



2015 AASA SUPERINTENDENTS SALARY & BENEFITS STUDY

MEMBER VERSION

LESLIE A. FINNAN
ROBERT S. MCCORD

DANIEL A. DOMENECH, AASA EXECUTIVE DIRECTOR

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EXECUTIVE SUMMARY

The 2015 AASA Superintendents Salary & Benefits Study marks the fourth edition of this study. This survey tracks the demographics, salary, benefits and other elements of the employment contracts of school superintendents throughout the country. This year's study is based on 728 responses, a 5.6 percent return rate. This is lower than previous years, and does lead to some limitations in drawing conclusions from the findings. However, the report is rich with information and serves as a useful snapshot of the superintendency. For a more detailed examination of the superintendency, be sure to read the *Study of the American Superintendent: 2015 Mid-Decade Update*, available at my.aasa.org.

This year, as in the last four years, nearly 70 percent of respondents reported that they work in rural districts. This is close to the U.S. Department of Education data, which found that 57 percent of districts were defined as rural in 2010-11.¹ Black and Hispanic/Latino respondents serve in suburban and urban districts more than their counterparts.

Also consistent with findings of the previous years, male respondents outnumbered females by a four to one ratio. Respondents were also overwhelmingly White (non-Hispanic). Female respondents also tended to be older than males. The average and median age of all respondents was 53.

The median salary was \$131,000, average was \$140,021, which both increased around 15 percent from 2014. It is important to note the smaller sample size in this study before making conclusions. All positions from superintendent to teacher show that salaries increase relative to district enrollment size.

This year, respondents report an increase in many benefits, including contribution to annuity or private retirement plan, medical/hospital coverage, dental coverage, vision coverage, disability insurance and medical and dental insurance coverage for the family of the superintendent. Districts also overwhelmingly support professional memberships – this year showed a marked increase in payment of national organization membership.

¹ U.S. Department of Education, National Center for Education Statistics, Common Core of Data (CCD), "Local Education Agency Universe Survey," 2010–11 (versions 1a and 1b); "Public Elementary/Secondary School Universe Survey," 2010–11 (version 2a). See tables A.1.a.-1, A.1.a.-2, and A.1.a.-3 at <http://nces.ed.gov/surveys/ruraled/>.

In superintendent contracts, the most common contract length was three years, with few contracts lasting more than three years. Severance clauses have become more common over the years – this year, 25 percent of respondents have one. Salary caps, while mentioned often in the press, are not common in superintendent contracts. Only 6 percent have one, with over half of those required by state law.

This year also showed a 10 percent increase in boards' use of legal counsel in developing or negotiating contract – 60 percent do so. Superintendent use of legal counsel is also increasing, but still lags far behind at 25 percent.

INTRODUCTION

The 2015 AASA Superintendents Salary and Benefits Study is intended to provide superintendents with actionable information needed to manage their compensation. This edition marks the fourth year the association has undertaken a comprehensive study on public school superintendent compensation. Prior to that, most school superintendents had to rely on the annual salary study sponsored by Education Research Service (ERS) to benchmark their compensation and benefits. With the closure of ERS, a void was created for such data. AASA responded to this need by creating a comprehensive study of the salary and benefits of school superintendents that far exceeded previous studies undertaken on this topic. AASA is particularly well-suited for this task because it represents the vast majority of school superintendents in the country and has been most active in collecting and disseminating to its members critical data needed to inform decision making. AASA is committed to refining this work over time, thus maximizing the benefit to superintendents. The preceding editions of this study are available on the AASA website and provide valuable retrospective data. http://www.aasa.org/uploadedFiles/Publications/2014_supt_salary_public.pdf
<http://www.aasa.org/content.aspx?id=33054>

This work complements *The American School Superintendent: 2010 Decennial Study* (Kowalski et al. 2010), also sponsored by AASA, and available from Roman & Littlefield (<https://rowman.com/ISBN/9781607099963>).

The research team authoring this report of findings was led by Leslie A. Finnan, AASA senior legislative analyst and Noelle Ellerson, AASA associate executive director, policy and advocacy. The research team was assisted in review by Robert S. McCord, AASA consultant, Christopher C. Stream, associate professor of the School of Environmental and Public Affairs, University of Nevada, Las Vegas and by George J. Petersen, founding dean, Eugene T. Moore School of Education, Clemson University.

METHODOLOGY

An extensive survey instrument was developed in 2012 and with the assistance of Professors Theodore J. Kowalski (University of Dayton), I. Phillip Young (University of South Carolina), Terry Orr (Bank Street College), and Christopher C. Stream (University of Nevada, Las Vegas). This survey instrument was further refined for use in 2015 as a result of input received from superintendents participating in the 2012 - 2014 studies (see Section #11). Using a commercially prepared mailing list of American public school superintendents, more than 9,000 email invitations to participate were distributed during the month of September 2015. At the same time, state association executive directors were contacted to encourage their members to respond to the Internet survey. Superintendents had the capacity to forward the link to their staff members for input in

completing the survey in their area of expertise. The response to the 2012 study numbered 1,280 or about 14 percent, while the number of superintendents responding to the 2013 study nearly doubled to 2,369 or more than 25 percent. The 2014 survey resulted in 1,711 responses, or about 19 percent of those surveyed. In 2015 a total of 728 usable responses were received. This precipitous erosion in the return rate suggests survey fatigue linked with the need to audit the vendor-provided listing.

REPORT OF FINDINGS

This report of findings is divided into 11 sections and solely relies on measures of central tendency for this analysis of the data collected. These data were generally disaggregated by gender, district enrollment and racial/ethnic group.

As with any ambitious effort of this sort, there are limitations on the proper use of the data. For example, when the responses for certain items were disaggregated by racial/ethnic group, the number of responses was insufficient to support decision making. Care should be exercised in drawing conclusions or inferences on this particular data element. In addition, survey fatigue is apparent among superintendents and impacted the return rate. Superintendents are inundated with research requests resulting in selective participation in those studies seen as most important to the role of the superintendent or of benefit to their district. While retreating significantly in the 2015 study, the dramatic growth in the 2013 response rate over that received in 2012 is an indication of the importance superintendents place on collecting these data, while the 2015 estimated participation rate of 5.6 percent is far less than is desired and reasonably raises questions of whether the data fairly represents the entire population thus limiting the application of more comprehensive statistical treatment.

Having clearly identified the limitations inherent in any endeavor of this sort, the report that follows is rich with information that can prove useful to superintendents.

END NOTES:

Many additional data elements were collected beyond those reported in this document. AASA members interested in investigating in greater depth a particular element of this study beyond those reported herein or are interested in offering suggestions for improvement of this research undertaking are invited to directly contact Noelle Ellerson.

Those citing the data presented herein and/or findings are asked to include acclamation of AASA. Requests to use the data from this study or those that preceded it should contact Noelle Ellerson for details and requirements. Finally, AASA reserves all rights to the ownership and use of these data.

Special thanks is extended to co-authors Leslie Finnan and Noelle Ellerson for their expertise and tireless efforts to manage the nearly 300,000 cell spreadsheet containing the data collected in this study.

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Table 1.1 Respondents Count by State (Q4)

<i>State</i>	<i>Number of Responses</i>	<i>%</i>	<i>State</i>	<i>Number of Responses</i>	<i>%</i>
AK	9	1.2%	NC	2	0.3%
AL	5	0.7%	ND	12	1.6%
AR	11	1.5%	NE	24	3.3%
AZ	14	1.9%	NH	7	1.0%
CA	12	1.6%	NJ	12	1.6%
CO	6	0.8%	NM	8	1.1%
CT	7	1.0%	NV	5	0.7%
DC	1	0.1%	NY	36	4.9%
DE	3	0.4%	OH	24	3.3%
FL	2	0.3%	OK	17	2.3%
GA	8	1.1%	OR	8	1.1%
HI	0	0.0%	PA	45	6.2%
IA	29	4.0%	RI	4	0.5%
ID	10	1.4%	SC	6	0.8%
IL	40	5.5%	SD	17	2.3%
IN	63	8.7%	TN	16	2.2%
KS	11	1.5%	TX	13	1.8%
KY	7	1.0%	UT	2	0.3%
LA	3	0.4%	VA	7	1.0%
MA	8	1.1%	VT	5	0.7%
MD	3	0.4%	WA	17	2.3%
ME	6	0.8%	WI	51	7.0%
MI	22	3.0%	WV	5	0.7%
MN	33	4.5%	WY	7	1.0%
MO	35	4.8%	No answer	4	0.5%
MS	1	0.1%	Total	728	100%
MT	25	3.4%			

Findings:

- A total of 728 usable responses were received which represents approximately 5.6 percent return rate which a substantial erosion in response rate and signals the need to revisit the methodology to return to a more acceptable response rate.
- All states except Hawaii, including the District of Columbia, were represented. No state appears to be overrepresented.

Table 1.2 Gender (Q44) and Racial/Cultural Group (Q45)

Gender	Racial/Cultural Group								Total
	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or Pacific Islander	White (not Hispanic)	Other	Omitted Racial/Cultural Group	
Male	0(0.0)	0(0.0)	0(0.0)	0(0.0)	1(0.1)	581(99.8)	0(0.0)	0(0.0)	582(79.9)
Female	3(2.3)	2(0.2)	12(9.0)	15(11.3)	0(0.0)	91(68.4)	10(7.5)	0(0.0)	133(18.3)
Omitted Gender	3(23.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	10(76.9)	13(1.8)
Total	6(0.8)	2(0.3)	12(1.6)	15(2.1)	1(0.1)	672(92.3)	10(1.4)	10(1.4)	728(100.0)

Findings:

- Similar to previous studies, males outnumbered females by a four to one ratio.
- Respondents were overwhelmingly White (not Hispanic) (92.3 percent).
- Weak minority participation in several groups makes it difficult to generalize for those groups from the findings.

Table 1.3 Gender (Q44) and District Enrollment (Q5)

Gender	2015-2016 District Enrollment						Total
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or More	Omitted District Size	
Male	48(8.3)	306(52.7)	162(27.9)	47(8.1)	12(2.1)	6(1.0)	581(79.8)
Female	13(9.7)	67(50.0)	38(28.4)	9(6.7)	5(3.7)	2(1.5)	134(18.4)
Omitted Gender	1(7.7)	8(61.5)	3(23.1)	0(0.0)	1(7.7)	0(0.0)	13(1.8)
Total	62(8.5)	381(52.3)	203(27.9)	56(7.7)	18(2.5)	8(1.1)	728(100.0)

Finding:

- When gender and district enrollment of respondents are taken into account, the majority of superintendents participating in the survey were from intermediate size districts (300-2,499), regardless of gender.

Table 1.4 Gender (Q44) and District Description (Q6)

Gender	District Description				
	Urban	Suburban	Rural	Omitted District Description	Total
Male	42(91.3)	140(72.9)	393(81.7)	6(66.7)	581(79.8)
Female	4(8.7)	48(25.0)	79(16.4)	3(33.3)	134(18.4)
Omitted Gender	0(0.0)	4(2.1)	9(4.7)	0(0.0)	13(1.8)
Total	46(6.3)	192(26.4)	481(66.1)	9(1.2)	728(100.0)

Finding:

- When asked to describe the setting of their district, nearly 70 percent of the respondents, regardless of gender, indicated that their district was best described as rural while about a fourth describe their district as suburban. This represents a small decrease in rural respondents and equally small increase in suburban response level.

Table 1.5 Gender (Q44) and Age (Q43)

Gender	Descriptive Data on Age			
	Minimum	Maximum	Mean	Median
Male	30	73	53	53
Female	37	67	55	55
Omitted Gender	34	67	54	56
Total	30	73	53	53

Finding:

- As a confirmation of that found in *The American School Superintendent: 2010 Decennial Study*, females were found to be generally older than their male counterparts in both mean and median data, with an overall median and average age of 53.

Table 1.6 Gender (Q44) and Longevity in Present Position (Q8)

Gender	Longevity in Present Position						
	1 Year or Less	1-5 Years	6-10 Years	11-15 Years	16 Years or More	Omitted Longevity	Total
Male	76(13.0)	280(48.2)	147(25.3)	50(8.6)	27(4.7)	1(0.1)	581(79.8)
Female	15(11.2)	84(62.3)	26(1.9)	7(0.5)	1(0.1)	1(0.1)	134(18.4)
Omitted Gender	2(15.3)	7(53.8)	4(30.8)	0(0.0)	0(0.0)	0(0.0)	13(1.8)
Total	93(12.8)	371(51.0)	177(24.3)	57(7.8)	28(3.8)	2(0.3)	728(100.0)

Findings:

- When asked about their longevity in their present position, half indicated one to five years with males reporting longer longevity.
- Compared with the 2013 and 2014 results, a trend toward longer longevity was indicated.

Table 1.7 Gender (Q44) and Longevity as Superintendent (Q9)

Gender	Longevity in Present Position						Total
	1 Year or Less	1-5 Years	6-10 Years	11-15 Years	16 Years or More	Omitted Longevity	
Male	76(13.1)	280(48.2)	147(25.3)	50(8.6)	26(4.5)	2(0.1)	581(79.8)
Female	15(11.2)	84(62.7)	26(19.4)	7(5.2)	0(0.0)	2(0.1)	134(18.4)
Omitted Gender	2(15.3)	7(53.8)	4(30.8)	0(0.0)	0(0.0)	0(0.0)	13(1.8)
Total	93(12.8)	371(51.0)	177(24.3)	57(7.8)	26(3.6)	4(0.5)	728(100.0)

Findings:

- When asked about their longevity as a superintendent, males also trended toward longer longevity in the superintendency than females.
- As in the previous item, when compared with the 2013 and 2014 results, a small trend toward longer longevity as a superintendent was indicated.

Table 1.8 Gender (Q44) and Economic Condition of District (Q13)

Gender	Economic Condition of District				Total
	Strong Economic Condition	Stable Economic Condition	Declining Economic Condition	Omitted Economic Condition	
Male	59(10.2)	322(55.4)	197(34.0)	3(0.1)	581(79.8)
Female	12(0.9)	56(41.8)	64(47.8)	2(0.2)	134(18.4)
Omitted Gender	1(7.7)	9(69.2)	3(23.1)	0(0.0)	13(1.8)
Total	72(9.9)	387(53.2)	264(36.3)	5(0.7)	728(100.0)

Findings:

- More than half of the male superintendents and somewhat more than 40 percent of the female superintendents described their districts as economically stable while nearly 40 percent of both genders described their districts as in declining economic condition. It is noted that, while not dramatic, the trend over the four years of the study suggests an improving economic condition.

- When considering gender and the perceived economic condition of their district, female superintendents tend to self-report leading districts with greater economic challenges than do their male counterparts.

Table 1.9 Racial/Cultural Group (Q45) and District Enrollment (Q5)

Racial/ Cultural Group	2015-16 District Enrollment						
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or More	Omitted Enrollment	Total
American Indian or Alaska Native	0(0.0)	4(1.1)	1(0.5)	0(0.0)	1(5.6)	0(0.0)	6(0.8)
Asian	0(0.0)	2(0.5)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	2(0.3)
Black or African American	0(0.0)	4(1.1)	3(1.5)	4(7.1)	1(5.6)	0(0.0)	12(1.6)
Hispanic or Latino	2(3.2)	4(1.1)	6(3.0)	1(1.8)	2(11.1)	0(0.0)	15(2.1)
Native Hawaiian or Pacific Islander	0(0.0)	1(0.5)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	1(0.1)
White (not Hispanic)	58(93.6)	355(93.2)	190(93.6)	50(89.3)	13(72.2)	6(75.0)	672(92.3)
Other	1(1.6)	5(0)	2(1.0)	1(1.8)	0(0.0)	1(12.5)	10(1.4)
Omitted Racial/ Cultural Group	1(1.6)	6(1.6)	1(0.5)	0(0.0)	1(5.6)	1(12.5)	10(1.4)
Total	62(8.5)	381(52.3)	203(27.9)	56(7.7)	18(2.5)	8(1.1)	728(100.0)

Finding:

- As in the previous results, white (non-Hispanic) superintendents represented the vast majority of superintendents regardless of student enrollment which is consistent with the findings of *The American School Superintendent: 2010 Decennial Study* as well as findings from the 2012, 2013, and 2014 salary studies. Note: As indicated in the introduction, care should be exercised in drawing conclusions or inferences from the very small numbers of respondents in some of the racial/cultural groups other than the fact that white (non-Hispanic) superintendents are the largest group represented in the study and minorities appear to be

underrepresented in the superintendent ranks especially when compared to the racial/cultural profile of American public school enrollment.

Table 1.10 Racial/Cultural Group (Q45) and Description of School District (Q6)

<i>Racial/ Cultural Group</i>	<i>Description of School District</i>				Total
	Rural	Suburban	Urban	Omitted Description	
American Indian or Alaska Native	4(66.6)	2(33.3)	0(0.0)	0(0.0)	6(0.8)
Asian	2(100.0)	0(0.0)	0(0.0)	0(0.0)	2(0.3)
Black or African American	2(16.6)	7(58.3)	3(25.0)	0(0.0)	12(1.6)
Hispanic or Latino	8(53.3)	4(26.7)	3(20.0)	0(0.0)	15(2.1)
Native Hawaiian or Pacific Islander	1(100.0)	0(0.0)	0(0.0)	0(0.0)	1(0.1)
White (not Hispanic)	449(66.9)	176(26.2)	39(5.8)	8(1.2)	672(92.3)
Other	8(80.0)	1(10.0)	1(10.0)	0(0.0)	10(1.4)
Omitted Racial/Cultural Group	7(70.0)	2(20.0)	0(0.0)	1(10.0)	10(1.4)
Total	481(66.1)	192(26.4)	46(6.3)	9(1.2)	728(100.0)

Finding:

- Black/African American and Hispanic/Latino respondents reported serving in larger percentage in suburban and urban districts than their counterparts. Provided the small numbers of other racial/cultural group respondents makes it very difficult to draw conclusions from the data.

Table 1.11 Racial/Cultural Group (Q45) and Age (Q43)

<i>Racial/ Cultural Group</i>	<i>Descriptive Data on Age</i>			
	Minimum	Maximum	Mean	Median
American Indian or Alaska Native	43	62	52	52
Asian	44	57	51	51
Black or African American	40	61	50	49
Hispanic or Latino	37	68	54	55
Native Hawaiian or Pacific Islander	56	56	56	56
White (not Hispanic)	30	73	53	54
Other	43	67	51	49
Omitted Racial/Cultural Group	34	67	48	47
Total	30	73	53	53

Finding:

- When the number of respondents is considered, not a great variation was found between the mean or median age of those responding when disaggregated by racial/cultural group.

Table 1.12 Racial/Cultural Group (Q45) and Years in Present Position (Q8)

Racial/ Cultural Group	Years in Present Position						
	1 year or Less	1-5 Years	6-10 Years	11 -15 Years	16 Years or More	Omitted Years	Total
American Indian or Alaska Native	1(16.7)	2(33.3)	2(33.3)	0(0.0)	1(16.7)	0(0.0)	6(0.8)
Asian	0(0.0)	2(100.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	2(0.3)
Black or African American	3(25.0)	7(58.3)	1(8.3)	1(8.3)	0(0.0)	0(0.0)	12(1.6)
Hispanic or Latino	2(13.3)	8(53.3)	4(26.7)	0(0.0)	1(6.7)	0(0.0)	15(2.1)
Native Hawaiian or Pacific Islander	0(0.0)	0(0.0)	1(100.0)	0(0.0)	0(0.0)	0(0.0)	1(0.1)
White (not Hispanic)	85(12.7)	339(50.5)	165(24.6)	55(8.2)	26(3.9)	2(0.1)	672(92.3)
Other	0(0.0)	8(80.0)	1(10.0)	1(10.0)	0(0.0)	0(0.0)	10(1.4)
Omitted Racial/ Cultural Group	2(20.0)	5(50.0)	3(30.0)	0(0.0)	0(0.0)	0(0.0)	10(1.4)
Total	93(12.8)	371(51.0)	177(24.3)	57(7.8)	28(3.8)	2(0.3)	728(100.0)

Finding:

- Half of superintendents have served in their present position for from 1-5 years. A quarter of superintendents have served from 6-10 years.
- The tenure in their present position by racial/cultural group includes too few respondents to identify trends.

Table 1.13 Racial/Cultural Group (Q45) and Years as Superintendent (Q9)

Racial/ Cultural Group	Years As a Superintendent						
	1 year or Less	1-5 Years	6-10 Years	11 -15 Years	16 Years or More	Omitted Years	Total
American Indian or Alaska Native	0(0.0)	2(33.3)	2(33.3)	2(33.3)	0(0.0)	0(0.0)	6(0.8)
Asian	0(0.0)	2(100.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	2(0.3)
Black or African American	0(0.0)	5(41.7)	3(25.0)	2(16.7)	1(8.3)	1(8.3)	12(1.6)
Hispanic or Latino	3(20.0)	5(33.3)	5(33.3)	0(0.0)	2(13.3)	0(0.0)	15(2.1)
Native Hawaiian or Pacific Islander	0(0.0)	0(0.0)	1(100.0)	0(0.0)	0(0.0)	0(0.0)	1(0.1)
White (not Hispanic)	52(7.7)	217(32.3)	176(26.2)	113(16.8)	111(16.5)	3(0.1)	672(92.3)
Other	0(0.0)	4(40.0)	4(40.0)	1(10.0)	1(10.0)	0(0.0)	10(1.4)
Omitted Racial/ Cultural Group	2(20.0)	3(30.0)	3(30.0)	1(10.0)	1(10.0)	0(0.0)	10(1.4)
Total	57(7.8)	238(32.7)	194(26.6)	119(16.3)	116(15.9)	4(0.5)	728(100.0)

Finding:

- While the numbers were small for some racial/cultural groups, one-third of superintendents report serving in the superintendency for 1-5 years while a little more than a quarter reported 6-10 years.

Table 1.14 Racial/Cultural Group (Q45) and Economic Condition of District (Q13)

<i>Racial/ Cultural Group</i>	<i>Economic Condition of District</i>				Total
	Strong Economic Condition	Stable Economic Condition	Declining Economic Condition	Omitted Economic Condition	
American Indian or Alaska Native	2(33.3)	1(16.7)	3(50.0)	0(0.0)	6(0.8)
Asian	0(0.0)	2(100.0)	0(0.0)	0(0.0)	2(0.3)
Black or African American	2(16.7)	7(58.3)	3(25.0)	0(0.0)	12(1.6)
Hispanic or Latino	2(13.3)	5(33.3)	8(53.3)	0(0.0)	15(2.1)
Native Hawaiian or Pacific Islander	0(0.0)	1(100.0)	0(0.0)	0(0.0)	1(0.1)
White (not Hispanic)	66(9.8)	361(53.7)	242(36.0)	3(0.1)	672(92.3)
Other	0(0.0)	3(30.0)	6(60.0)	1(10.0)	10(1.4)
Omitted Racial/ Cultural Group	0(0.0)	7(70.0)	2(20.0)	1(10.0)	10(1.4)
Total	72(9.9)	387(53.2)	264(36.3)	5(0.7)	728(100.0)

Finding:

- When superintendent self-reported the economic condition of their district, slightly more than half indicated that their district was in stable condition regardless of the racial/cultural identity of the superintendent. Reports of declining economic conditions occurred in a third of the districts.

SECTION #2: SALARY

NOTE: A significant amount of information follows concerning salaries paid to the superintendents and their staff. For the purposes of comparisons, ratios have been calculated for median superintendent salaries and that of teachers (See Table 2.3). The logic employed is that in the private sector, a commonly used metric (ratio) is calculated based on the base salary of the CEO and that of the entry-level worker in the organization. Without great difficulty, other metrics can be calculated using these data presented herein.

Table 2.1 Superintendent Base Salary 2015-16(Q10) and District Enrollment 2015-16 (Q5) by Gender (Q44)

2015-16 Super. Base Salary	2015-16 District Enrollment									
	Less than 300		300 to 2,499		2,500 to 9,999		10,000 to 24,999		25,000 or more	
Gender	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Minimum	55000	64000	75500	94000	92500	116500	97000	155000	200800	121000
10%	68000	110000	95000	99400	120000	131000	140349	155000	200800	121000
25%	73500	94000	105000	109000	133000	150000	167300	159585	225000	121000
Median	90904	89350	118000	122003	155000	163000	187729	177000	252770	194000
75%	116000	84700	136157	148000	180000	188000	205500	209500	279000	213000
90%	139750	137000	157000	170000	207000	200000	240000	210000	299810	216300
Maximum	238717	137000	248178	251500	290000	235000	289950	264902	322171	216300
N	48	13	306	67	162	38	47	9	12	5

Findings:

- As previously reported, the limited response rate by gender in the largest student enrollment districts makes it difficult to identify trends, while in intermediate size districts the mean base salary for females outpaces that of their male counterparts.
- The median salary was \$131,000 and the average was \$140,021.

Table 2.2A Assistant/ Associate Superintendent Base Salary 2015-16 (Q11A) and District Enrollment 2015-16 (Q5)

2015-16 Assistant/Associate Superintendent Base Salary	2015-16 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum		50000	70000	84000	103000
10%		74700	95000	95000	120123
25%		86000	105406	120000	134124
Median		98500	120000	130840	149121
75%		112029	135000	150000	160933
90%		130000	160000	160000	177000
Maximum		190000	240000	187000	180000
N	0	98	177	54	17

Finding:

- As expected, the larger the student enrollment of the district the higher the mean base salary for assistant/associate superintendents. Of course in the smallest of districts, these positions often do not exist.

Table 2.2B High School Principal Base Salary 2015-16 (Q11B) and District Enrollment 2015-16 (Q5)

2015-16 High School Principal Base Salary	2015-16 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	40000	46000	65000	75000	98093
10%	42000	72000	87500	83000	99805
25%	60000	80000	100000	95000	110000
Median	75000	88700	110000	110000	125410
75%	84313	100000	125000	128000	130000
90%	91000	110000	142000	140000	135000
Maximum	118000	190000	210000	165000	136331
N	33	343	187	53	17

Findings:

- Likewise as the district student enrollment grows so do the mean base salaries of high school principals.

Table 2.2C Middle School Principal Base Salary 2015-16 (Q11C) and District Enrollment 2015-16 (Q5)

2015-16 Middle School Principal Base Salary	2015-16 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	26000	50000	60000	68109	75000
10%	26000	65000	78000	75000	90062
25%	30000	75206	87872	85000	95000
Median	85000	86000	100789	99000	110609
75%	91300	95000	115000	115000	119992
90%	100000	110000	130000	131000	120000
Maximum	101000	182000	210000	155000	125876
N	7	247	193	54	17

Findings:

- Similar to their high school counterparts, middle school principal base mean salaries increase as district enrollment increases.

Table 2.2D Elementary School Principal Base Salary 2015-16 (Q11D) and District Enrollment 2015-16 (Q5)

2015-16 Elementary School Principal Base Salary	2015-16 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	26000	45000	60000	62000	65000
10%	30000	65000	70000	70000	75000
25%	42000	73000	82000	80000	86327
Median	61000	82000	93302	92024	99506
75%	75000	92000	108000	110000	110000
90%	95000	103000	125000	125000	115000
Maximum	106000	151000	200000	145000	121983
N	15	358	193	55	17

Findings:

- Finally, elementary principals enjoy the same trend as their high school and middle school counterparts although their mean base salary has not yet crossed the \$100,000 line in the largest student enrollment districts.

Table 2.2E Beginning Teacher Base Salary 2015-16 (Q11E) and District Enrollment 2015-16 (Q5)

2015-16 Beginning Teacher Base Salary	2015-16 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	24193	26500	30610	30743	32441
10%	26000	31852	34000	33000	35069
25%	30000	33314	35000	36000	38000
Median	32800	35500	38489	39500	40250
75%	35069	39000	43557	43000	43074
90%	42110	44121	50000	47000	47000
Maximum	51850	60169	65000	51000	50500
N	59	374	200	55	18

Findings:

- The trend holds true for mean base salaries for teachers but with a less dramatic range.

Table 2.3 Ratio of 2015-16 Median Superintendent Salaries (Q10) with that of Beginning Teacher Median Base Salary (Q11E) by District Enrollment 2015-16 (Q5)

2015-16 Superintendent/ Beginning Teachers	2015-16 Median Salaries (Number of Respondent Superintendents)				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Superintendent Median Salary	90452	119000	160000	185834	240000
Beginning Teacher Median Base Salary	32800	35500	38489	39500	40250
Ratio 2015-16	1:2.8	1:3.4	1:4.2	1:4.7	1:6.0
Ratio 2014-15	1:2.5	1:3.2	1:3.9	1:4.5	1:5.0

Finding:

- An important metric often calculated in the business community is the ratio of the entry level worker compensation with that of the CEO. Accordingly, the median entry level salary of teachers was compared with the median salary of the superintendents arrayed by district size. The data suggests that as the district enrollment increases so does the ratio. In addition, the ratio appears to widen over the past two survey periods regardless of the district enrollment, although additional data will need to be collected to establish a trend.

SECTION #3: EVALUATION

Table 3.1 How often does your employment contract require performance evaluation? (Q29)

<i>Responses</i>	<i>Data</i>	
	Count	%
Annually	667	91.6%
Biennially	15	2.1%
Other	35	4.8%
Never	7	1.0%
Omitted	4	0.5%
Total	728	100.0%

Finding:

- As reported in previous studies on the topic, 9 out of 10 superintendents are evaluated annually.

Table 3.2 Does your employment contract specify the process, measures, and indicators to be used for your formal performance evaluation? (Q27A)

<i>Responses</i>	<i>Data</i>	
	Count	%
Yes	335	46.0%
No	389	53.4%
Omitted	7	1.0%
Total Responses	731	100.4%

* Note: 3 respondents selected both "yes" and "no"; resulting in no appreciable impact on data.

Finding:

- Only half of the respondent superintendents indicate that they have included in their employment contract the process, measures and indicators to be used in their formal evaluation.

Table 3.3 Is your formal performance evaluation linked to objectives or directions specified in the previous year's performance? (Q27B)

<i>Responses</i>	<i>Data</i>	
	Count	%
Yes	394	54.1%
No	331	45.5%
Omitted	7	1.0%
Total Responses	732	100.5%

* Note: 4 respondents selected both "yes" and "no"; resulting in no appreciable impact on data.

Finding:

- Linking objectives and directions from previous evaluations with the present evaluation occurs only in slightly more than half the evaluations of superintendents, showing a slight increase over the previous year's findings.

Table 3.4 Is your formal performance evaluation linked to a 360 degree feedback? (Q27C)

<i>Responses</i>	<i>Data</i>	
	Count	%
Yes	125	17.2%
No	597	82.0%
Omitted	8	1.1%
Total Responses	730	100.3%

* Note: 2 respondents selected both "yes" and "no"; resulting in no appreciable impact on data.

Finding:

- Similar to the previous findings, only one in six superintendent evaluations employs 360 degree feedback. No discernable change occurred in this item from the previous year.

Table 3.5 Is your formal performance evaluation linked to student outcomes/performance? (Q27D)

<i>Responses</i>	<i>Data</i>	
	Count	%
Yes	300	41.2%
No	421	57.8%
Omitted	11	1.5%
Total Responses	732	100.5%

* Note: 4 respondents selected both "yes" and "no"; resulting in no appreciable impact on data.

Finding:

- Four in 10 superintendents indicated that student outcomes/performance data are included in their evaluations. This percentage decreased somewhat from 2013-14 to 2014-15 but then increased to previous levels in the 2015-16 study.

Table 3.6 Is the outcome of your formal performance evaluation made public? (Q27E)

<i>Responses</i>	<i>Data</i>	
	Count	%
Yes	274	37.6%
No	442	60.7%
Omitted	13	1.8%
Total Responses	729	100.1%

* Note: 1 respondent selected both "yes" and "no"; resulting in no appreciable impact on data.

Finding:

- The public release of the formal evaluation of the superintendent has increased slightly from previous levels to nearly 4 in 10.

SECTION #4: RETIREMENT BENEFITS

Table 4.1 Does the school district make a contribution to an annuity or private retirement account that you have? (Q33)

<i>Contribution</i>	<i>Data</i>	
	Count	%
Yes (Less than \$1,000)	7	1.0%
Yes, (\$1,000 -\$5,000)	111	15.2%
Yes, (\$5,001-\$10,000)	71	9.8%
Yes, More than \$10,000	77	10.6%
No	452	62.1%
Omitted	10	1.4%
Total Responses	728	100.0%

Finding:

- Somewhat less than 40 percent of the superintendents responding to the survey indicated they receive a district contribution to an annuity or private retirement account. This represents a slight increase over the previous year.

Table 4.2 Superintendent Base Salary 2015-16 (Q10) and does the school district make a contribution to an annuity or private retirement account that you have? (Q33)

<i>Contribution</i>	<i>Data</i>	
	Mean Salary	Difference from Total Mean
Yes (Less than \$1,000)	113646	-26375
Yes, (\$1,000 -\$5,000)	132836	-7185
Yes, (\$5,001-\$10,000)	151340	11319
Yes, More than \$10,000	178647	38626
No	133805	-6216
Omitted	136117	-3904
Total Responses	140021	

Finding:

- This table examines if some districts offset lower salaries with greater benefits. In the case of contribution to retirement, this is not the case. Superintendents receiving higher contributions to retirement also, on average, receive higher salaries than their counterparts.

Table 4.3 Is your retirement plan/system contribution based on your salary? (Q31)

<i>Responses</i>	<i>Data</i>	
	Count	%
Yes	646	88.7%
No	48	6.6%
Omitted	1	0.1%
District Does Not Make Contribution	33	4.5%
Total Responses	728	100.0%

Finding:

- Nearly nine out of 10 of the respondents indicated that the district contribution to the retirement plan/system was based on salary.

SECTION #5: INSURANCE BENEFIT

Table 5.1 What health insurance coverage do you receive in your contract? Coverage Paid for Superintendent: Medical/Hospital (Q35A)

<i>Response</i>	<i>Data</i>	
	Count	%
Yes	576	79.1%
No	79	10.9%
Omitted	75	10.3%
Total	730	100.3%

Finding:

- The medical/hospital coverage of superintendents has increased slightly from 75.6 percent in 2014-15 to 79.1 for 2015-16.

Table 5.2 What health insurance coverage do you receive in your contract? Coverage Paid for Superintendent: Dental (Q35B)

<i>Response</i>	<i>Data</i>	
	Count	%
Yes	450	61.8%
No	200	27.5%
Omitted	80	11.0%
Total	730	100.3%

Finding:

- Dental coverage for the superintendent increased slightly since the previous survey.

Table 5.3 What health insurance coverage do you receive in your contract? Coverage Paid for Superintendent: Vision/Optical (Q35C)

<i>Response</i>	<i>Data</i>	
	Count	%
Yes	328	45.1%
No	316	43.4%
Omitted	86	11.8%
Total	730	100.3%

* Note: 2 respondents selected both "yes" and "no"; resulting in no appreciable impact on data.

Finding:

- A small increase in vision/optical coverage also occurred.

Table 5.4 What health insurance coverage do you receive in your contract? Coverage Paid for Superintendent: Disability Insurance (Q35D)

<i>Response</i>	<i>Data</i>	
	Count	%
Yes	382	52.5%
No	266	36.5%
Omitted	83	11.4%
Total	731	100.4%

* Note: 3 respondents selected both "yes" and "no"; resulting in no appreciable impact on data.

Finding:

- The provision of disability coverage also grew by several percent over the last year, with slightly more than half of the responding superintendents receiving disability coverage.

Table 5.5 What health insurance coverage do you receive in your contract? Coverage Paid for Superintendent’s Family: Medical/Hospital (Q36A)

<i>Response</i>	<i>Data</i>	
	Count	%
Yes	475	65.2%
No	207	28.4%
Omitted	47	6.5%
Total	729	100.1%

* Note: 1 respondent selected both "yes" and "no"; resulting in no appreciable impact on data.

Finding:

- Nearly two out of three families of superintendents who responded to the survey are covered by medical/hospital insurance paid by the district. This represents a 5 percent increase over the previous year.

Table 5.6 What health insurance coverage do you receive in your contract? Coverage Paid for Superintendent’s Family: Dental (Q36B)

<i>Response</i>	<i>Data</i>	
	Count	%
Yes	391	53.7%
No	282	38.7%
Omitted	57	7.8%
Total	730	100.3%

Finding:

- District-paid dental coverage for the superintendent’s family was provided for slightly more than half of those responding to the survey.

Table 5.7 What health insurance coverage do you receive in your contract? Coverage Paid for Superintendent’s Family: Vision/Optical (Q36C)

Response	Data	
	Count	%
Yes	282	38.7%
No	379	52.1%
Omitted	68	9.3%
Total	729	100.1%

* Note: 1 respondent selected both "yes" and "no"; resulting in no appreciable impact on data.

Finding:

- Slightly more than one in three families of superintendents who responded receive district-paid vision/optical coverage.

Table 5.8 What health insurance coverage do you receive in your contract? Coverage Paid for Superintendent’s Family: Disability (Q36D)

Response	Data	
	Count	%
Yes	143	19.6%
No	471	64.7%
Omitted	115	15.8%
Total	729	100.1%

* Note: 1 respondent selected both "yes" and "no"; resulting in no appreciable impact on data.

Finding:

- An increase in family disability benefit was experienced in 2015-16 but only about one in five superintendent families are covered by a district-paid disability policy.

Table 5.9 What health insurance coverage do you receive in your contract? Do you receive any post-retirement health insurance coverage? (Q37)

Response	Data	
	Count	%
Yes	199	27.3%
No	526	72.3%
Omitted	3	0.4%
Total Responses	728	100.0%

Finding:

- The issue of post-retirement insurance coverage is an important matter for district leaders. In the 2012-13 study, 17.6 percent of the respondents reported having post-retirement health coverage in their employment agreement. In 2013-14 28.1 percent reported having that benefit. Reversing this trend, only 23.0 percent enjoyed this benefit in 2014-15. Again reversing the trend, 27.3 percent of 2015-16 survey respondents reported receiving the benefit.

SECTION #6: HIRE/REHIRE

Table 6.1 Have you been rehired for your present position as superintendent after retiring in the state system? (Q41)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	59	8.1%
No	664	91.2%
Omitted	5	0.7%
Total Responses	728	100.0%

Finding:

- Less than one in 10 superintendents who responded indicated that they have been rehired as a superintendent after retiring from that state's or another state's retirement system. This mirrors the previous year results.

Table 6.2 Are you drawing retirement from one state and working as a superintendent in another state? (Q42)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	52	7.1%
No	670	92.0%
Omitted	6	0.8%
Total Responses	728	100.0%

Finding:

- Very few superintendents are drawing retirement from one state while serving as a superintendent in another state.

SECTION #7: MISCELLANEOUS BENEFITS

Table 7.1 Which of the following contract benefits are provided in your employment contract? Mark all that apply. (Q30)

<i>Benefit</i>	<i>Data</i>	
	Count	%
Conference Attendance Fees Paid	657	90.2%
Guaranteed Vesting in Retirement Plan	304	41.8%
Paid Physical Exam	293	40.2%
Provision for Conduction Outside Consulting	251	34.5%
Professional Liability Coverage	217	29.8%
Provision for Conduction Outside Teaching	216	29.7%
Tuition Reimbursement	207	28.4%
Whole Life Insurance (Accumulates to employee)	149	20.5%
Deferred Compensation	71	9.8%
Support for Coach/Mentor for Superintendent	39	5.4%
College Savings Plan	5	0.7%

Note: Multiple answers per participant possible. Percentages added exceed 100 since a participant may select more than one answer for this question.

Finding:

- When compared to the responses from a year earlier, change in participation in benefits was not markedly different. Worth noting is a slight increase in the use of deferred compensation over the past three years.

Table 7.2 Does the school district contribute to the premiums on a term insurance policy apart from the insurance benefits provided for all employees? (Q34)

<i>Response</i>	<i>Data</i>	
	Count	%
Yes	358	49.2%
No	363	49.9%
Omitted	7	1.0%
Total	728	100.0%

Finding:

- Nearly half of the responding superintendents reported receiving a district-paid term insurance policy above that received by other district employees. This is consistent with past responses to this item.

Table 7.3 Gender (Q44) and Sick Leave Provision (Q17A/B)

Gender	Annual Allowance - Sick Leave							Mean
	0-3 Days	4-6 Days	7-10 Days	11-15 Days	16-20 Days	21-25 Days	26+ Days	
Male	13	12	120	356	43	8	8	13
Female	4	3	15	91	18	1	2	13

Gender	Maximum Accrual Allowance - Sick Leave							Mean
	0-25 Days	26-50 Days	51-75 Days	76-100 Days	101-150 Days	151-200 Days	201+ Days	
Male	44	33	39	66	94	78	114	172
Female	9	6	11	11	13	15	20	167

Finding:

- Sick leave allowances including accrual arrayed by gender show little difference year over year.

Table 7.4 Gender (Q44) and Vacation Leave Provision (Q18A/B)

Gender	Annual Allowance - Vacation Leave							Mean
	0-3 Days	4-6 Days	7-10 Days	11-15 Days	16-20 Days	21-25 Days	26+ Days	
Male	21	2	46	73	221	21	67	20
Female	4	1	11	7	46	40	24	21

Gender	Maximum Accrual Allowance - Vacation Leave							Mean
	0-25 Days	26-50 Days	51-75 Days	76-100 Days	101-150 Days	151-200 Days	201+ Days	
Male	301	165	25	13	8	3	5	30
Female	60	35	7	3	1	1	1	35

Finding:

- As with sick leave, vacation leave demonstrates little or no difference when arrayed by gender year over year.

Table 7.5 Gender (Q44) and Personal Leave Provision (Q19A/B)

Gender	Annual Allowance - Personal Leave							
	0-3 Days	4-6 Days	7-10 Days	11-15 Days	16-20 Days	21-25 Days	26+ Days	Mean
Male	402	114	18	13	3	1	4	3
Female	90	30	3	2	0	0	2	4

Gender	Maximum Accrual Allowance - Personal Leave							
	0-25 Days	26-50 Days	51-75 Days	76-100 Days	101-150 Days	151-200 Days	201+ Days	Mean
Male	470	3	3	6	2	1	5	9
Female	102	2	0	2	0	0	0	5

Finding:

- Similar to sick and vacation leave, no difference is in evidence for personal leave by gender.

Table 7.6 Gender (Q44) and Upon Departure from the District, How is Sick Leave Accrual Handled? (Q20A-C)

Handling of Sick Leave Accrual	Gender/Response							
	Male				Female			
	Yes	No	N/A or Omit	Total	Yes	No	N/A or Omit	Total
Credited to Retirement	2(0.3)	579(99.7)	0(0.0)	581(100.0)	0(0.0)	134(100.0)	0(0.0)	134(100.0)
Payment Made to Super.	265(45.6)	267(46.0)	49(8.4)	581(100.0)	57(42.5)	65(48.5)	12(9.0)	134(100.0)
Credit/ Payment Made at Daily Rate	160(27.5)	316(54.4)	105(18.1)	581(100.0)	49(36.6)	57(42.5)	28(20.9)	134(100.0)

Finding:

- Regardless of gender, less than half of superintendents who responded reported leveraging their sick leave into payments to the superintendent upon their departure from the district. In a departure from the previous year survey almost no superintendent benefited from payments to retirement credit for unused sick upon departure from the district.

Table 7.7 Gender (Q44) and Upon Departure from the District, How is Vacation Leave Accrual Handled? (Q21A-C)

Handling of Vacation Leave Accrual	Gender/Response							
	Male				Female			
	Yes	No	N/A or Omit	Total	Yes	No	N/A or Omit	Total
Credited to Retirement	98(16.9)	410(70.6)	73(12.6)	581(100.0)	22(16.4)	100(74.6)	12(9.0)	134(100.0)
Payment Made to Super.	350(60.2)	173(29.8)	58(10.0)	581(100.0)	91(67.9)	35(26.1)	8(6.0)	134(100.0)
Credit/ Payment Made at Daily Rate	318(54.7)	172(29.6)	91(15.7)	581(100.0)	91(67.9)	35(26.1)	8(6.0)	134(100.0)

Finding:

- Not unlike sick leave, leveraging vacation leave into a payment is occurring only in about half of reporting districts, while credit toward retirement accounts is limited.

Table 7.8 Gender (Q44) and Upon departure from the district, how is personal leave accrual handled? (Q22A-C)

Handling of Personal Leave Accrual	Gender/Response							
	Male				Female			
	Yes	No	Omit	Total	Yes	No	Omit	Total
Credited to Retirement	93(16.0)	372(64.0)	116(20.0)	581(100.0)	24(17.9)	86(64.2)	24(17.9)	134(100.0)
Payment Made to Super.	157(27.0)	306(52.7)	118(20.3)	581(100.0)	37(27.6)	67(50.0)	30(22.4)	134(100.0)
Credit/ Payment Made at Daily Rate	101(17.4)	301(51.8)	179(30.8)	581(100.0)	35(26.1)	57(42.5)	42(31.3)	134(100.0)

Finding:

- Credit or payment for personal leave upon departure is very limited and has changed very little since the last survey.

Table 7.9 Gender (Q44) and what is the term of your 2015-2016 employment contract? (Q14)

<i>Term of 2015-16 Contract</i>	<i>Gender</i>			
	Male	Female	Omit	Total
Less than 1-Year	19(3.3)	2(1.5)	0(0.0)	21(2.9)
1 Year	81(13.9)	20(14.9)	1(7.7)	102(14.0)
2 Years	151(26.0)	35(26.1)	5(38.7)	191(26.2)
3 Years	232(39.9)	52(38.8)	5(38.7)	289(39.7)
4 Years	52(9.0)	12(9.0)	1(7.7)	65(8.9)
5+ Years	41(7.1)	13(9.7)	1(7.7)	55(7.6)
Omit	5(0.9)	0(0.0)	0(0.0)	5(0.7)
Total	581(100.0)	134(100.0)	13(100.0)	728(100.0)

Finding:

- Regardless of gender, the most common length of a contract is three years, with very few contracts lasting for longer than three years.

Table 7.10 Gender (Q44) and Does your present employment contract have an incentive/performance clause (i.e., a defined provision providing for a reward for accomplishing a predetermined task or objective)? (Q23)

<i>Gender</i>	<i>Incentive/Performance Clause</i>			Total
	Yes	No	Omitted Clause	
Male	88 (15.1)	490(84.3)	3(0.5)	581(79.8)
Female	28(20.9)	106(79.1)	0(0.0)	134(18.4)
Omitted Gender	4(30.8)	9(69.2)	0(0.0)	13(1.8)
Total	120(16.5)	605(83.1)	3(0.4)	728(100.0)

Finding:

- Only about one in six superintendents have an incentive provision in their contract. The year over year comparison shows small increases in this provision in the contracts.

Table 7.11 Gender (Q44) and Does your contract have a severance (buy out) clause? (Q24)

Gender	Severance Clause			Total
	Yes	No	Omitted Clause	
Male	133(22.9)	444(76.4)	4(0.7)	581(79.8)
Female	44(32.8)	88(65.7)	2(1.5)	134(18.4)
Omitted Gender	2(15.4)	10(76.9)	1(7.7)	13(1.8)
Total	179(24.6)	542(74.5)	7(1.0)	728(100.0)

Finding:

- A little more than 20 percent of males and 30 percent of females have a severance clause in their employment agreement. Inclusion of a severance clause has become more common over the years.

Table 7.12 Gender (Q44) and Does your contract have a longevity clause (i.e., a lump sum payment you will receive for the number of years you remain in the position)? (Q25)

Gender	Longevity Clause			Total
	Yes	No	Omitted Clause	
Male	54(9.3)	522(89.8)	5(0.9)	581(79.8)
Female	19(14.2)	115(85.8)	0(0.0)	134(18.4)
Omitted Gender	0(0.0)	13(100.0)	0(0.0)	13(1.8)
Total	73(10.0)	650(89.3)	5(0.7)	728(100.0)

Finding:

- Compared to limited inclusion of a severance clause, longevity clauses are even less common, with one in ten male superintendents and slightly more female superintendents including this provision in their employment agreements.

Table 7.13 Gender (Q44) and Is your contract base salary subject to a "cap" imposed by any of the following? (Q26)

Gender	Subject to "Cap"					Total
	Yes - Based on State Law	Yes - Based on District Policy, Reg. or Practice	No	Other	Omitted Cap	
Male	20(3.4)	14(2.4)	541(93.1)	3(0.5)	3(0.5)	581(79.8)
Female	5(3.7)	5(3.7)	120(89.6)	3(2.2)	1(0.7)	134(18.4)
Omitted Gender	2(15.4)	0(0.0)	11(84.6)	0(0.0)	0(0.0)	13(1.8)
Total	27(3.7)	19(2.6)	672(92.3)	6(0.8)	4(0.5)	728(100.0)

Finding:

- While the press frequently mentions salary caps, relatively few salary caps are reported as impacting superintendents. Over half of the salary caps are required by state law.

Table 7.14 Gender (Q44) and Evergreen (Rollover) Provision (Q15)

Gender	Evergreen Provision			Total
	Yes	No	Omitted Provision	
Male	199(34.3)	373(64.2)	9(1.5)	581(79.8)
Female	49(36.6)	84(62.7)	1(0.7)	134(18.4)
Omitted Gender	7(53.8)	5(38.5)	1(7.7)	13(1.8)
Total	255(35.0)	462(63.5)	11(1.5)	728(100.0)

Finding:

- Fewer than one in three superintendents have a rollover provision.

Table 7.15 Racial/Cultural Group (Q45) and What is the term of your 2015-16 employment contract? (Q14)

Term of 2015-16 Contract	Racial/Cultural Group								
	American Indian or Alaska native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or other Pacific Islander	White (not Hispanic or Latino)	Other	Omitted Term	Total
Less than 1-Year	0(0.0)	0(0.0)	1(8.3)	0(0.0)	0(0.0)	20(3.0)	0(0.0)	0(0.0)	21(2.9)
1 Year	2(33.3)	0(0.0)	1(8.3)	3(20.0)	0(0.0)	91(13.5)	2(20.0)	3(30.0)	102(14.0)
2 Years	0(0.0)	1(50.0)	2(16.7)	2(13.3)	1(100.0)	177(26.3)	5(50.0)	3(30.0)	191(26.2)
3 Years	2(33.3)	1(50.0)	5(41.7)	5(33.3)	0(0.0)	269(40.0)	3(30.0)	4(40.0)	289(39.7)
4 Years	0(0.0)	0(0.0)	2(16.7)	2(13.3)	0(0.0)	61(9.1)	0(0.0)	0(0.0)	65(8.9)
5+ Years	0(0.0)	0(0.0)	1(8.3)	3(20.0)	0(0.0)	51(7.6)	0(0.0)	0(0.0)	55(7.6)
Omitted Term	2(33.3)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	3(0.4)	0(0.0)	0(0.0)	5(0.7)
Total	6(0.8)	2(0.3)	12(1.6)	15(2.1)	1(0.1)	672(92.3)	10(1.4)	10(1.4)	728(100.0)

Finding:

- Discounting some of the small number of respondents by racial/cultural group, there is little variance in the term of employment agreement.

Table 7.16 Racial/Cultural Group (Q45) and Does your present employment contract have an incentive/performance clause (i.e., a defined provision providing for a reward for accomplishing a predetermined task or objective)? (Q23)

Incentive/Performance Provision	Racial/Cultural Group								
	American Indian or Alaska native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or other Pacific Islander	White (not Hispanic or Latino)	Other	Omitted Racial/Cultural Group	Total
Yes	2(33.3)	0(0.0)	4(25.0)	6(40.0)	0(0.0)	107(15.9)	0(0.0)	1(10.0)	120(16.5)
No	4(66.6)	2(100.0)	8(75.0)	9(60.0)	1(100.0)	562(83.6)	10(100.0)	9(90.0)	605(83.1)
Omit	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	3(0.4)	0(0.0)	0(0.0)	3(0.4)
Total	6(0.8)	2(0.3)	12(1.6)	15(2.1)	1(0.1)	672(92.3)	10(1.4)	10(1.4)	728(100.0)

Finding:

- Consistent with similar disaggregation of the data, the presence of incentive/performance clauses appear in slightly more than one in 6 contracts which represents an increase over that reported in previous surveys.

Table 7.17 Racial/Cultural Group (Q45) and Does your contract have a severance (buy out) clause? (Q24)

Severance Provision	Racial/Cultural Group								
	American Indian or Alaska native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or other Pacific Islander	White (not Hispanic or Latino)	Other	Omitted Racial/Cultural Group	Total
Yes	1(16.7)	1(50.0)	5(41.7)	5(33.3)	1(100.0)	162(24.1)	2(20.0)	2(20.0)	179(24.6)
No	5(83.3)	1(50.0)	4(33.3)	10(66.7)	0(0.0)	506(75.3)	8(80.0)	8(80.0)	542(74.5)
Omitted Provision	0(0.0)	0(0.0)	3(25.0)	0(0.0)	0(0.0)	4(0.6)	0(0.0)	0(0.0)	7(1.0)
Total	6(0.8)	2(0.3)	12(1.6)	15(2.1)	1(0.1)	672(92.3)	10(1.4)	10(1.4)	728(100.0)

Finding:

- Where sufficient number of respondents exists, about a quarter of superintendent respondents in each racial/cultural group had a severance provision which represents little change from the previous year survey.

Table 7.18 Racial/Cultural Group (Q45) and Does your contract have a longevity clause (i.e., a lump sum payment you will receive for the number of years you remain in the position)? (Q25)

Longevity Provision	Racial/Cultural Group								
	American Indian or Alaska native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or other Pacific Islander	White (not Hispanic or Latino)	Other	Omitted Racial/Cultural Group	Total
Yes	0(0.0)	0(0.0)	3(25.0)	4(26.7)	0(0.0)	66(9.8)	0(0.0)	0(0.0)	73(10.0)
No	6(100.0)	2(100.0)	9(75.0)	11(73.3)	11(100.0)	601(89.4)	10(100.0)	10(100.0)	650(89.3)
Omitted Provision	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	5(0.7)	0(0.0)	0(0.0)	5(0.7)
Total	6(0.8)	2(0.3)	12(1.6)	15(2.1)	1(0.1)	672(92.3)	10(1.4)	10(1.4)	728(100.0)

Finding:

- As with the severance provision, and where sufficient numbers allow analysis, less than 10 percent of the superintendent respondents have a longevity clause regardless of race/ethnicity.

Table 7.19 Racial/Cultural Group (Q45) and Is your contract base salary subject to a "cap" imposed by any of the following? (Q26)

Salary Cap Provision	Racial/Cultural Group								
	American Indian or Alaska native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or other Pacific Islander	White (not Hispanic or Latino)	Other	Omitted Racial/Cultural Group	Total
Yes - Based on State Law	1(16.7)	0(0.0)	0(0.0)	2(13.3)	0(0.0)	24(3.6)	0(0.0)	0(0.0)	27(3.7)
Yes - Based on District Policy, Reg. or Practice	0(0.0)	1(50.0)	1(8.3)	2(13.3)	0(0.0)	15(2.2)	0(0.0)	0(0.0)	19(2.6)
No	5(83.3)	1(50.0)	11(91.7)	11(73.3)	1(100.0)	624(92.9)	9(90.0)	10()	672(92.3)
Other	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	5(0.7)	0(0.0)	0(0.0)	5(0.7)
Omitted Provision	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	4(0.6)	1(10.0)	0(0.0)	5(0.7)
Total	6(0.8)	2(0.3)	12(1.6)	15(2.1)	1(0.1)	672(92.3)	10(1.4)	10(1.4)	728(100.0)

Finding:

- Regardless of race/ethnicity, salary caps generally occur 10 percent of the time.

Table 7.20 Racial/Cultural Group (Q45) and Evergreen (Rollover) Provision (Q15)

Evergreen (Rollover) Provision	Racial/Cultural Group								
	American Indian or Alaska native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or other Pacific Islander	White (not Hispanic or Latino)	Other	Omitted Racial/Cultural Group	Total
Yes	3(50.0)	1(50.0)	2(16.7)	3(25.0)	1(100.0)	234(34.8)	5(50.0)	6(60.0)	255(35.0)
No	1(16.7)	1(50.0)	10(83.3)	12(75.0)	0(0.0)	429(63.8)	5(50.0)	4(40.0)	462(63.5)
Omit	2(33.3)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	9(1.3)	0(0.0)	0(0.0)	11(1.5)
Total	6(0.8)	2(0.3)	12(1.6)	15(2.1)	1(0.1)	672(92.3)	10(1.4)	10(1.4)	728(100.0)

Finding:

- Where sufficient numbers of respondent superintendents exist and viewed by racial/ethnic group, the presence of an evergreen provision occurred in less than one in three contracts. No change is reported from previous surveys.

SECTION #8: USE OF LEGAL COUNSEL

Table 8.1 Did the school district use legal counsel to assist in the development and/or negotiations of your contract? (Q40)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	435	59.8%
No	291	40.0%
Omitted Response	2	0.3%
Total	728	100.0%

Finding:

- Nearly 6 in 10 boards use legal counsel in the development and/or negotiation of contracts. This shows a full 10 percent increase over last year.

Table 8.2 Did you employ legal counsel to assist in the development and/or negotiations of your contract? (Q39)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	179	24.6%
No	548	75.3%
Omitted Response	1	0.1%
Total	728	100.0%

Finding:

- Consistent with the increased use of legal counsel by boards, superintendents report their own increased use of legal counsel, while not nearly as dramatic as that of boards.

SECTION #9: MEMBERSHIPS

Table 9.1 Which of your professional association membership dues are paid by the school district? (Q38)

<i>Responses</i>	<i>Data*</i>	
	Count	%
Regional Professional Organizations (e.g., state association)	708	97.3%
National Professional Organizations (e.g., American Association of School Administrators)	625	85.9%

*Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

Finding:

- Overwhelmingly districts support professional memberships for the superintendent. Most dramatic is the increase in payment of national organization membership.

SECTION #10: UNIQUE PROVISIONS OF CONTRACT

Unique Contract Provisions Reported by Superintendents in 2015 Study (Verbatim Text with Redacted Material to Protect Identity of Respondent)

- I can only be dismissed with cause by the decision of a neutral arbitrator, and the decision is binding on both parties.
- The "performance evaluation" of my contract in which student outcomes are tied is strictly a bonus model.
- Paid military leave. Cash in lieu of insurance.
- Annual Annuity. The District shall pay, to an annuity designated by the Superintendent, an amount equal to 10% of the Superintendent's annual salary. Longevity. During his 6th year of service, and annually thereafter, the Superintendent shall receive an amount equal to 0.50% of annual salary times the number of years of service to the district, capped at 10 years of service. This amount shall not be added to the base salary of the Superintendent.
- The district pays tuition for the superintendent's doctoral program of study. Upon completion of the Ed.D., the district will then pay a yearly lump sum to the superintendent in the amount of *\$4,500. This amount is the average yearly expense the district paid over the duration of the program.
- An additional 6% of salary for a private tax sheltered annuity on top of what the district does for all employees. The district picks up the cost of the retirement contribution toward the state retirement fund for all employees including the superintendent. So, there are two contributions toward retirement for the superintendent position.
- I have a flexible benefits account that allows me to either take insurance or invest the amount into a 403b. My wife carries insurance for the family so the board allows me to keep that benefit.
- Public Employment Retirement System (PERS). The DISTRICT shall pay the employee and employer portion of PERS. In the event that the DISTRICT is precluded by legislation from paying the employee (6%) portion, the SUPERINTENDENT shall be entitled to a six percent increase in salary.
- I receive \$100 per month additional contribution to a 403(b) each month I remain with the district.
- Ability to add additional years prior expiration to keep the contract always at the 3-year maximum
- In my previous school, they started my "sick leave" with 30 days in the bank, adding 15 for each year. I like the evergreen roll around clause, but I don't have it. If I don't receive it upon renewal, I will look for another position.

- My contract is very straightforward with only vacation, sick and salary listed other than a clause on the percent of health and dental the District will pay.
- Post retirement paid health insurance.
- By contract, I am not REQUIRED to do any directive of the board of education unless it is a formal board action item.
- Guaranteed annual percentage increase in salary that is not related to evaluation or performance
- A statement to the effect that the Board needs to bring concerns to me and give me an opportunity to respond prior to those concerns being cited in my evaluation per se.
- -The Teacher/Principal/Superintendent and the District agree that the teaching of students is the primary responsibility of the Superintendent. The Superintendent will teach one combination classroom with no more than three grades. The Board will allow the Superintendent to prioritize administrative needs with teaching responsibilities, placing teaching first. Individual Board members do not have the authority to act as administrative officers of the District. The Board may collectively assign specific tasks to one or two Board members to work on in conjunction with the Superintendent.-The Board and Superintendent will collectively designate a single member of the Board to serve as the ombudsman for students and parents of students in the Superintendent's class. The ombudsman will work with the Superintendent and parents or students regarding any concerns resulting from the Superintendent's teaching responsibilities. The ombudsman is not an appropriate avenue for concerns...
- In lieu of health insurance I may contribute annually to a TSA
- I receive any benefit any other group of employees receives in my contract.
- Upon retirement, the Superintendent may convert unused sick days into credit of health, dental and vision coverage. The amount of credit shall be calculated by multiplying the number of sick days by the employee's daily rate at the time of retirement notice multiplied by seventy five (75%) percent. Once the Superintendent or spouse reaches Medicare eligibility age, he/she shall no longer participate in the District's insurance program. At the time that the Superintendent or spouse is no longer able to participate in the District's insurance program, any remaining credit may be refunded to the Superintendent. A surviving spouse of the Superintendent may participate in the District's insurance program (except life insurance) at the request and sole expense of the Superintendent. Electronic/Telecommunication Devices. The Board shall provide without cost to the Superintendent such electronic and telecommunication devices that the Superintendent deems necessary with reimbursement.
- I have a very weak contract.
- My original contract had an incentive to stay for the first five years. The contract stated that if I stay five years that the school district would buy up to five years of service credit from a retirement system in the previous state. At the time it had

a value of \$125,000. I was also allowed to keep all of the "Employee" contributions made into the retirement system in the previous state. I was able to roll the contributions into a tax shelter annuity. Approximately \$75,000

- If annual evaluation is rated effective or highly effective it SHALL be renewed. (This is connected to my 3-year contract.) The district shall provide a technology stipend of \$2,500 annually. Part of this amount shall be used to provide for electronic communication that allows for voice, text and email communication 24/7/365.
- \$2000 penalty I must pay if I break my contract I am a 50% part time interim superintendent who intended to serve for one year but am now in my fourth year. Already retired and picked up this part time superintendent position. Financial constraints do not allow my district to employ a full time superintendent although I intended to serve for one year the Board has me under a two year automatic rolling contract. I have a handshake agreement with the Board that if at any time they no longer need my service I am gone the next day - no problem as I am working by choice rather than because I have to!
- Relocation Expenses--I received \$7K to move from my prior state to PA, to a new residence that I agreed would be within 10 miles of the district's boundary. They wanted to be sure I didn't commute and that I lived relatively close to the district, which was fine with me, and in return they helped finance my moving expenses. Win-win!
- You did not ask about car allowance. I receive \$600 per month for that. My evaluation is based on evidence produced in "monitoring reports" which are shared one or two per month with the board. They cover all aspects of district operations and student results...finance, maintenance, curriculum, human resources functioning, payroll/accounting, employee relations, school climate and student behavior, employee satisfaction, etc. In addition, I report student achievement results aligned to several board specified measures. Together, these individual reports are compiled and used as the basis for the board to develop my annual evaluation summary.
- I have a rural school district death clause that would hold the receiving district responsible for my buy out or payment of contract if the district is consolidated with another district. I also have benefit clause that allows me to be reimbursed for expenditures that benefit the district (e.g., taking a perspective teacher and family to dinner, joining community organization and participation in community events, dinners, etc.). I also have a clause that allows my travel and expenditures relating to the job to be paid in full if the amount exceeds the state or policy limit.
- All education costs and fees including book purchases are covered by the district
- \$7500 for annuity or other benefit as I see fit to offset the loss of family insurance due to the impending tax from Affordable Health Care Act.
- Since I am a part-time superintendent, I make sure that it is understood how the accrual of "comp" days are handled in terms of compensation or compensatory

time off. Currently, I do not receive salary for extra compensatory days worked. It is understood I can use the accrued days for time off during the year.

- I have a clause that if I receive a favorable evaluation, I automatically get a one year extension
- Cash in lieu for difference in previous cost of additional health insurance for family coverage. Is added to salary, as well as qualifying for the state retirement program (IPERS).
- In compensation for the services of the SUPERINTENDENT, the DISTRICT shall pay to the SUPERINTENDENT the sum of \$_____ for the period from July 1, 2015 through June 30, 2016, which shall be paid in equal installments in accordance with the policy of the DISTRICT governing payment of other professional employees of the DISTRICT. Future year(s) salary will not be less each year, than the salary of the fiscal year proceeding. In addition to the compensation set forth in this section, the SUPERINTENDENT shall be provided with the same fringe benefits, as well as increases in compensation, that are provided to the District's administrators, in the same form and manner as they are provided to such administrators.
- I believe some of the strongest and most creative elements negotiated in my contract are as follows: 1. Purchase of Out-of-State Service 2. Personal Protection Benefit
- Because of my tenure (14 years in current position and 19 years total as superintendent) and coupled with a high demand/low supply hiring environment, I was able to negotiate a guaranteed payment clause for the five years of the contract. Additionally, the board contributes and additional 5% of annual salary to retirement account of my choosing. Otherwise, very straightforward contract.
- I receive the full amount of a family health care benefit in cash as long as my wife can cover the family.
- Entire Agreement. This contract contains the entire agreement of the parties. A third contract year will be added at the end of each contract year so that the contract is always a three year contract. It may be amended only by written agreement by the parties.
- 3 year contract that has been renewed each year. I also get paid for up to 5 days of unused vacation.
- I have exclusive use of a school vehicle.
- Reimbursement for my own Medicare supplemental health and drug coverage, dental, life and the additional cost of Medicare due to my added income penalty..
- LOYALTY. The DIRECTOR shall devote full time, attention, knowledge and skills solely and exclusively to the business and interests of the BOARD of Education and the XXXX School District. The DIRECTOR may, however, undertake consulting work, speaking engagements, writing, lecturing or other activities which do not interfere with the discharge of the DIRECTOR's duties and responsibilities. The determination of the BOARD as to whether such other

work interferes with the discharge of the DIRECTOR's duties and responsibilities thereunder shall be conclusive. It is specifically understood by the BOARD and the DIRECTOR that the DIRECTOR desires to maintain his involvement in the Education Research and Development Institute ("ERDI"). The DIRECTOR may attend ERDI meetings that occur during the school year as long as such attendance does not interfere with the performance of his duties and responsibilities to the BOARD as set forth in this Contract.

- Incentive to stay clause, paid earned like a signing bonus for signing another 3 year contract- but paid after the 3 years have been completed.
- If the Superintendent elects to establish residency in the XXXX Public Schools, the School District shall pay the superintendent's reasonable expenses to move all customary household items currently located at his residence to his residence in XXXX.
- Relocation \$3000 Inclement Weather \$100 per night lodging/meals Cell phone allowance Laptop/iPad
- I am provided a vehicle (new this year) to drive.
- Annual payout of unused vacation days at current daily rate, not to exceed 20 days annually.
- Need to be notified in writing by end of February if by the February board meeting the board does not intend to add a year to my 3 yr. rolling contract
- An automatic increase in base should a satisfactory evaluation be received a supplement based upon maintaining a fund balance
- Tuition costs for Education Specialist Degree
- I am paid on a 2.62 factor times my rank and experience on the certified salary schedule. This clause will help me maximize my retirement benefit at the end of this contract.
- SCHOOL VEHICLE - The school district provides a vehicle and fuel for my business and personal usage. I keep the mileage for personal usage and pay taxes on the amount of personal miles that I've driven during that year. MOBILE STIPEND - I also receive \$300 per month for cell phone usage that is also my personal phone as well. I also receive \$400 annually for products and materials needed for keeping a mobile device. DOCTORATE STIPEND - I receive \$2,000 annually for holding a doctorate degree. This is also provided to other administrators in the school district, but is included in a clause in my contract.
- My contract includes language that gives me the maximum contribution allowed by the IRS towards a 403b and a 457a either as salary or as an annuity. Also, it takes more than a majority to terminate my contract without cause.
- XI. Federal or State Legislative Change and Effect to contract. In the event this Contract will cause or does cause penalties, fees, or fines to be assessed against the School District, the parties agree to reopen negotiations that result in a revised Contract between the parties that eliminates or reduces penalties, fees, or fines to be assessed against the School District. Any changes due to federal or state legislative actions shall not diminish the net value of the contract to the

superintendent. The school district shall arrange, through mutual consent with superintendent, either adjusted compensation and/or benefits to prevent the diminishing value of the contract.

- Unilateral provision which states if they want to terminate the superintendent they have to pay out the contract in its entirety.
- I once had contract language that provided ten years of health insurance premiums to be paid by the district during retirement. I "sold" those benefits to the district in exchange for contributions to a TSA. The TSA money can, obviously, be used for anything I wish, including health insurance. Because I can get health insurance through my wife's employer, the flexibility of TSA money made more sense to me. "Selling" these benefits at a discount was beneficial to the district. (win-win)
- The Superintendent shall receive the same percentage raise as that of the certificated teaching staff.
- Because the Board was uncomfortable with the political fallout of a retire/rehire option, they agreed to a 3M term life insurance policy as security option for my family, if I was deceased. The death benefit for my retirement was about \$500,000.
- b. Effective July 1, 2014, July 1, 2015 and July 1, 2016, the Superintendent's annual salary rate shall be increased by the sum of one percent (1.0%) plus either (i) an additional one percent (1.0%) if the Board determines that the Superintendent has met three (3) of the five (5) goals set for that school year, resulting in a total increase of two percent (2.0%); or (ii) an additional one and one-half percent (1.5%) if the Board determines he has met four of the five (5) goals, resulting in a total increase of two percent (2.5%); or (iii) an additional one and one quarter percent (2.0%) if the Board determines he has met all five (5) goals, resulting in a total increase of three percent (3.0%); or no additional percentage if the Board determines that the Superintendent has met fewer than three (3) goals for that school year, resulting in a total increase of one percent (1.0%). The goals for each school year shall be established by mutual agreement of the Superintendent and the Board
- Termination for just cause Longevity incentive for continued service; \$5000 at 5 years; \$10,000 at 10 years; \$15,000 at 15 years; additional \$3,000 each year thereafter.
- District agrees that it is beneficial to the district for the superintendent to be active in bona fide professional organizations and, therefore, the board agrees to, include into salary, the superintendent's membership fees which include STATE Association of School Administration (OASA) and American Association of School Administration (AASA) and any other organization that is school related and will directly benefit the district by employee's membership.
- Get locally paid vacation days up to 15 per year. They do not carryover, but have lots of value so the superintendent does not have to use their state vacation days.

The vacation days can accumulate so there is a bank of days upon exiting, which are usually paid at a daily rate.

- District vehicle is included in the contract.
- The district has been purchasing a year of retirement for each of the last four years I have worked in the district. I worked for four years in (name of state), and my Board is buying those years into the (name of state) Retirement System.
- Indemnification and Provision of Counsel. In the event that an action is brought or a claim is made against the Superintendent arising out of or in connection with his employment and he is acting within the scope of employment or official duties, the District will defend and indemnify the Superintendent to the full extent required by law. Indemnification, as provided in this Section, will not apply in the case of malfeasance in office or willful or wanton neglect of duty. In addition, the District's obligation to defend and indemnify the Superintendent is subject to the limitations stated in (name of state) Statutes Chapter XXX and the case law interpreting that statute.
- My contract has an auto-renewal if not terminated by April of the current year.
- Legal representation for issues that may arrive after leaving the position during time as the superintendent - rolling time added to contract
- The Superintendent shall be paid \$165,000 as basic salary for the 2015-2016 school year. Effective July 1, 2016 the Superintendent's annual salary paid pursuant to this sub-paragraph shall be increased by a percentage within the range of percentage increase applied to the corporation's teachers, if any, as the result of the collective bargaining for the school year.
- Living on an island creates a housing issue/challenge that must be addressed. There is a housing stipend written into my contract
- Outside Activities: The Superintendent may undertake non-district related activities (e.g. consultative work, speaking engagements, teaching, writing, lecturing) provided prior approval is received from the Board. If the Superintendent receives compensation for such activities, he will be required to use vacation time to cover the time missed from work. In the event the Board, in its sole discretion - determines that any such activity interferes with the Superintendent's satisfactory performance, or the time necessary for the Superintendent's satisfactory performance of duties, the Board may require that the Superintendent cease some or all of such outside activities. In no case will the Board be responsible for any expense attendant to the performance of outside activities.
- I get all the days off that the teachers get during the school year then work the twelve-month employees' days in the summer.
- Upon receiving an annual performance evaluation rating of Effective or Highly Effective, the superintendent's salary shall be increased according to the following compensation model: The intent of the Compensation Model is to provide competitive and reasonable salary increases which compare proportionally to all teachers in the school corporation. If properly licensed and

upon receiving an Effective or Highly Effective rating for the previous year, six points are awarded. 1. Determine the Professional Point Value (PPV) as negotiated under the current year's collective bargaining agreement; 2. Determine the average base salary of full-time employees under a Regular Teacher Contract (excluding administrators) employed by XXXXX Community School Corporation; 3. Divide the average base salary by the PPV; the result is the Salary Amount Per Dollar Increase (SAPDI); 4. Divide the superintendent's salary by the SAPDI and then multiply by six (6);

- Guaranteed 2% increase each year with the possibility of more depending on SC approval.
- Upon retirement I am provided with Health insurance for life at the rate of 20% premium contribution. Upon my death My wife will receive individual coverage (Or family Coverage if my daughter is under the age of 26) for life
- Family Accident Insurance to be paid by school district Family Critical Illness and Cancer Insurance to be paid by school district.
- Vehicle/Travel reimbursement \$3000 annually.
- Termination With Superintendent's Concurrence: In the event the District intends to act to terminate this Employment Contract prior to its termination date with the Superintendent's written concurrence, the District shall pay to the Superintendent, as severance pay, all of the aggregate salary he would have earned under this Employment Contract from the actual date of termination for twelve additional months to the termination date set forth in this Employment Contract. B. By the District Without the Superintendent's Consent: The District may terminate this employment contract prior to its termination date without the Superintendent's written concurrence provided the District has good and just cause. The District shall give Superintendent 60 day written notice of intention to terminate.
- DAYS OF WORK: The Superintendent shall be available to perform the duties of Superintendent, subject to leave, vacation and legal holidays for TWO HUNDRED AND SIXTY (260) DAYS PER YEAR. The per diem rate is calculated by subtracting the annual vacation days from 260 and dividing the resulting figure into the gross annual salary for the Superintendent.
- Superintendent shall receive a payment in the amount of the annual premium for health insurance for himself and his spouse divided into three payments to be paid in the first paycheck of August, September, and October.
- School boards are very leery in (name of state) to put anything extra in superintendent contracts after the XXXX Public schools and XXXXX Public schools superintendents retired. A lot of information came out from what the school boards actually owed these two individuals so now BOE are very conservative in (name of state).
- Reimbursed per diem for 7 days of unused vacation
- 10 discretionary days

- My contract is very simple. It is negotiated each year (no multi-year), has an annual salary and pays full-family health insurance premium. State law requires that I pay 6% of my salary for state retirement and the district must match that 6%. The best part of my contract is that if I am still with the district in 5 years, they will pay me 80% of my contract upon retirement.
- \$200 monthly travel stipend
Suggestions for future negotiations: Ongoing Professional Development
- It is interesting that you did not ask a question regarding educational attainment level. My guess is that might have an impact on some results. The board increased my compensation after completing my doctorate degree.
- (ORGANIZATION OF STAFF) The Superintendent shall have freedom to organize, reorganize, and arrange the administrative and supervisory staff in such manner as in his judgment best serves the interest of education and the school district. The Superintendent shall handle the administration of instruction and the business affairs of the District with the assistance of the staff. It is the responsibility of the Superintendent to recommend to the Board of Directors the selection, placement, and transfer of all personnel within the District in accordance with state statutes and the policies and regulations adopted by the Board. Nothing contained in this paragraph shall authorize the Superintendent to perform any act, which under the statutes of the State of (name of state) cannot be delegated by the Board of Directors to the Superintendent.
- "The Superintendent shall have charge of the administration of the District under the direction of the Board. He shall be the chief executive officer for the Board; shall select, organize and assign all personnel."
- Vacation buyback- up to 15 days of vacation annually can be sold back to the district for at per diem
- Term...7 years...renegotiated twice. 2 remaining with a signed 5 year renewal to 2022. Rollover for 5 additional in 2021...bringing it to 2027. Security most important to getting the work done!
- Retirement with guaranteed health benefits: at the end of each year the Superintendent may be compensated for up to ten (10) days for unused vacation leave at the rate of \$500 per day. This shall be paid in one lump sum in July.
- The Superintendent may be eligible for performance pay not to exceed \$10,000.00 per contract year. To be eligible for the performance pay the District and Superintendent will establish measurable and quantifiable goals before the beginning of each contract year. Once the contract year has ended and data is available to assess progress made toward fulfillment of the goals, the District will determine the amount of performance pay, if any. If the District and Superintendent do not establish measurable and quantifiable goals at the beginning of a contract year, the Superintendent will not be eligible for performance pay during that contract year.
- CRITICISMS, COMPLAINTS AND SUGGESTIONS. The Board, individually and collectively, shall promptly refer in writing all substantive criticisms, complaints

and suggestions, regardless of the source, called to the Board's attention to the Superintendent for study and appropriate action or recommendation. The Superintendent shall promptly investigate such matters and shall periodically inform the Board of the results or status of such matters.

- Paid for unused sick and vacation days at my current daily rate on an annual basis.
- The Board recognizes that during the term of this Contract there may be occasions when the Superintendent will need to be absent to attend to family-related matters. In order to address such contingencies, the Board provides the Superintendent with a discretionary paid Family Leave. This paid leave will be limited to ten days per contract year. This Family leave shall be separate from the Superintendent's available sick leave, vacation leave, holidays and essential business leave provided in this agreement.
- The only negotiated piece of my contract is that I will receive the same percentage of pay increase as that which is granted to a teacher with a Master's Degree and 10 years of experience.
- 230 days, no vacation pay, this drives up per diem for severance
- 2. Earned Benefit Transfer. The School District agrees to join with the Superintendent in the creation of a plan pursuant to Section 401(a) and/or Section 403(b) and/or Section 457 of the Internal Revenue Code providing for the transfer of accrued and unused vacation and sick leave to a tax-sheltered plan in an amount consistent with the Superintendent's accrual of such benefits in the School District and the limits of the Internal Revenue Code. 3. Payment. All such payments for these benefits as provided in the Superintendent's employment contract shall be directed toward such tax-sheltered plans as selected by the Superintendent. The School District also agrees that such payments may be made directly to the Superintendent in the event that such payments do not qualify for a tax-sheltered plan. 4. Limitation and Deduction. The total amount of such payment in any contract year shall not exceed the Superintendent's accruals. Any transfer of days pursuant to t
- In (name of state) is capped by state. As one of the first to get capped I was able to get a car allowance, no longer permitted to new supts. and for the district to pay for my disability insurance, again, not permitted in new contract. My disability and life insurance has decreased due to the cap on my salary.
- Health insurance and salary will revert back to previous levels at sunset of laws restricting their amounts.
- As a superintendent who has worked in three states and never will receive a full retirement benefit from any of them, the following elective annuity provision gives me the ability to receive additional dollars that can either be used to purchase a private annuity or added to my paycheck in addition to my base salary and treated as additional taxable income. The actual contract language is provided below: B. Elected Annuity Contributions. In addition to the tax sheltered annuity plan provided under VIIA. Tax Sheltered Contributions, the

School District will pay as taxable income a sum of \$XXXXXX.00 annually. The payments required under this subdivision may be contributed, at the Superintendent's election, into a supplemental pension plan permitted under section 356.24, providing any income tax benefits as may be permitted by law. The Superintendent is responsible for personal income tax planning and payments.

- Receive paid leave of 10 days per year to serve as volunteer for an international humanitarian organization that provides shelter during disasters.
- The annual base salary will be adjusted on August 1 of each year beginning with the year 2014 to reflect the raise received by the administration based on the current administrative salary schedule plus an additional percent, rounded up to the nearest hundred dollars.
- Paid \$3,000 for waiving of health care premium. Option to sell back 2 weeks of vacation at per diem rate.
- "The superintendent may elect to take all or part of the salary and merit increase/bonus in the form of salary or as an employer contribution made to the superintendent's 403(b) fund."
- No surprise clause- within 24 hours of a BOE member having an issue with or becoming aware of an issue concerning the superintendent's role or ability to fulfill his role; he shall be notified accordingly.
- I offered to work full time at a salary to be split between Superintendent and Elementary Principal positions the dollar amount was negotiated due to retirement benefits that I was drawing already.
- My contract is very basic. Along with my salary, insurance and some retirement is paid. I also have a vehicle allowance.
- The school district provides housing - valued at \$10,000 per year.
- Superintendent shall have the option to elect to be compensated in any given year, for up to ten (10) vacation days if same are not utilized by June 30th of each and every year, at his then per diem rate (current year's salary divided by 260 days). This election shall be taken no later than June 30th of each year, with proper notice to be given to the Board of School Directors of same.
- As a first year superintendent replaced a more experienced, I did not have a lot of bargaining room. I was able to increase the salary by 7% and get the phone allowance increased. I hope as I gain experience I will be in a better position to negotiate a stronger contract.
- Full family and supplemental health insurance plus deductible Full Retirement and FICA/Medicare benefits Tuition reimbursement for educational expenses Authorization to attend, at District expense, all meetings of the State Board of Education, the State Superintendent of Public Instruction, and the State Superintendent's Association Will be given five days per year leave with pay for consulting Full use of a District maintained vehicle

- The Board agrees to pay up to \$12,000 per year for two years, beginning July 1, 2016, for tuition for the Superintendent to attend a Virginia university to attain his doctorate to better serve the school division.
- My retirement lang. states - when I leave - not retire... in case they decide to non-renew me before I retire....
- Vacation: Twenty-five (25) days with pay of annual vacation. A maximum of five unused vacation days may be carried over. Unused vacation days in excess of the five carried-over, unused vacation days will be compensated at the daily rate annually. Vacation days may not to exceed thirty (30) days annually.
- Cash in Lieu payment to a 403b personal account in place of 90% coverage of insurance plan for which I am eligible (currently access health insurance coverage through my wife) - approx. \$18,000 / year benefit.
- A \$2000 per year of employment bonus upon retirement from the corporation. Teachers' Retirement Fund: In addition to his salary, the Board shall pay the Superintendent's three-percent (3%) contribution to the (name of state) State Teachers' Retirement Fund on the total package of \$125,400 for the 2013-2014, 2014-2015, and 2015-2016 school years. The total package amount, inclusive of any additional contribution to a 401(a)/403(b) in exchange for unused vacation days, will be used to calculate the dollar amount of the three-percent (3%) contribution to the Indiana State Teachers' Retirement Fund for the 2013-2014, 2014-2015, and 2015-2016 school years.
- Term. The term of this contract shall be for a period of thirty-six (36) months, commencing on the 1st day of July, 2014 and terminating on the 30th day of June, 2017. Unless the Superintendent is given a Notice of Termination of contract by the School Corporation on or before January 1, 2016, this contract shall automatically be extended to June 30, 2018. This contract shall be extended automatically an additional year each January 1st thereafter, unless the School Corporation gives the Superintendent a Notice of Termination on or before January 1st of any subsequent calendar year. The Superintendent is obligated to advise the School Corporation in writing of this automatic extension provision prior to January 1st of each calendar year beginning January 1, 2016. This agreement may also be terminated as otherwise provided by (name of state) law.
- My increase each year is dependent on 3 goals. If I meet one goal I get a 1% increase, 2 goals 3% increase and 3 goals 5% increase.
- 3/4 of members must vote to cancel contract. If cancelled before expiration date I'm paid 1 year salary and benefits.
- My contract requires the board to give me at least 2 years notice of their intent to not renew my contract. This notice is required by July 1st of each year. Failure to notify me results in a new 3 year contract on July 1st under the same terms as the previous contract.
- 3 year contract with automatic renewal each year.
- The superintendent will be granted and paid the full amount for health insurance with the corporation. If the superintendent chooses to find health insurance

coverage elsewhere, she may add the amount of the single health insurance cost to her above mentioned annuity.

- For the life of the contract, the School district shall pay the superintendent's (employee's share) contribution to the School Employees Retirement System on behalf the employee. Upon retirement, the Superintendent shall have the discretion to elect the specific insurances and periods of coverage of such insurances provided the District shall not be required to provide more than ten (10) years of coverage of any insurance. This obligation to provide the superintendent with post-retirement health-related insurance coverage shall survive the termination of this Agreement.
- Vehicle allowance of \$4,500 paid with salary.
- Any unused vacation days are paid to superintendent at current daily rate; paid annually
- Will receive 30% of final year's salary as a bonus. \$200/month in district travel stipend. IRS rate for out-of-district travel. 4% of annual salary for TSA. \$40/month phone stipend. Can sell back 5 vacation days per year at per diem. Can roll over 10 vacation days per year. Can sell back 35 vacation days upon retirement at per diem.
- Not so much a creative contract clause, but I also receive a travel stipend in my annual salary of \$13,750 and the use of a cell phone, a laptop at home and an iPad.
- Nevertheless, and in any event, irrespective of any merit based adjustment in the salary during the term of this CONTRACT, the SUPERINTENDENT shall receive an increase each school year of this CONTRACT by an amount at least equal to the greatest percentage increase received by any certified employee on any one rank and step of the district salary schedule.
- *In-district travel stipend *Fitness center dues *iPad, cell phone *Reimbursement for all professional expenses
- The District shall indemnify, defend, ad hold the Superintendent harmless regarding any claims, demands, duties, actions or other legal proceedings against the Superintendent, or damages incurred by the Superintendent, including court costs and attorney's fees, in his individual or official capacity for any act or failure to act involving the exercise of judgment and discretion within the normal course and scope of his duties as Superintendent of the District, to the extent and to the limits permitted by law. This paragraph does not apply if the Superintendent is found to have materially breached this Contract, to have acted with gross negligence or with intent to violate a person's clearly established legal rights or to have engaged in official misconduct or criminal conduct, nor does it apply to criminal investigations or proceedings.
- 60 day retirement bonus after 10 years of service in the District with a minimum age of 55 years old. This is based on the per diem salary at the time of retirement.

- I am eligible to retire. The board wants me to work a few years longer. I am granted a 4% raise for each year that I work up to three additional years.
- The superintendent shall be granted twenty (20) interchangeable sick/personal days and twenty-five (25) paid vacation days per school year. A starting bank of thirty (30) sick/personal days is allocated to the Superintendent. Sick/personal days are also considered interchangeable with vacation leave. At the time of termination of employment, the Board will pay \$200 per day for accumulated sick/personal days with a maximum of one hundred (100) days. At the end of each school year the lesser of the Superintendent's actual unused vacation days or ten (10) unused vacation days will be accumulated and rolled forward to subsequent years and the value of any remaining unused vacation days shall be paid to the Superintendent in cash through the District's regular payroll system. The per diem rate of compensation for unused vacation days shall be the sum of Superintendent's salary and annual tax-sheltered annuity divided by 225.
- Each year the District will provide the Superintendent with a retention incentive in the gross amount of seven percent (7%) of Base Salary (the "Retention Incentive"). The Retention Incentive shall be paid in four equal installments, due on June 30 of the relevant year and each of the three successive years, and is subject to regular tax withholdings and other authorized deductions. The Superintendent must remain actively employed as Superintendent of the District and in compliance with the District's policies and directives concerning job performance and conduct as of each installment date and in order to earn and receive the retention incentive installment. For example, the retention bonus for the 2015-16 school year shall be \$14,055 and, subject to the above conditions, shall be paid in four equal installments of \$3,514 due and payable on June 30, 2016, June 30, 2017, June 30, 2018 and June 30, 2019. Subsequent contract years will follow the same formula.

SECTION #11: 2015-16 SURVEY INSTRUMENT

General Demographics

1. Name of the school district.
2. Name of city/town where district is located.
3. Zip code (five digits) which your district office is located.
4. In which state is your school district located?
5. 2015-16 District Enrollment.
6. My school district is best described as:
 - Rural
 - Suburban
 - Urban
7. Number of:
 - Full-time teachers
 - Full-time administrators
 - Full-time classified/support staff

Profile - Superintendent

8. How many years have you been employed in your present position?
 - Less than 1
 - 1 - 5 years
 - 6-10 years
 - 11-15 years
 - 16-20 years
 - 21-25 years
 - 26-30 years
 - 31-35 years
 - 36-40 years
 - 40+ years

9. How many years of experience do you have as a superintendent?

- Less than 1
- 1 - 5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 21-25 years
- 26-30 years
- 31-35 years
- 36-40 years
- 40+ years

10. What is your present (2015-16) annual base salary?

Workforce Profile

11. What is the estimated average annual base salary for each of the following positions in your district?

- Associate/ Assistant Superintendent
- High school principal
- Middle school principal
- Elementary school principal
- Teacher annual beginning base salary for 9-month teacher with bachelor's degree, no advanced degree, and no experience

Fiscal Profile

12. What is the amount of your district's 2015-16 annual general operating budget?

13. What is your perception of the general economic condition in the area in which the district is located?

- Strong economic condition
- Stable economic condition
- Declining economic condition

Contract Terms

14. What is the term of your 2015-16 employment contract?
- Less than 1 year
 - 1 year
 - 2 years
 - 3 years
 - 4 years
 - 5+ years
15. Does your present employment contract have a rollover (evergreen) provision?
- Yes
 - No
16. Please describe the details of the severance provision in your employment contract.
17. How many days of sick leave are you provided annually?
- A. Annual allowance
 - B. Maximum accrual over all years of employment
18. How many days of vacation leave are you provided annually?
- A. Annual allowance
 - B. Maximum accrual over all years of employment
19. How many days of personal leave are you provided annually?
- A. Annual allowance
 - B. Maximum accrual over all years of employment
20. Upon your departure from the school district, how are sick day accrual handled?
- A. Credited to retirement (Select one option)
 - B. Payment made to superintendent (Select one option)
 - C. Credits/payments calculated at daily rate (Select one option)
21. Upon your departure from the school district, how are vacation day accrual handled?
- A. Credited to retirement (Select one option)
 - B. Payment made to superintendent (Select one option)
 - C. Credits/payments calculated at daily rate (Select one option)

22. Upon your departure from the school district, how are personal day accrual handled?
- A. Credited to retirement (Select one option)
 - B. Payment made to superintendent (Select one option)
 - C. Credits/payments calculated at daily rate (Select one option)
23. Does your present employment contract have an incentive/performance clause (i.e., a defined provision providing for a reward for accomplishing a predetermined task or objective)?
- Yes
 - No
24. Does your contract have a severance (buy out) clause?
- Yes
 - No
25. Does your contract have a longevity clause (i.e., a lump sum payment you will receive for the number of years you remain in the position)?
- Yes
 - No
26. Is your contract base salary subject to a "cap" imposed by any of the following?
- Yes, based on state law
 - Yes, based on district policy, regulation, or practice
 - No
 - Other

Performance Evaluation

27. Performance Evaluation Procedure
- A. Does your employment contract specify the process, measures, and indicators to be used for your formal performance evaluation?
 - B. Is your formal performance evaluation linked to objectives or directions specified in the previous year's performance?
 - C. Is your formal performance evaluation linked to a 360 degree feedback?
 - D. Is your formal performance evaluation linked to student outcomes/performance?
 - E. Is the outcome of your formal performance evaluation made public?

28. What percentage of your evaluation is based on student outcomes/performance?

29. How frequently are you evaluated? (Select one option)

- Annually
- Biennially (Every 2 years)
- Never
- Other

Miscellaneous Benefits

30. Which of the following benefits are provided in your employment contract?

- Deferred compensation (promise to pay you a specific amount at some later date)
- Guaranteed vesting in a retirement plan
- Whole life insurance (accumulates value for you)
- Conference attendance with fees paid
- Support for a coach or mentor for the superintendent
- Physical exam
- Professional liability coverage in excess of any amount specified in state or local law
- Tuition reimbursement
- College savings plan
- Provision allowing you to engage in outside consulting
- Provision allowing you to engage in outside teaching

31. Is your retirement plan/system contribution based on your salary?

- Yes
- No
- The district does not make a contribution on my behalf to a retirement plan/system. (skip to item 32)

32. Percentage of total retirement contribution paid by the school district

- 0-10%
- 11-20%
- 21-30%
- 31-40%
- 41-50%

- 51-60%
- 61-70%
- 71-80%
- 81-90%
- 91-100%

33. Does the school district make a contribution to an annuity or private retirement account that you have?

- Yes (Less than \$1,000)
- Yes, (\$1,000 -\$5,000)
- Yes, (\$5,001-\$10,000)
- Yes, More than \$10,000
- No

34. Does the school district contribute to the premiums on a term insurance policy apart from the insurance benefits provided for all employees?

- Yes
- No

35. What health insurance coverage do you receive in your contract?

- A. Medical/Hospital
- B. Dental
- C. Vision/Optical
- D. Disability

36. Coverage Paid for Family

- A. Medical/Hospital
- B. Dental
- C. Vision/Optical
- D. Disability

37. Do you receive any post-retirement health insurance coverage? (Select one option)

- Yes
- No

38. Which of your professional association membership dues are paid by the school district?

- Regional Professional Organizations (e.g., state association)
- National Professional Organizations (e.g., American Association of School Administrators)

Legal Counsel Use

39. Did you employ legal counsel to assist in the development and/or negotiations of your contract?

- Yes
- No

40. Did the school district use legal counsel to assist it the development and/or negotiations of your contract? (Select one option)

- Yes
- No

Hire/Rehire

41. Have you been rehired for your present position as superintendent after retiring in the state system?

- Yes
- No

42. Are you drawing retirement from one state and working as a superintendent in another state?

- Yes
- No

Personal Information

43. Your age?

44. Your gender?

- Male
- Female

45. Your race/cultural group (Select one option)

- American Indian or Alaska native
- Asian
- Black or African American
- Hispanic or Latino
- Native Hawaiian or other Pacific Islander
- White (not Hispanic or Latino)
- Other

46. Do you presently belong to the American Association of School Administrators?

- Yes
- No

Creative Contract Provisions

47. One of the byproducts of this study is the collection and development of a bank of contract clauses designed to assist other superintendents craft strong contracts with their school district. Please use the space below to provide the text of the strongest or most creative element of your negotiated agreement. The research team will then assemble and distribute a bank of these contract clauses that is edited to maintain absolute secrecy regarding the superintendent who provided the information.
