2016 KASB Principal Survey Report

Ted Carter, Research Specialist - September, 2016

Introduction
This report includes the data reported by Kansas Public School Districts to the Kansas Association of School Boards related to Principals and Assistant Principals from the 1995-96 school year through the 2015-16 school year.

The KASB Principal Survey changed format beginning with the 2016-17 school year. This report presents the data in the new format, and utilizes data formerly collected via the Administrators Survey. Data is presented at the state level in this report, but is available by district, KASB Region, KSHSAA Class, KNEA Uniserv, and High School League at kasbresearch.org.

Key Findings
- From 1995-96 (or earliest available year) to 2015-16:
  - The average number of principals per district decreased from 4.1 to 4.0, and the average number of assistant principals per district increased from 1.1 to 1.8.
  - The average number of students per principal increased from 358.8 to 400.2, and the average number of students per assistant principal decreased from 879.6 to 865.5.
  - The average number of teachers per principal increased from 28.4 to 31.0, and the average number of aides and paraprofessionals per principal increased from 5.9 to 12.8.
The average age for principals increased from 46.1 to 47.2, and the average age for assistant principals increased from 33.0 to 48.1.

The percent of principals who are female increased from 31.4% to 43.0%, and the percent of assistant principals who are female increased from 26.9% to 38.3%

The percent of principals reported as full-time increased from 95.4% to 96.2%, and the percent of assistant principals reported as full-time decreased from 95.4% to 91.2%.

The percent of principals that taught before becoming principal increased from 44.0% to 45.9%, and the percent of assistant principals that taught before becoming assistant principal decreased from 59.7% to 57.2% (2007-08).

The percent of principals also teaching decreased from 3.3% to 1.9%, and the percent of assistant principals also teaching increased from 1.8% to 2.5%

The average number of years principals had been at their current district went from 6.4 years to 6.9 years, and the number of years assistant principals had been at their current district went from 5.5 years to 5.0 years.

The average number of years principals had been principals at any district went from 9.9 years to 9.6 years, and the average number of years assistant principals had been assistant principals at any district went from 6.9 years to 6.6 years.

Principals’ average contract length was consistently around 1.3 to 1.4 years, and assistant principals’ average contract length was consistently 1.2 to 1.3 years.

The average number of contract days for principals increased from 166.0 to 207.4, and the average number of contract days for assistant principals increased from 173.8 to 209.2 (2006-07).

Principals’ salaries increased 57.8% with an average annual increase of 2.3%, going from $52,071 to $82,173.

Assistant principals’ salaries increased 52.9% with an average annual increase of 2.2%, going from $49,388 to $75,503.

Benefits for principals increased from $2,497 to $8,751, which is an increase of 250.5% total and 6.7% annually.

Benefits for assistant principals increased from $2,684 to $7,394, which is an increase of 175.4% total and 5.7% annually.

The percent of principals and assistant principals reported with master’s degrees has been consistently above 90% to 95%.

The percent of principals with doctorate degrees has decreased from 8.2% to 6.1%, and the percent of assistant principals with doctorate degrees has decreased from 3.4% to 2.0%.

The percent of principals with specialist degrees has decreased from 14.5% to 7.1%, and the percent of assistant principals with specialist degrees has decreased from 8.6% to 2.8%.

The percent of principal and assistant principal degrees coming from Kansas private colleges and universities increased from 0.7% to 20.2%.

The percent of principal and assistant principal degrees coming from out-of-state postsecondary institutions decreased from 20.3% to 13.6%.

In 2015-16:

10% of assistant principals were reported to also serve as athletic director, and 6% as activities director.

2.4% of principals were reported to also serve as athletic director, and 2.3% as a program director or coordinator.
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Ratios

Chart 1 shows the average number of principals per district, broken out by district size. Overall, the average number of principals went from 4.1 per district in 1995-16 to 4.0 per district in 2015-16. This downward trend was present for small districts, defined as those districts with 0-500 students. They had an average of 1.7 principals per district in 1995-96 but only 1.6 per district by 2015-16. It was not present for medium districts (defined as those with 501 to 5,000 students), which went from 4.0 principals per district in 1995-96 to 4.0 principals in 2015-16. But the declining trend was most noticeable in large districts (with 5,001 to 50,000 students), which went from 26.1 principals per in 1995-96 to 18.8 in 2015-16.

Chart 2 shows the average number of assistant principals per district, again broken out by district size. Across districts, the average number of assistant principals per district increased from 1.1 in 1995-96 to 1.8 in 2015-16. For small districts, the average increased from 0.0 to 0.1, from 1.0 to 1.8 for medium districts, and from 12.5 to 13.3 for large districts.

Chart 3 shows the average number of students per principal broken out by district size. Overall the average number of students per principal went from 358.8 in 1995-96 to 400.2 in 2015-16. This trend was seen in medium districts (from 340.7 to 370.8), and large districts (from 507.3 to 565.5), but not for small districts (from 168.3 to 167.9). This trend was reversed for assistant principals, with overall average number of students per assistant principal going from 879.6 in 1995-96 to 865.5 in 2015-16, as shown in Chart 4. This decrease in the average number of students per assistant principal was seen in medium districts (from 639.0 to 608.4), and large districts (from 1,126.0 to 1,117.0), but not in small districts (from 165.0 to 239.3).

Chart 5 shows the number of teachers per principal. As can be seen, the general trend across districts shows an increase, with the average going from 28.4 teachers per principal in 1995-96 to 35.9 in 2014-15 then down to 31.0 in 2015-16. This trend is seen across districts until 2013-14, with small districts going from 16.4 in 1995-96 to 21.0 in 2014-15 then down to 17.9 in 2015-16, medium from 29.0 in 1995-96 to 33.1 in 2014-15 then back down to 29.0 in 2015-16, and large from 34.4 in 1995-96 to 44.5 in 2014-15 then down to 41.9 in 2015-16.

The trend for the number of aides and paraprofessionals per principal is similar, with overall increases and a noticeable spike in 2014-15 followed by a decline in 2015-16. Overall the average number of paraprofessionals and aides per principal went from 5.9 in 1995-96 to 12.8 in 2015-16. Small districts went from 3.0 to 7.3, medium from 5.7 to 11.6, and large from 7.9 to 17.4, as can be seen in Chart 6.

Chart 7 shows the combined ratios for teachers, paras, and aides per principal. Overall the number of staff in these categories supervised by each principal went from an average of 34.3 in 1995-96 to 43.8 in 2015-16.
Chart 1: Principals per District
Chart 2: Assistant Principals per District
Chart 3: Students Per Principal
Chart 6: Paras/Aides Per Principal
Age and Gender

In general, principal age has shown an increase, going from an average of 46.1 in 1995-96 to 47.2 in 2015-16, as shown in Chart 8. There is more variation in the averages by district, but in general they show an increasing trend, with small districts’ average principal age going from 45.0 to 47.1, medium from 45.9 to 46.5, and large from 47.1 to 48.1.

As seen in Chart 9, the trends for assistant principal show even more variation due to the smaller number of records submitted for these positions, for the average across the state as well as the averages for medium and large districts show a decrease in age (from 44.7 to 43.4, from 43.6 to 42.7, and from 45.9 to 43.8 respectively). The variation in the ages reported for assistant principals make it difficult to interpret, but overall the trend is for older assistant principals as the average in 1995-96 was 33.0 compared to 48.1 in 2015-16.

The percent of principals statewide that are female increased from 31.4% in 1995-96 to 43.0% in 2015-16. Small districts went from 19.2% to 28.8%, medium from 25.0% to 37.3%, and large districts from 50.7% to 59.6%, as can be seen in Chart 10. Again the trends for assistant principals are more difficult to interpret, but in general the percent of assistant principals reported as female has increased from 26.9% in 1995-96 to 38.3% in 2015-16 (Chart 11).
Chart 8: Principal Age
Chart 9: Assistant Principal Age
Other Duties

Chart 12 shows that over 10% of assistant principals were reported to be serving as athletic director, and almost 6% serving as activities director. Less than one percent reported any other activities, but there were several categories mentioned by a small percent of respondents, including coach, counselor, lunchroom attendance, and principal at another school. 2.4% of principals were reported as athletic director, and 2.3% as a program director or coordinator. This data was only collected as of 2015-16, so trend data will not be available until next year.

The percent of principals reported as full time has increased slightly, going from 95.4% in 1995-96 to 96.2% in 2015-16, as shown in Chart 13. Assistant principals, on the other hand, have gone from 95.4% reported as full time to 91.2%. The percent of principals reporting that they taught before becoming principal went from 44.0% in 2007-08 to 45.9% in 2015-16, and the percent of assistant principals indicating they taught before went from 59.7% to 57.2% during this same time. 3.3% of principals reported also teaching in 1995-96, compared to 1.9% in 2015-16. 1.8% of assistant principals reported also teaching in 1995-96, compared to 2.5% in 2015-16.
Chart 13: Full-Time

- Full-Time Principal
- Full-Time Asst Principal
- Principal Teach Before
- Asst Principal Teach Before
- Linear (Full-Time Principal)
- Linear (Full-Time Asst Principal)
- Linear (Principal Teach Before)
- Linear (Asst Principal Teach Before)
- Linear (Principal Teach Part Time)
- Linear (Asst Principal Teach Part Time)
Years and Days

Chart 14 shows that the length of time principals and assistant principals have been in their positions, either in their current district or in any district, has remained fairly consistent over the years. Principals were reported as being in their current position at their current district for an average of 6.4 years in 1995-96 and 6.9 years in 2014-15. They were reported as being principals in any district for an average of 9.9 years in 1995-96 and 9.6 in 2015-16. Assistant principals followed similar trends, reporting that they had been assistant principal in the current district for an average of 5.5 years in 1995-96 and 5.0 years in 2015-16, and at any district for 6.9 years in 1995-96 and 6.6 years in 2015-16.

Similarly, the average years in principals’ current contracts were consistently reported around 1.3 to 1.4 years, while it was consistently 1.2 to 1.3 years for assistant principals.

The data for the average number of contract days for principals and vice-principals is much less consistent, due mainly to lower response rates for these questions over the years. However, as shown in Chart 15, the long-term trends for both principals and assistant principals indicates an increase in contract days. In 2006-07, the average number of contract days for principals was 166.0, compared to 207.4 in 2015-16. Assistant principals were reported with average contract days at 173.8 in 2006-07 and at 209.2 in 2015-16.
Chart 15: Contract Days

![Graph showing the trend of contract days over years for different principal and assistant principal categories.]
Salary and Benefits

Principals’ salaries, as shown in Chart 16, increased from an average of $52,071 in 1995-96 to an average of $82,173 in 2015-16. This is an increase of 57.8% total and 2.3% annually over 20 years. Similarly, as shown in Chart 17, Assistant Principals’ salaries increased from an average of $49,388 in 1995-96 to an average of $75,503 in 2015-16, which is an increase of 52.9% total and 2.2% annually.

Benefits for principals and assistant principals increased at a much higher rate than salaries did. Principals were reported with average annual board paid fringe benefits of $2,497 in 1995-96, and $8,751 in 2015-16, which is an increase of 250.5% total and 6.7% annually. Assistant principals were reported with fringe of $2,684 in 1995-96 and $7,394 in 2015-16, which is an increase of 175.4% total and 5.7% annually.

Chart 18 shows that the trend for salary plus benefits combined was consistent for principals and assistant principals across district sizes, with groups seeing increases ranging from $24,467 (55.7% for assistant principals from small districts) to as much as $43,251 (72.8% for principals from large districts) across the 20-year period.
Chart 17: Assistant Principal Salary and Benefits
Chart 18: Salary and Benefits by District Size
Principal and Assistant Principal Degrees and Postsecondary Institutions

Charts 19 and 20 show the percent of principals and assistant principals reported with degrees at each level. For both, the percent reported with master’s degrees has consistently been above 90% since 1995-96, and consistently above 95% since 2003-04. The percent reported with bachelor’s degrees shows an approximately 10% increase since the data started being collected in 2007-08, going from 85.4% to 98.3% for principals and from 88.7% to 99.2% for assistant principals. The percent of principals and assistant principals reported with doctorate and specialist degrees has decreased over time, with 8.2% of principals and 3.4% of assistant principals reported with doctorate degrees in 1995-96 compared to 6.1% and 2.0% in 2015-16. Likewise, 14.5% of principals and 8.6% of assistant principals were reported with specialist degrees in 1995-96 compared to 7.1% and 2.8% in 2015-16.

Charts 21 through 28 show the trends for where principals and assistant principals obtained their degrees. All eight charts show the same basic trend, with the percent of principals and assistant principals earning their degrees in Kansas increasing largely due to increased completion from Kansas private colleges or universities. In 1995-96, 0.7% of all degrees reported came from a Kansas private college or university, compared to 20.2% in 2015-16. 79.1% of degrees reported in 1995-96 came from Kansas public universities, compared to 66.1% in 2015-16. Overall 20.3% of reported degrees came from out of state postsecondary institutions in 1995-96, compared to 13.6% in 2015-16.
Chart 19: Principal Degrees

- Bachelor (Linear)
- Masters (Linear)
- Doctorate (Linear)
- Specialist (Linear)
Chart 20: Assistant Principal Degrees
Chart 23: Principal Master's Degrees

Kansas State University
Kansas Community or Technical College
Kansas Private College or University
Adjacent State Postsecondary Institution
Other Out-of-State Institution
Chart 27: Principal Specialist Degrees

- Kansas Public University
- Kansas Private College or University
- Adjacent State Postsecondary Institution
- Other Out-of-State Institution
Chart 28: Assistant Principal Specialist Degrees

- Kansas Public University
- Kansas Private College or University
- Adjacent State Postsecondary Institution
- Other Out-of-State Institution