benefit packages:

No	40.8%
Yes	59.2%

Health insurance plan covers:

Both	88.1%
Only family plan	6.1%
Only single plan	1.6%
Other	4.2%

Personal contributions toward health insurance premiums required:

Yes	85.2%
No	14.8%

Does your district provide a stipend if you elect not to use the district's health insurance?

Yes	53.7%
No	46.3%
Average Yearly Stipend	\$4,093

Personal contribution for health insurance:

5% or less	12.9%
6-10%	25.1%
11-15%	34.4%
16-20%	5.8%
21-25%	2.6%
26 or greater	2.3%
Other	17%

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

No, not offered	39.9%
Uncertain	37.6%
Yes, additional payment is required.	14.8%
Yes, no additional payment is required.	7.7%
Other	0

Payment of prescription drugs included:

Yes, subject to co-pay	26.4%
Yes, subject to deductible	27.7%
Yes	9.8%
Uncertain	26.7%
No	9.3%

Vision care included:

No	13.2%
Yes, limited to annual examination	30.2%
Yes, annual examination plus eyeglasses	39.9%
Uncertain	8.7%
Yes, with a maximum limit	8%

Dental insurance included:

Yes	100%
No	0

Dental insurance plan covers:

Family	94.5%
Personal	4.5%
Other	1%

Employer requires additional payment:

No	43.4%
Yes	56.6%

Life insurance coverage provided:

Yes	65.6%
Yes, with additional payment	22.2%
No	3.9%
Uncertain	8.4%

Amount of life insurance coverage:

Equal to salary	52.1%
Double salary	22.5%
Other	25.4%

Long term disability insurance (income protection) provided:

Yes	45.7%
Yes, with additional payment	31.5%
Uncertain	16.1%
No	6.1%
Other	0.6%

Retirement

Employer provides tax-sheltered annuity program:

Yes, at my expense	44.3%
Yes, partial payment by employer	34%
No, not offered	9.8%
Uncertain	12%

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

No requirement-----	28.6%
Five-----	8.4%
Ten-----	14.5%
Fifteen-----	14.8%
Twenty-----	4.2%
Twenty +-----	4.5%
Other-----	25.1%

Post-retirement medical insurance benefits:

	1998	2008	2012	2014	2016	2018	2020	2022	2024
Health Insurance	-	-	-	-	-	-	26.3%	26.2%	23.4%
Dental	42%	29%	22.1%	18.9%	13.8%	13.4%	13.8%	14.7%	12.9%
Vision	11%	8%	7.2%	5.7%	5.7%	8.2%	8%	8.4%	8.9%
Medicare supplement	6%	4%	5.1%	3%	1.6%	3.6%	3.8%	3%	3%
None	27%	10%	14.5%	27.4%	23%	26.5%	18.6%	20.1%	29%
Other	8%	11%	8.9%	10.1%	9.4%	11.1%	6.2%	13.2%	9.1%

Employer has an early retirement incentive program for administrators:

	1998	2008	2012	2014	2016	2018	2020	2022	2024
Yes	43%	22%	17.9%	10.6%	10.81%	12.6	11.2%	12.8%	9.7%
No	57%	78%	82.1%	89.3%	89.1%	87.3	88.8%	87.1%	90.4%

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----- 23.2%
 Agree----- 48.9%
 Neither Agree or Disagree ----- 19.6%
 Disagree----- 8%
 Strongly Disagree----- 0.3%

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

Strongly Agree-----1.3%
 Agree----- 15.8%
 Neither Agree or Disagree ----- 17%
 Disagree----- 49.5%
 Strongly Disagree----- 16.4%

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 mental and behavioral health needs of your students.	63.5%	26.4%	10.1%
Stronger supply of candidates for staff positions	68.5%	24.4%	7.1%
New/stronger services to support you (professional learning, information, communications support, educator effectiveness support, etc.)	18.6%	48.5%	32.9%
Improve principal supervision/support and collaboration in your district.	13.9%	39.9%	46.3%
Improve the quality of school board governance in your district.	13.6%	30%	56.3%
Access to a high quality wellness program in your district (diet, stress, exercise).	10.6%	37.2%	52.2%
Greater coherence between/among organizations serving educators (e.g. professional associations, CESAs, DPI, etc.)	11.7%	43.3%	45%

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

Almost Every Day ----- 24.1%
 Several Days a Week ----- 37.3%
 Once or Twice a Week ----- 27%
 Less Often Than Once Per Week ----- 11.3%
 Never----- 03%



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:

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
There are adequate student services personnel (such as nurses and counselors) to support students' well-being in my building.	15.8%	38.6%	10.3%	30.6%	4.8%
The size of the administrative team (e.g., assistant principals) is adequate to provide support to staff and students in my building.	22.5%	40.8%	12.5%	19.3%	4.8%
The support received from the central office meets my needs.	17.7%	44.4%	19.6%	14.2%	4.2%

Wellness

Stress among educators is real and it is important to examine our self-care and wellness supports. While 75.4% of school leaders report having access to a wellness program less than 59% 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 75.4% that have a Wellness Program, their program includes:

Exercise -----28.2%
 Nutrition -----22.1%
 Stress Management -----25.1%

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

Many employees enthusiastically engage in the program. ----- 3.5%
 Some employees enthusiastically engage in the program. ----- 25.4%
 Few employees enthusiastically engage in the program. ----- 29.7%
 Does not have wellness program.----- 41.8%

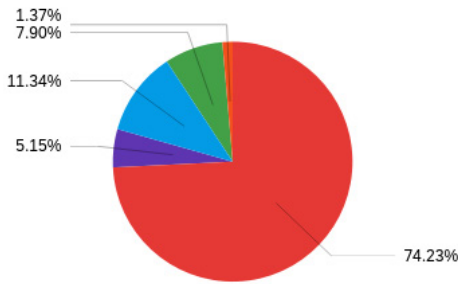
When?

In my district, principals are evaluated:

More than once per year	10%
Once per year	61.3%
Every other year	4.5%
Every third year	16.6%
Less frequently than every third year	4.2%
Other	3.5%

By Whom?

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



■ Superintendent
 ■ Assistant, associate, or deputy superintendent
 ■ Other central office administrator
■ Lead principal
 ■ Peer or peer group
 ■ Other

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

Support to participate in internal communities of practice	22.5%
Support to participate in external communities of practice	21.5%
Support to take academies or additional coursework	18.7%
Coaching with frequent feedback in a job-embedded context	9.7%
Set of standards and a performance rubric	15.9%
Other	11.8%

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	17.3%	54.7%	19.7%	5.2%	3.1%
Is fair	18%	56.4%	21.8%	2.8%	1%
Builds trust with supervisor	12.1%	37.2%	31.5%	13%	6%
Encourages risk-taking and learning from mistakes	16.8%	38.5%	32%	11.3%	1.4%
centers upon self-developed goals	17.9%	56%	18.9%	6.5%	.7%
is rooted in cycles of continuous improvement	18.9%	47.8%	23.7%	8.3%	1.4%
provides useful feedback	15.22%	43.6%	29.4%	9%	2.8%
helps me improve my leadership practice	15.5%	46.1%	27.5%	8.3%	2.8%

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	43.3%
CESA 6	43.9%
CESA 3	1.7%
Other	11.1%

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

No	43.3%
Yes	50.5%

AWSA Membership

AWSA increases administrators' effectiveness in equitably promoting the intellectual, social, and emotional growth of all students.

My AWSA membership dues are paid by the district:

100% -----	97.2%
80-99% -----	1.6%
50-79% -----	0.3%
0-49% -----	0%

Professional Learning

AWSA offers professional learning in three tiers based on member feedback and research on positively impacting school leadership practices.

Tier One – conferences and workshops that offer a breadth of professional learning, information, and networking opportunities.

- 6% of leaders currently don't receive support to attend conferences.

Tier Two – extended, multi-session offerings that “go deep” in key pillars of impactful administrative work such as learning leadership, data use and performance management, professional collaborative culture, and operations management

- 11% of leaders currently don't receive support to complete in-depth academies.

Tier Three – coaching to equip leaders with customized strategies/tools that deepen impact and help the practices learned to stick

- 15% of leaders don't receive support to work with an external coach.

School leaders completing in-depth academies with coaching support report significant growth in student outcomes. AWSA wants to partner with districts to provide 100% of school leaders access to all three tiers of learning.

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

Yes ----- 72%%

No ----- 28%

National Membership and Convention Attendance

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	40.7%
No, dues are paid with personal funds	36.3%
Yes, district pays flat dollar amount of dues	6.8%

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

Yearly	8.7%
Every other year	11.6%
Every third year	4.8%
Every fourth year	1%
Never	23.5%
Uncertain	36.7%
Other	13.8%

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	79.2%
Associate Principal	19.8%
Dean of Students	1%

Areas of Responsibility

(the closest is selected)

Principal of one school.....	70.5%
Administrative role other than principal.....	6.5%
Principal and another administrative role	8.3%
Principal of two schools.....	11.1%
Two administrative roles other than principal	2.3%
Principal of more than two schools	1.3%

Grade Level

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

Elementary.....	32.8%
Middle	29.4%
High.....	33.5%
PK-12	4.3%

Gender

Male.....	56.5%
Female	43.5%
Non-binary	0%

CESA Region

1	14.3%	7	9.6%
2	17.6%	8	3.1%
3	3.9%	9	6.7%
4	2.9%	10.....	6.2%
5	12.2%	11.....	9.3%
6	10.9%	12.....	3.4%

Community Type

(in which school system primarily resides)

Small Town (not within a metropolitan area)	25.4%
Rural (agricultural area less than 2,500)	30%
Suburban (residential area outlying a city).....	24.6%
Medium Urban (pop. less than 400,000).....	13%
Mixed Types (contains two or more).....	4.2%
Large Urban (pop. greater than 400,000)	2.9%

Economic Profile

(% free/reduced lunch)

70% +	9.6%
50-70%	18.9%
33-49%	35%
20-32%	21%
1-19%	15.5%

AWSA Membership

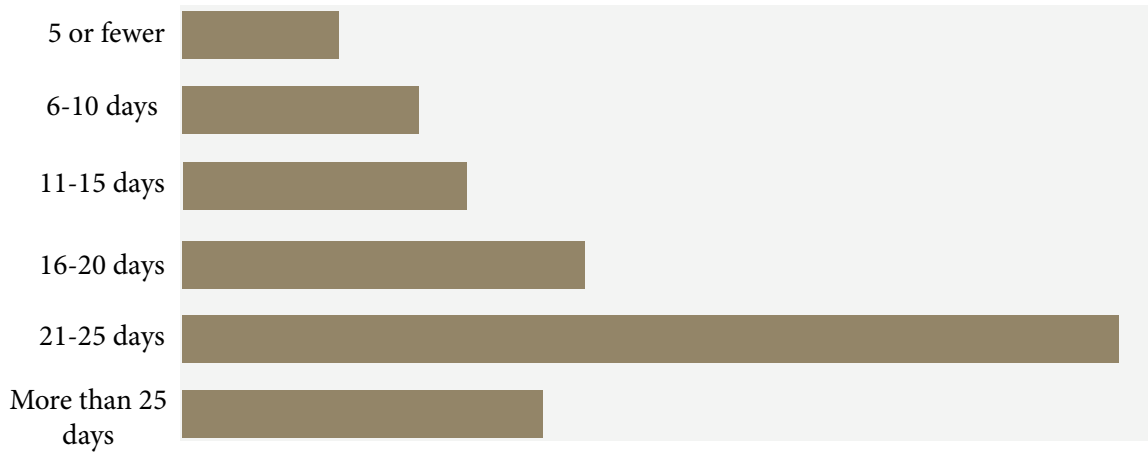
15+ years	19.2%
10-14 years	16.8%
5-9 years	29.3%
2-4 years	19.7%
0-2 years	15%



District Leadership

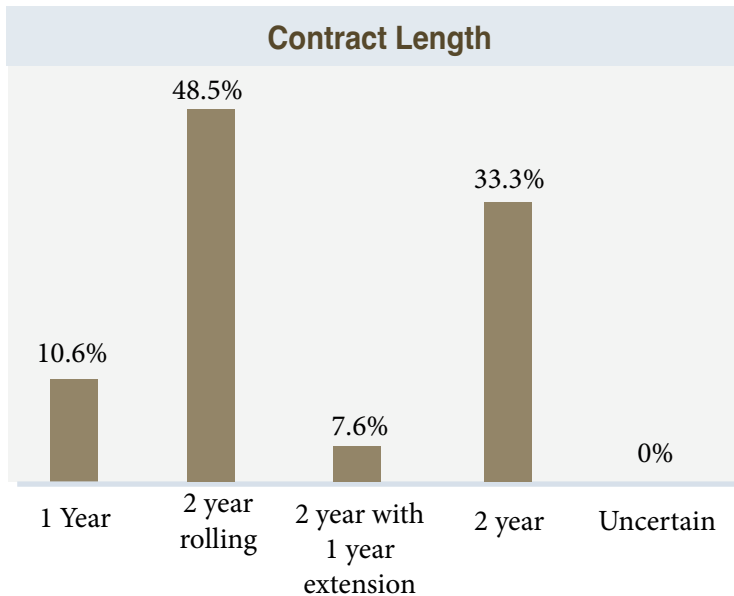
Contract Language

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



Vacation Days

5 or fewer days	3%
6-10 days	7.6%
11-15 days	9.1%
16-20 days	21.2%
21-25 days	45.5%
More than 25 days	13.6%



Does your contract include "layoff" language?

No	86.4%
Yes	4.6%
Unsure	9.1%

District Salary Data

Base pay increases typically received by principals in my district:

(all that apply are checked)

Cost of living increases-----	35.2%
Step increases-----	8.3%
Across-the-board increases other than cost of living-----	10.2%
Increases needed to maintain parity with teacher pay increases-----	22.2%
Increases needed to maintain parity with administrators in region-----	14.8%
Increases based on performance-----	3.7%
Other-----	5.6%

Which of the following best describes your pay schedule?

We do not have a formal schedule. Base pay is individually negotiated-----	54.6%
We have established a single (job) rate for positions-----	12.1%
We have a fixed minimum and maximum pay range or set of ranges-----	13.6%
We have a schedule with steps based on experience and educational levels similar to that used for teachers-----	18.2%
Other-----	1.5%

DPI Salary Data

Data on the following pages is generated by AWSA from the Department of Public Instruction 2024 Salary Report (2023-24 data). The charts on pages 18 - 21 offer salary information by CESA region, and page 21 also contains statewide data. 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 Career Center tab.



CESA 1

	Low	High	Mean	Median	# of Individuals
District Administrator	\$97,814	\$302,358	\$177,336	\$186,758	51
Assistant District Administrator	\$128,880	\$178,319	\$163,882	\$168,238	7
Director of Instruction	\$66,250	\$169,896	\$128,653	\$130,981	56
Dir. of Special Ed/Pupil Services	\$58,695	\$154,291	\$123,300	\$130,000	46
Asst. Dir. of Special Ed	\$82,250	\$123,814	\$105,248	\$107,464	4
Central Office Administrator	\$87,278	\$183,407	\$132,991	\$132,251	96
District Technology Coordinator	\$79,868	\$124,185	\$108,774	\$112,617	6

CESA 2

	Low	High	Mean	Median	# of Individuals
District Administrator	\$113,200	\$271,900	\$169,107	\$169,461	63
Assistant District Administrator	\$170,000	\$192,792	\$183,769	\$187,964	8
Director of Instruction	\$88,000	\$170,360	\$128,847	\$126,027	54
Dir. of Special Ed/Pupil Services	\$26,667	\$183,013	\$120,597	\$124,238	56
Asst. Dir. of Special Ed	\$90,015	\$148,950	\$124,925	\$133,310	5
Central Office Administrator	\$118,003	\$191,757	\$152,459	\$158,557	24
District Technology Coordinator	\$-	\$-	\$-	\$-	0

CESA 3

	Low	High	Mean	Median	# of Individuals
District Administrator	\$117,000	\$190,955	\$139,286	\$137,390	25
Assistant District Administrator	\$-	\$-	\$-	\$-	0
Director of Instruction	\$69,413	\$115,908	\$102,040	\$111,419	4
Dir. of Special Ed/Pupil Services	\$78,375	\$130,749	\$92,465	\$90,673	14
Asst. Dir. of Special Ed	\$90,000	\$90,000	\$90,000	\$90,000	1
Central Office Administrator	\$-	\$-	\$-	\$-	0
District Technology Coordinator	\$-	\$-	\$-	\$-	0

CESA 4

	Low	High	Mean	Median	# of Individuals
District Administrator	\$104,442	\$186,070	\$142,315	\$141,291	21
Assistant District Administrator	\$154,005	\$154,005	\$154,005	\$154,005	1
Director of Instruction	\$109,445	\$140,860	\$125,521	\$125,854	11
Dir. of Special Ed/Pupil Services	\$96,426	\$140,860	\$118,321	\$122,540	13
Asst. Dir. of Special Ed	\$93,239	\$93,239	\$93,239	\$93,239	1
Central Office Administrator	\$-	\$-	\$-	\$-	0
District Technology Coordinator	\$140,860	\$140,860	\$140,860	\$140,860	1

CESA 5

	Low	High	Mean	Median	# of Individuals
District Administrator	\$112,000	\$208,650	\$147,688	\$140,000	33
Assistant District Administrator	\$-	\$-	\$-	\$-	0
Director of Instruction	\$98,779	\$149,800	\$127,648	\$125,000	17
Dir. of Special Ed/Pupil Services	\$70,000	\$147,403	\$110,298	\$108,414	20
Asst. Dir. of Special Ed	\$86,500	\$123,582	\$107,313	\$111,858	3
Central Office Administrator	\$128,132	\$128,132	\$128,132	\$128,132	1
District Technology Coordinator	\$80,577	\$141,945	\$116,970	\$121,321	6

CESA 6

	Low	High	Mean	Median	# of Individuals
District Administrator	\$114,900	\$230,704	\$167,268	\$168,480	37
Assistant District Administrator	\$122,900	\$162,610	\$146,232	\$150,750	8
Director of Instruction	\$90,831	\$150,800	\$122,521	\$123,044	26
Dir. of Special Ed/Pupil Services	\$87,000	\$161,500	\$118,887	\$119,083	30
Asst. Dir. of Special Ed	\$107,200	\$122,900	\$115,600	\$116,700	3
Central Office Administrator	\$99,753	\$150,750	\$120,958	\$117,422	8
District Technology Coordinator	\$79,182	\$150,219	\$113,811	\$115,000	5

CESA 7

	Low	High	Mean	Median	# of Individuals
District Administrator	\$89,250	\$220,000	\$158,134	\$152,852	37
Assistant District Administrator	\$149,496	\$176,396	\$159,816	\$156,686	4
Director of Instruction	\$60,098	\$147,500	\$123,481	\$129,735	29
Dir. of Special Ed/Pupil Services	\$74,577	\$151,616	\$118,286	\$119,800	30
Asst. Dir. of Special Ed	\$86,465	\$128,601	\$105,016	\$98,528	9
Central Office Administrator	\$96,262	\$151,182	\$118,902	\$115,689	5
District Technology Coordinator	\$67,750	\$67,750	\$67,750	\$67,750	1

CESA 8

	Low	High	Mean	Median	# of Individuals
District Administrator	\$109,379	\$174,583	\$137,637	\$135,151	20
Assistant District Administrator	\$-	\$-	\$-	\$-	0
Director of Instruction	\$88,000	\$121,658	\$102,084	\$99,339	4
Dir. of Special Ed/Pupil Services	\$68,500	\$127,629	\$96,829	\$96,377	17
Asst. Dir. of Special Ed	\$81,320	\$83,460	\$82,390	\$82,390	2
Central Office Administrator	\$-	\$-	\$-	\$-	0
District Technology Coordinator	\$80,626	\$80,626	\$80,626	\$80,626	1

CESA 9

	Low	High	Mean	Median	# of Individuals
District Administrator	\$116,260	\$200,150	\$154,109	\$155,892	19
Assistant District Administrator	\$101,732	\$147,862	\$130,448	\$141,750	3
Director of Instruction	\$92,000	\$131,670	\$110,709	\$107,892	9
Dir. of Special Ed/Pupil Services	\$92,749	\$146,543	\$117,102	\$115,927	14
Asst. Dir. of Special Ed	\$114,450	\$114,450	\$114,450	\$114,450	1
Central Office Administrator	\$88,000	\$121,750	\$104,875	\$104,875	2
District Technology Coordinator	\$-	\$-	\$-	\$-	0

CESA 10

	Low	High	Mean	Median	# of Individuals
District Administrator	\$107,500	\$218,089	\$144,419	\$139,376	21
Assistant District Administrator	\$147,834	\$147,834	\$147,834	\$147,834	1
Director of Instruction	\$101,037	\$154,350	\$123,012	\$120,318	6
Dir. of Special Ed/Pupil Services	\$78,208	\$154,350	\$110,453	\$110,245	14
Asst. Dir. of Special Ed	\$72,293	\$72,293	\$72,293	\$72,293	1
Central Office Administrator	\$99,113	\$158,963	\$144,195	\$151,717	6
District Technology Coordinator	\$117,980	\$148,646	\$129,755	\$122,640	3

CESA 11

	Low	High	Mean	Median	# of Individuals
District Administrator	\$107,000	\$235,755	\$159,117	\$154,396	33
Assistant District Administrator	\$179,738	\$179,738	\$179,738	\$179,738	1
Director of Instruction	\$81,400	\$142,000	\$110,843	\$112,187	7
Dir. of Special Ed/Pupil Services	\$74,803	\$172,286	\$103,442	\$103,407	25
Asst. Dir. of Special Ed	\$106,475	\$109,313	\$107,894	\$107,894	2
Central Office Administrator	\$130,551	\$145,500	\$138,605	\$139,765	3
District Technology Coordinator	\$81,100	\$81,100	\$81,100	\$81,100	1

CESA 12

	Low	High	Mean	Median	# of Individuals
District Administrator	\$113,632	\$187,680	\$143,882	\$138,850	12
Assistant District Administrator	\$-	\$-	\$-	\$-	0
Director of Instruction	\$105,619	\$122,615	\$114,117	\$114,117	2
Dir. of Special Ed/Pupil Services	\$80,005	\$117,899	\$102,206	\$101,840	7
Asst. Dir. of Special Ed	\$115,860	\$115,860	\$115,860	\$115,860	1
Central Office Administrator	\$-	\$-	\$-	\$-	0
District Technology Coordinator	\$-	\$-	\$-	\$-	0

2023-24 Statewide

	Low	High	Mean	Median	# of Individuals
District Administrator	\$89,250	\$302,358	\$157,993	\$153,602	372
Assistant District Administrator	\$101,732	\$192,792	\$160,587	\$160,650	33
Director of Instruction	\$60,098	\$170,360	\$124,598	\$125,653	225
Dir. of Special Ed/Pupil Services	\$26,667	\$183,013	\$114,379	\$115,065	286
Asst. Dir. of Special Ed	\$72,293	\$148,950	\$106,846	\$107,200	33
Central Office Administrator	\$87,278	\$191,757	\$135,222	\$135,906	145
District Technology Coordinator	\$67,750	\$150,219	\$111,797	\$114,049	24

Health/Insurance Benefits

Choice available among employer-provided health insurance benefit packages:

No	40.9%
Yes	59.1%

Health insurance plan covers:

Both	97%
Only family plan	1.5%
Only single plan	1.5%
Other	0%

Personal contributions toward health insurance premiums required:

Yes	87.9%
No	12.1%

Does your district provide a stipend if you elect not to use the district's health insurance?

Yes	54.6%
No	45.5%
Average Yearly Stipend	\$4,725

Personal contribution for health insurance:

5% or less	15.1%
6-10%	18.2%
11-15%	40.9%
16-20%	10.6%
21-25%	3%
26 or greater	0%
Other	12.1%

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

No, not offered	53%
Uncertain	18.2%
Yes, additional payment is required.	16.7%
Yes, no additional payment is required.	10.6%
Other	1.5%

Payment of prescription drugs included:

Yes, subject to co-pay	47%
Yes, subject to deductible	28.8%
Yes	10.6%
Uncertain	7.6%
No	6.1%

Vision care included:

No	16.7%
Yes, limited to annual examination	34.8%
Yes, annual examination plus eyeglasses	37.9%
Uncertain	3%
Yes, with a maximum limit	7.6%

Dental insurance included:

Yes	100%
No	0%

Dental insurance plan covers:

Family	97%
Personal	1.5%
Other	1.5%

Life insurance coverage provided:

Yes	78.8%
Yes, with additional payment	16.7%
No	4.5%
Uncertain	0%

Amount of life insurance coverage:

Equal to salary	45.5%
Double salary	30.3%
Other	24.2%

Long term disability insurance (income protection) provided:

Yes	74.2%
Yes, with additional payment	16.7%
Uncertain	3%
No	6.1%
Other	0%

Retirement

Employer provides tax-sheltered annuity program:

Yes, at my expense	48.5%
Yes, partial payment by employer	39.4%
No, not offered	4.5%
Unknown	7.6%

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

No requirement-----	30.3%
Five -----	7.6%
Ten -----	18.2%
Fifteen -----	15.1%
Twenty -----	1.5%
Twenty + -----	4.6%
Other -----	22.7%

Post-retirement medical insurance benefits:

	1998	2008	2012	2014	2016	2018	2020	2022	2024
Health Insurance	-	-	-	-	-	-	26.3%	24.1%	21%
Dental	42%	29%	22.1%	18.9%	13.8%	13.4%	13.8%	12%	12.6%
Vision	11%	8%	7.2%	5.7%	5.7%	8.2%	8%	6%	5.3%
Medicare supplement	6%	4%	5.1%	3%	1.6%	3.6%	3.8%	1.2%	4.2%
None	27%	10%	14.5%	27.4%	23%	26.5%	18.6%	21.6%	29.5%
Payment	-	-	-	-	-	-	-	26.5%	17.9%
Other	8%	11%	8.9%	10.1%	9.4%	11.1%	6.2%	8.4%	9.5%

Employer has an early retirement incentive program for administrators:

	1998	2008	2012	2014	2016	2018	2020	2022	2024
Yes	43%	22%	17.9%	10.6%	10.81%	12.6	11.2%	11.1%	15.1%
No	57%	78%	82.1%	89.3%	89.1%	87.3	88.8%	88.8%	84.9%

Does your district provide you with identity theft protection (e.g., Lifelock)?

Yes	9.2%
No	90.8%

Travel

	Yes	No
You have access to a vehicle provided by your employer for work related travel	51.5%	48.5%
You use a personal vehicle for work related travel.	93.9%	6.1%
You are reimbursed per mile for travel within your school district.	54.6%	45.4%
You are reimbursed a flat dollar amount for travel within your school district.	16.7%	83.3%
You are reimbursed for work-related travel outside your district.	90.9%	9.1%

Job Complexity/Stress

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.	52.3%	33.9%	13.9%
Greater coherence between/among federal, state, and district initiatives.	42.4%	48.5%	9.1%
New/stronger services to support you (professional learning, information, communications support, educator effectiveness support, etc.)	15.4%	46.2%	38.5%
Improve the quality of school board governance in your district.	31.3%	39.1%	29.7%
Access to a high quality wellness program in your district (diet, stress, exercise).	21.2%	39.4%	39.4%
Greater coherence between/among organizations serving educators (e.g. professional associations, CESAs, DPI, etc.	36.9%	43.1%	20%

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

Every Day -----	13.6%
Almost Every Day -----	30.3%
Once or Twice a Week -----	40.9%
Less Often Than Once Per Week -----	13.6%
Never -----	1.5%

Wellness

Stress among educators is real and it is important to examine our self-care and wellness supports. While 81% of school district leaders report having access to a wellness program less than 53% 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. -----	4.6%
Some employees enthusiastically engage in the program. -----	42.4%
Few employees enthusiastically engage in the program. -----	53%

My employer's Wellness Program

includes:

Exercise -----	29.9%
Nutrition -----	23.6%
Stress Management -----	27.6%
Does not have a program -----	18.9%

AWSA Membership

AWSA increases administrators' effectiveness in equitably promoting the intellectual, social, and emotional growth of all students.

Professional Learning

AWSA offers professional learning in three tiers based on member feedback and research on positively impacting school leadership practices.

Tier One – conferences and workshops that offer a breadth of professional learning, information, and networking opportunities.

- 6% of leaders currently don't receive support to attend conferences.

Tier Two – extended, multi-session offerings that “go deep” in key pillars of impactful administrative work such as learning leadership, data use and performance management, professional collaborative culture, and operations management

- 11% of leaders currently don't receive support to complete in-depth academies.

Tier Three – coaching to equip leaders with customized strategies/tools that deepen impact and help the practices learned to stick

- 15% of leaders don't receive support to work with an external coach.

School leaders completing in-depth academies with coaching support report significant growth in student outcomes. AWSA wants to partner with districts to provide 100% of school leaders access to all three tiers of learning.

My AWSA membership dues are paid by the district:

Yes, a % ----- 59.1%
 Yes, flat amount ----- 21.2%
 No, pay personally ----- 0%
 Other ----- 19.7%

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

Yes----- 83.3%
 No----- 16.7%

Evaluation and Feedback

Please 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	18.5%	46.2%	20%	9.2%	6.2%
Is Fair	23.1%	41.5%	30.8%	1.5%	3.1%
Builds trust between me and principals	12.1%	54.6%	33.3%	0%	0%
Provides useful feedback	16.9%	38.5%	26.2%	13.9%	4.6%

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

No ----- 53%
 Yes ----- 47%

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 ----- 42.4%
 CESA 6 ----- 39.4%
 CESA 3 ----- 3%
 Other ----- 15.2%

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	27.3%
Director/Coordinator of Technology	4%
Director/Coordinator of Special Ed	9.1%
Superintendent	29.3%
Central Office	12.1%
Director/Coordinator of Elementary or Secondary Education	8.1%
Assistant Superintendent	10.1%

Grade Level

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

Elementary	14.4%
Secondary	7.8%
PK-12	77.9%

Gender

Male	48.2%
Female	51.8%
Non-binary	0%

AWSA Membership

15+ years	38.8%
10-14 years	21.2%
5-9 years	20%
2-4 years	11.8%
0-2 years	8.2%

CESA Region

1	16.5%	7	7.1%
2	18.8%	8	7.1%
3	2.4%	9	2.4%
4	3.5%	10	8.2%
5	7.1%	11	8.2%
6	16.5%	12	2.4%

Community Type

(in which school system primarily resides)

Small Town (not within a metropolitan area)	18.8%
Rural (agricultural area less than 2,500)	27.1%
Suburban (residential area outlying a city)	28.2%
Medium Urban (pop. less than 400,000)	12.9%
Mixed Types (contains two or more)	12.9%
Large Urban (pop. greater than 400,000)	0%

Economic Profile

(% free/reduced lunch)

70% +	4.7%
50-70%	27.1%
33-49%	29.4%
20-32%	29.4%
1-19%	9.4%