



Because Leadership Matters

2016-18

Professional Issues

of the Principalship in Wisconsin



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- Jim Lynch, Executive Director, AWSA
- Joe Schroeder, Associate Executive Director, AWSA
- Tammy Gibbons, Director of Professional Development, AWSA
- Mark DiStefano, Human Resources, Beaver Dam Unified School District
- Mark Peperkorn, Principal, Pilgrim Park Middle School
- Craig Anderson, Principal, Neillsville High School
- Eric Hanson, Principal, Mound View Elementary School
- Ritchie Narges, Principal, Cumberland High School
- Brian Grabarski, Associate Principal, Waunakee High School
- Pamela Wilson, Principal, Marquette Elementary School
- Melissa Elmer, CESA 3
- Troy White, Principal, Gale-Ettrick-Trempealeau High School
- Michael Gonzalez, Principal, Bessie Allen Middle School
- John Schlender, Principal, Mayville Middle School
- Ken Kortens, Principal, Haen Elementary and Park Community Charter School
- Jennifer Gracyalny, Director of Learning Services, Pulaski Community Schools
- Adam DeWitt, Principal, Oconto Middle School
- Scott Foster, Principal, Northland Pines High School
- Joshua Sween, Principal, Mosinee Middle School

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.

In Wisconsin, recent changes to teacher compensation laws, academic standards, and educator evaluation have created a new landscape for school administrators: they are faced with large cuts to fiscal support and increased regulatory requirements, at the same time as they are called to maintain a focus on core curricula, technology integration and 21st Century skills so as to ensure that our students are prepared for the world of tomorrow.

This report provides a synopsis of the results of a November/December 2016 survey of Wisconsin school administrators, with responses from over 300 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.

A variety of factors are contributing to high levels of stress. State policy drifting further from educational research, insufficient leadership capacity, dwindling resources and increased expectations create a challenging environment for school leaders. When one considers the importance of school leadership on student learning it behooves all stakeholders to work together to positively impact today's challenging educational environment in Wisconsin.

Area of Responsibility

Notably, over the past six years, the percentage of administrators who are responsible for a single work site has dropped from 77% to 64%. 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. Additional coursework was supported for 81% of respondents. This is matched by 82% 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	75.31%
Associate Principal	13.13%
Director/Coordinator of Instruction	9.38%
Central Office	3.13%
Director/Coordinator of Special Ed Services	2.50%
Superintendent	1.25%
Director/Coordinator of Technology	.31%
Dean of Students	0.63%

Areas of Responsibility

(the closest is selected)

Principal of one school	64.06%
Administrative role other than principal	12.81%
Principal and another administrative role	11.25%
Principal of two schools	7.19%
Two administrative roles other than principal	3.75%
Principal of more than two schools	.94%

Grade Level

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

Elementary	39.06%
High	38.44%
Middle	30.63%
District	15.0%

Gender

Male	62.5%
Female	37.5%

CESA Region

1	16.56%	7	10.00%
2	15.94%	8	6.25%
3	4.69%	9	5.31%
4	5.94%	10	4.69%
5	8.44%	11	7.81%
6	13.44%	12	0.94%

Community Type

(in which school system primarily resides)

Small Town (not within a metropolitan area)	29.38%
Rural (agricultural area less than 2,500)	28.44%
Suburban (residential area outlying a city)	26.88%
Medium Urban (pop. less than 400,000)	9.06%
Mixed Types (contains two or more)	5.00%
Large Urban (pop. greater than 400,000)	1.25%

Economic Profile

(% free/reduced lunch)

70% +	4.06%
50-70%	19.38%
33-50%	36.88%
19-32%	23.75%
1-19%	15.94%

AWSA membership

15+ years	23.13%
10-14 years	17.19%
5-9 years	26.88%
2-4 years	22.19%
0-2 years	10.63%



Contract Language

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 2016-2018 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-----96.12%
 No-----3.88%

Does your contract include "layoff" language?
 No-----91.59%
 Yes-----8.41%

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	45.39%
Increases needed to maintain parity with teacher pay increases	31.25%
Across-the-board increases other than cost of living	17.43%
Other	13.49%
Increases based on performance	9.87%
Step increases	4.61%

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

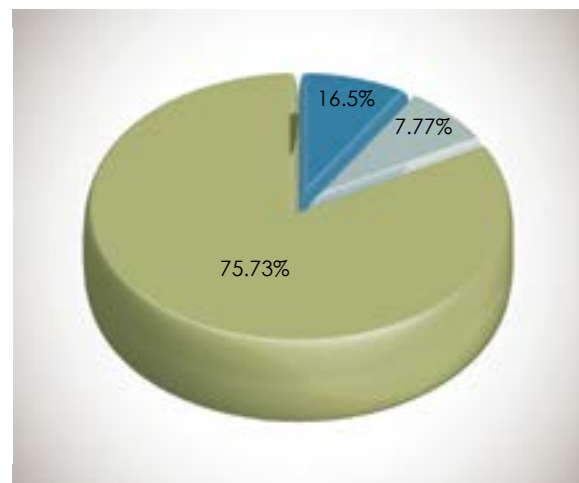
No, and we are not considering modifying it	82.89%
No, and we are considering modifying it	9.21%
Yes, and we are not considering modifying it at this time	4.93%
Yes, and we are considering modifying it at this time	2.96%

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	62.5%
Individual knowledge and skills, competencies or behaviors	54.17%
The school's achieving district or state accountability system results	20.83%
Other	8.33%
The school's achieving NCLB adequate yearly progress	4.17%

I believe a "pay for performance" system would:



■ make no difference
 ■ motivate me to greater improvement
■ de-motivate me

Fringe Benefits

Retirement

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

No requirement	22.64%
Five	6.42%
Ten	13.85%
Fifteen	29.39%
Twenty	8.11%
Other	19.59%

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

No, not offered	45.61%
Uncertain	29.39%
Yes, additional payment is required	17.23%
Yes, no additional payment is required	7.09%
Other	.68%

Optional health care benefits to supplement medicare:

No	83.11%
Yes	16.89%

Employer has an early retirement incentive program for administrators:

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

Post-retirement medical insurance benefits:

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

Travel

Reimbursed for work-related travel within district:

Yes, per mile	56.19%
No	27.42%
Yes, flat amount	12.37%
Other	4.01%

Reimbursed for work-related travel outside district:

Yes, per mile	91.30%
No	6.69%
Other	2.01%

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

Use either employer or personal vehicle	53.18%
Must use personal vehicle	39.46%
Must use employer vehicle	7.36%



Health/Insurance Benefits

DPI Salary Data

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	60.74%
Yes	39.26%

Health insurance plan covers:

Both	83.22%
Only family plan	13.09%
Only single plan	2.01%
Other	1.68%

Health insurance plan includes major medical coverage:

Yes, subject to a deductible	57.43%
Yes	36.49%
No	0.68%
Uncertain	5.41%

Personal contributions toward health insurance premiums required:

Yes	88.59%
No	11.41%

Personal contribution for health insurance:

11%-15%	47.5%
6%-10%	27.65%
5% or less	7.95%
Other	7.95%
16%-20%	9.47%
21%-25%	1.89%
26% or more	3.03%

Payment of prescription drugs included:

Yes, subject to co-pay	45.95%
Yes, subject to deductible	34.36%
Yes	9.12%
Uncertain	8.45%
No	2.03%

Vision care included:

No	24.66%
Yes, limited to annual examination	39.53%
Yes, annual examination plus eyeglasses	21.28%
Uncertain	7.77%
Yes, with a maximum limit	6.76%

Dental insurance included:

Yes	98.31%
No	1.69%

Dental insurance plan covers:

Family	96.22%
Personal	3.44%
Other	0.34%

Employer requires additional payment:

No	54.64%
Yes	45.36%

Life insurance coverage provided:

Yes	69.26%
Yes, with additional payment	21.96%
No	3.72%
Uncertain	5.07%

Amount of life insurance coverage:

Equal to salary	46.62%
Double salary	29.05%
Other	24.32%

Long term disability insurance (income protection) provided:

Yes	50%
Yes, with additional payment	31.42%
Uncertain	11.49%
No	6.76%
Other	0.34%

Other

Employer provides tax-sheltered annuity program:

Yes, at my expense	60.74%
Yes, partial payment by employer	22.82%
No, not offered	8.72%
Unknown	7.72%

Data on the following pages is generated by AWSA from the Department of Public Instruction 2016 Salary Report. 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.



CESA 1

	Low	High	Median	Mean	# of Individuals
Principal - Elementary	\$68,724	\$131,765	\$102,005	\$100,533	272
Principal - Middle	\$68,675	\$127,025	\$108,305	\$106,951	60
Principal - High	\$88,467	\$136,503	\$117,000	\$116,172	77
Associate Principal - Elementary	\$56,800	\$93,911	\$81,079	\$80,538	62
Associate Principal - Middle	\$76,215	\$105,296	\$84,397	\$85,511	55
Associate Principal - High	\$70,000	\$118,715	\$88,000	\$88,648	143
Director of Instruction	\$62,100	\$139,339	\$111,761	\$107,579	54
District Technology Coordinator	\$76,313	\$130,066	\$95,005	\$97,994	11

CESA 2

	Low	High	Median	Mean	# of Individuals
Principal - Elementary	\$77,313	\$128,624	\$96,922	\$97,233	149
Principal - Middle	\$87,125	\$124,190	\$103,010	\$102,618	50
Principal - High	\$90,394	\$132,090	\$108,984	\$110,607	46
Associate Principal - Elementary	\$76,875	\$93,684	\$81,367	\$80,505	21
Associate Principal - Middle	\$75,348	\$96,022	\$86,034	\$85,721	28
Associate Principal - High	\$71,134	\$109,327	\$90,542	\$90,250	61
Director of Instruction	\$62,000	\$132,997	\$97,120	\$99,718	59
District Technology Coordinator	\$84,675	\$123,561	\$95,207	\$99,018	5

DPI Salary Data

CESA 3

	Low	High	Median	Mean	# of Individuals
Principal - Elementary	\$59,000	\$101,288	\$77,985	\$79,203	12
Principal - Middle	\$85,042	\$88,863	\$86,180	\$86,566	4
Principal - High	\$63,350	\$98,822	\$88,515	\$86,763	13
Associate Principal - Elementary	0	0	0	0	0
Associate Principal - Middle	0	0	0	0	0
Associate Principal - High	0	0	0	0	0
Director of Instruction	0	0	0	0	0
District Technology Coordinator	0	0	0	0	0

CESA 4

	Low	High	Median	Mean	# of Individuals
Principal - Elementary	\$64,122	\$101,868	\$93,817	\$91,017	27
Principal - Middle	\$75,170	\$116,278	\$91,662	\$93,254	10
Principal - High	\$72,100	126034	\$97,330	\$98,901	16
Associate Principal - Elementary	\$66,053	\$71,058	\$68,555	\$68,555	2
Associate Principal - Middle	\$85,894	\$91,031	\$90,127	\$89,017	3
Associate Principal - High	\$74,600	\$107,842	\$80,968	\$85,065	7
Director of Instruction	\$80,979	\$121,334	\$105,190	\$101,907	8
District Technology Coordinator	\$121,334	\$121,334	\$121,334	\$121,334	1

CESA 5

	Low	High	Median	Mean	# of Individuals
Principal - Elementary	\$71,022	\$111,754	\$92,920	\$91,846	39
Principal - Middle	\$80,276	\$115,724	\$98,706	\$96,707	16
Principal - High	\$71,175	\$119,301	\$92,000	\$96,240	25
Associate Principal - Elementary	\$68,048	\$78,000	\$72,000	\$72,682	3
Associate Principal - Middle	\$67,990	\$95,446	\$78,569	\$80,211	6
Associate Principal - High	\$78,000	\$104,231	\$80,000	\$85,199	13
Director of Instruction	\$76,044	\$116,043	\$99,000	\$98,996	11
District Technology Coordinator	\$52,640	\$110,160	\$106,050	\$95,333	5

CESA 6

	Low	High	Median	Mean	# of Individuals
Principal - Elementary	\$75,000	\$109,479	\$90,075	\$90,885	92
Principal - Middle	\$81,600	\$112,458	\$98,879	\$98,357	28
Principal - High	\$77,850	\$127,624	\$101,750	\$103,342	30
Associate Principal - Elementary	\$68,365	\$80,580	\$79,000	\$75,981	3
Associate Principal - Middle	\$77,000	\$91,715	\$81,000	\$81,432	16
Associate Principal - High	\$64,869	\$98,600	\$86,142	\$85,470	33
Director of Instruction	\$60,016	\$129,700	\$98,150	\$96,580	26
District Technology Coordinator	\$76,500	\$104,000	\$96,913	\$92,471	3

CESA 7

	Low	High	Median	Mean	# of Individuals
Principal - Elementary	\$77,000	\$114,803	\$94,381	\$94,576	81
Principal - Middle	\$84,915	\$117,271	\$102,277	\$96,264	26
Principal - High	\$81,595	\$129,748	\$106,210	\$104,566	33
Associate Principal - Elementary	\$72,000	\$93,604	\$77,171	\$80,763	10
Associate Principal - Middle	\$70,000	\$96,703	\$80,499	\$80,977	17
Associate Principal - High	\$75,750	\$107,997	\$91,458	\$91,921	29
Director of Instruction	\$89,859	\$120,450	\$106,413	\$106,519	19
District Technology Coordinator	\$75,745	\$75,745	\$75,745	\$75,745	1

CESA 8

	Low	High	Median	Mean	# of Individuals
Principal - Elementary	\$67,792	101538	\$81,326	\$81,689	16
Principal - Middle	\$81,000	\$89,760	\$86,034	\$85,797	6
Principal - High	\$74,511	\$118,421	\$89,246	\$90,309	12
Associate Principal - Elementary	\$74,740	\$87,771	\$81,255	\$81,255	2
Associate Principal - Middle	\$66,000	\$72,500	\$69,336	\$69,293	4
Associate Principal - High	\$70,000	\$81,523	\$75,395	\$75,578	4
Director of Instruction	\$53,160	\$106,400	\$91,848	\$84,743	5
District Technology Coordinator	0	0	0	0	0

CESA 9

	Low	High	Median	Mean	# of Individuals
Principal - Elementary	\$64,500	\$109,389	\$93,966	\$92,217	33
Principal - Middle	\$79,560	\$104,796	\$98,213	\$94,058	9
Principal - High	\$91,707	\$126,585	\$103,387	\$107,013	11
Associate Principal - Elementary	\$87,313	\$87,313	\$87,313	\$87,313	1
Associate Principal - Middle	\$69,073	\$98,974	\$82,918	\$85,734	8
Associate Principal - High	\$65,000	\$104,283	\$89,287	\$88,822	11
Director of Instruction	\$79,560	\$120,577	\$103,000	\$102,635	11
District Technology Coordinator	\$93,200	\$93,200	\$93,200	\$93,200	1

CESA 10

	Low	High	Median	Mean	# of Individuals
Principal - Elementary	\$74,767	\$92,706	\$88,457	\$86,114	28
Principal - Middle	\$91,524	\$103,033	\$95,044	\$96,117	6
Principal - High	\$110,321	\$86,284	\$95,947	\$97,244	14
Associate Principal - Elementary	0	0	0	0	0
Associate Principal - Middle	\$81,169	\$91,541	\$90,312	\$88,390	5
Associate Principal - High	\$79,554	\$97,110	\$90,312	\$89,567	7
Director of Instruction	\$77,358	\$112,839	\$88,751	\$91,925	4
District Technology Coordinator	0	0	0	0	0

CESA 11

	Low	High	Median	Mean	# of Individuals
Principal - Elementary	\$68,000	\$112,525	\$97,286	\$95,867	40
Principal - Middle	\$79,269	\$151,189	\$99,624	\$98,485	21
Principal - High	\$66,667	\$128,204	\$99,791	\$94,909	24
Associate Principal - Elementary	0	0	0	0	0
Associate Principal - Middle	\$79,360	\$100,875	\$89,642	\$89,555	6
Associate Principal - High	\$79,360	\$105,060	\$94,231	\$93,353	9
Director of Instruction	\$74,957	\$132,090	\$98,416	\$96,745	10
District Technology Coordinator	\$75,385	\$75,385	\$75,385	\$75,385	1

CESA 12

	Low	High	Median	Mean	# of Individuals
Principal - Elementary	\$71,650	\$96,791	\$92,731	\$88,421	9
Principal - Middle	\$84,802	\$105,390	\$95,096	\$95,096	2
Principal - High	\$71,134	\$110,531	\$90,000	\$89,758	6
Associate Principal - Elementary	\$81,591	\$81,591	\$81,591	\$81,591	1
Associate Principal - Middle	\$62,485	\$78,400	\$69,825	\$70,133	4
Associate Principal - High	\$71,134	\$91,253	\$82,922	\$83,248	5
Director of Instruction	\$90,353	\$90,353	\$90,353	\$90,353	1
District Technology Coordinator	0	0	0	0	0

Statewide

	Low	High	Median	Mean	# of Individuals
Principal - Elementary	\$59,000	\$131,765	\$95,000	\$95,534	798
Principal - Middle	\$68,675	\$151,189	\$100,847	\$100,519	238
Principal - High	\$63,350	\$136,503	\$104,632	\$104,624	308
Associate Principal - Elementary	\$56,800	\$93,911	\$80,351	\$80,058	105
Associate Principal - Middle	\$62,485	\$105,296	\$83,328	\$83,908	152
Associate Principal - High	\$64,869	\$118,715	\$88,467	\$88,615	322
Director of Instruction	\$53,160	\$139,339	\$102,838	\$101,290	210
District Technology Coordinator	\$52,640	\$130,066	\$96,913	\$96,170	28



Effectiveness & Evaluation



When?

In my district, principals are evaluated:

Once per year	55.49%
Every third year	28.53%
Every other year	8.15%
More than once per year	5.02%
Other	1.88%
Less than every third year	.94%

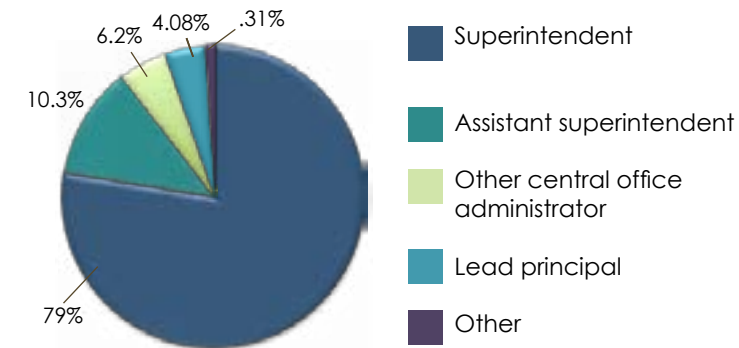
How?

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	44.51%
CESA 6	43.26%
School District Equivalent	12.23%

By Whom?

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



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

No	64.08%
Yes	35.92%

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	55.66%
Set of standards and a performance rubric	40.25%
Support to participate in external communities of practice	36.79%
Support to participate in internal communities of practice	32.08%
Use of an internal mentor	27.99%
Coaching with frequent feedback in a job-embedded context	16.98%
Use of an external mentor	11.32%
Other	8.49%

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 -----52%
 No, dues are paid with personal funds ----- 29.33%
 Yes, district pays flat dollar amount of dues ----- 18.67%

My AWSA membership dues are paid by the district:

100%----- 97.36%
 80-99% ----- 1.32%
 50-79% ----- 0%
 1-49%----- 0%
 None, I pay my own-1.3%

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

Yearly ----- 9.674%
 Uncertain ----- 30.67%
 Other ----- 9.67%
 Every other year ----- 14.67%
 Never ----- 10.67%
 Every third year ----- 13.67%
 Every fourth year ----- 3%

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

Yes -----81.61%
 No -----18.39%

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

Registration/Transportation/
 Accommodations included 82.67%
 Registration only ----- 3%
 Flat dollar amount/year ----- 3.67%
 Uncertain ----- 5%
 No payment ----- 5.67 %



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 ----- 21.36%
 Agree ----- 46.78%
 Neither Agree or Disagree-- 17.29%
 Disagree----- 11.53%
 Strongly Disagree ----- 3.05%

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

Strongly Agree ----- .68%
 Agree -----7.46%
 Neither Agree or Disagree----- 10.85%
 Disagree-----47.46%
 Strongly Disagree ----- 33.56%

How much control do you have in making decision about the following?

Hiring Teachers

A Great Deal ----- 82.03%
 Some ----- 16.61%
 Not Very Much ----- 1.02%
 None----- .34%

Teachers' Schedules

A Great Deal ----- 72.54%
 Some ----- 19.32%
 Not Very Much ----- 4.75%
 None----- 3.39%

Removing Teachers

A Great Deal ----- 56.12%
 Some ----- 36.73%
 Not Very Much ----- 6.46%
 None----- 0.68%

Curriculum and Instruction

A Great Deal ----- 36.95%
 Some ----- 46.78%
 Not Very Much ----- 13.9%
 None----- 2.37%

Finances

A Great Deal ----- 10.24%
 Some ----- 55.97%
 Not Very Much ----- 26.62%
 None----- 7.17%

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

Almost Every Day -----31.86%
 Several Days a Week -----32.54%
 Once or Twice a Week -----23.73%
 Less Often Than Once per Week -----10.51%
 Never-----1.36%





Because Leadership Matters

www.awsa.org
(608) 241-0300
4797 Hayes Road, Suite 103
Madison, WI 53704