

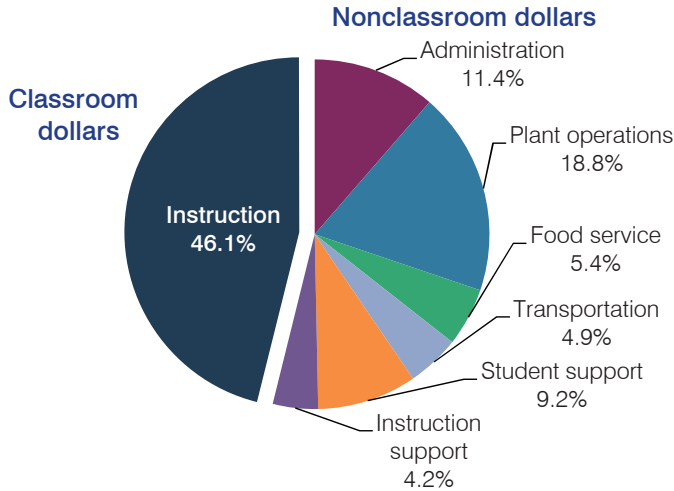
Window Rock Unified School District

Apache County
 Efficiency peer groups 4 and T-6, Achievement peer group 7
 Legislative district(s): 7

District size, location: Medium-large, Town
 Students attending: 2,052
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 5 percent. Spending in the classroom decreased overall from 50.1 to 46.1 percent. Overall, spending on plant operations increased substantially, spending on food service increased, and spending on student support increased slightly, while spending on instruction support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,221	\$789	\$757
	Students per administrator	57	67	68
Plant operations	Cost per square foot	\$7.05	\$5.46	\$6.04
	Square footage per student	286	188	153
Food service	Cost per meal equivalent	\$2.70	\$2.76	\$2.69
Transportation	Cost per mile	\$2.33	\$3.73	\$3.62
	Cost per rider	\$441	\$512	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$11,059	\$10,729	\$7,573	\$7,578	\$10,667
Classroom dollars	5,206	4,948	3,914	4,073	6,495
Nonclassroom dollars:	5,853	5,781	3,659	3,505	4,172
Administration	1,398	1,221	789	757	1,160
Plant operations	1,758	2,014	1,009	923	1,008
Food service	520	577	386	405	429
Transportation	489	526	406	373	464
Student support	1,049	992	607	600	594
Instruction support	639	451	462	447	517

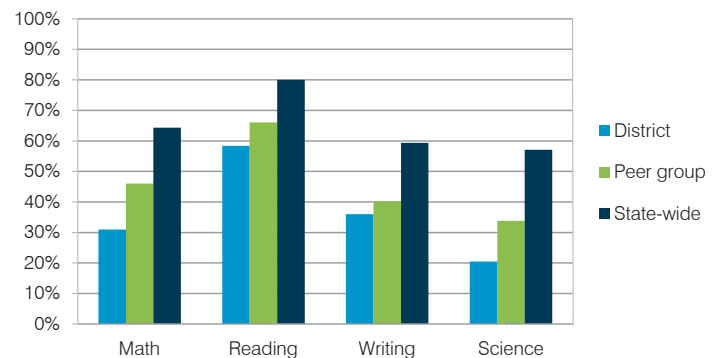
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	40%
D	2	40%
F	1	20%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	80%	73%	75%
Poverty rate (2013)	43%	45%	24%
Students per teacher	16.3	15.2	18.6
Average teacher salary	\$50,271	\$43,616	\$46,026
Amount from Proposition 301	\$2,902	\$4,111	\$4,810
Average years of teacher experience	12.8	12.2	10.9
Percentage of teachers in first 3 years	8%	18%	20%

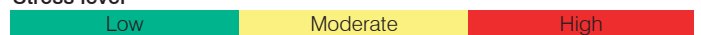
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Stress level

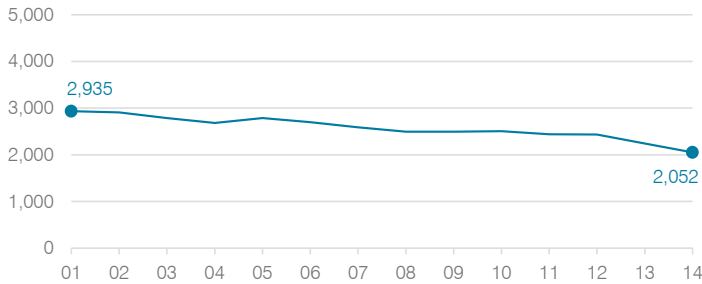


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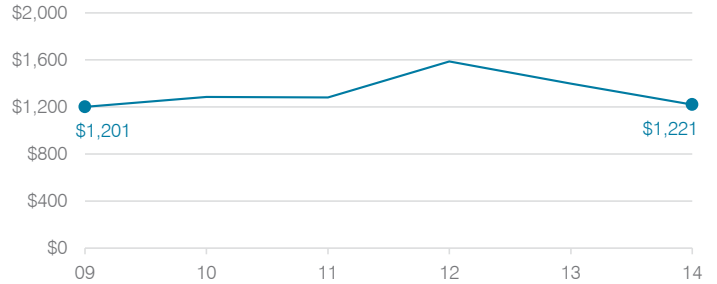
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 54.1 57.3 57.5 56.1 52.0 52.0 52.4 50.4 50.1 49.6 47.4 48.0 47.1 46.1

OPERATIONAL TRENDS Fiscal years as indicated

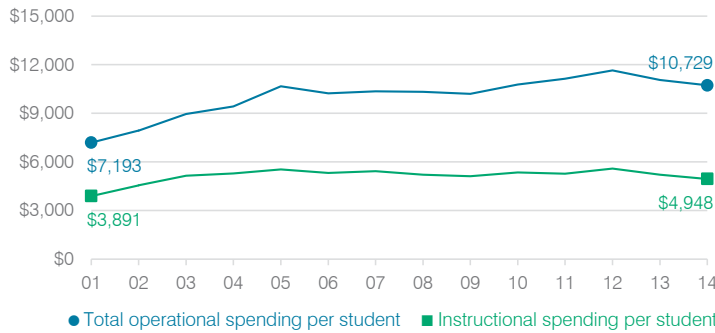
Students attending



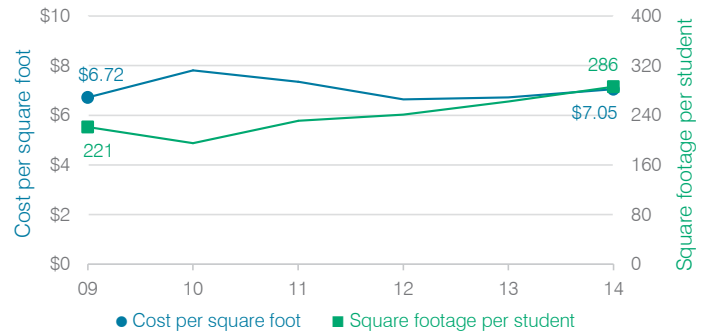
Administrative cost per student



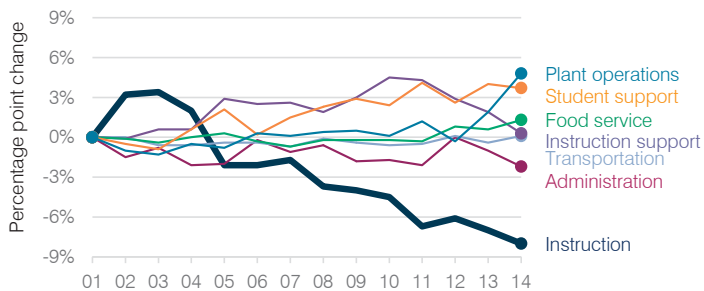
Total operational and instructional spending per student



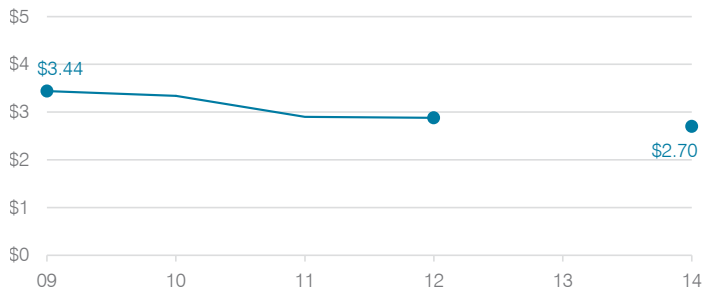
Plant cost per square foot and square footage per student



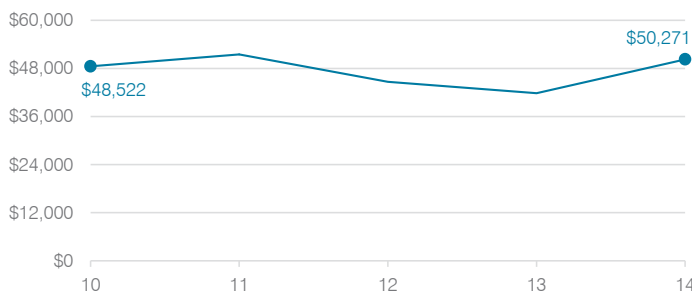
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider

