



2014 AASA SUPERINTENDENTS SALARY & BENEFITS STUDY

NON-MEMBER VERSION

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INTRODUCTION

The 2014 AASA Superintendents Salary and Benefits Study is intended to provide superintendents with actionable information needed to manage their compensation. This edition marks the third 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 (<http://www.aasa.org/content.aspx?id=33054>) and provide valuable retrospective data. 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 policy analyst; Robert S. McCord, AASA research professor in residence; and Noelle Ellerson, AASA associate executive director, policy and advocacy. The research team was assisted in review and analysis by 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 2014 as a result of input received from superintendents participating in the 2012 and 2013 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 2014. 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.

REPORT OF FINDINGS

This report of findings is divided into 9 sections and solely relies on measures of central tendency for this initial analysis of the data collected. These data were generally disaggregated by gender, district enrollment and racial/ethnic group. A significant body of data was collected with the central core of the data reported in this document.

As with any ambitious effort of this sort, there are limitations on the proper use of the data that must be identified. Upon reflection and careful analysis, there are two limitations that should be taken into account when using these data. First, sufficient data was collected to guide superintendents in the development of their compensation packages save one important factor – in some cases the disaggregation by racial/ethnic group did not provide a sufficient number of responses to support decision making based on this category. Care should be exercised in drawing conclusions or inferences on this particular data element. Second, 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 somewhat in the 2014 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 participation rate of just over a quarter of all superintendents is less than is desired and reasonably raises questions of whether the data fairly represents the entire population.

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.

SOME NOTEWORTHY FINDINGS

For the purpose of bringing attention to some of the most noteworthy findings, a few of those have been repeated below.

- A total of 1,711 usable responses were received for the 2014 study or slightly over 19 percent of those contacted. This return represents a reduction by approximately 6 percent compared with 2013 returns but a significant increase over 2012 return rates. This response rate seems to suggest a strong interest on the part of superintendents for the collection and analysis of salary and benefits data.
- All states were represented. No state appears to be overrepresented.
- Similar to the previous studies, respondents arrayed by gender favor males over females in a slightly more than three to one ratio which is consistent to the respondents in *The American School Superintendent: 2010 Decennial Study*. It is also noted that female participation fell by approximately 2 percent over previous levels while male participation grew by the same amount.
- Whites (non-Hispanic) dominate the respondent ranks regardless of the gender.
- 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 students) regardless of their gender.
- When asked to describe the setting of their district, more than 70 percent of the respondents, regardless of gender, indicated that their district was best described as rural while about a fifth describe their district as suburban. This represents an increase in rural respondents and decrease in suburban and urban response levels.
- In a new item to the annual survey, respondents were asked their age. As a confirmation of that found in *The American School Superintendent: 2010 Decennial Study*, females were found to be older than their male counterparts in both mean and median data.
- When asked about their longevity in their present position, nearly half indicated one to five years with longer longevity favoring males.
- When compared with the 2013 results, a small trend toward longer longevity was indicated. Additional data points would have to be established to confirm that trend.
- Central to the study of salary and benefits is understanding the respondents' perception of the economic conditions of their districts. Regardless of gender and consistent with previous findings, half of the superintendents described their district as stable while nearly four in 10 described their districts as in declining economic condition. It is noted that, while not dramatic, the trend over the three years of the study suggests an improving economic condition.

- When considering gender and the perceived economic condition of their district, female superintendents tend to lead districts with greater economic challenges than do their male counterparts.
- As in the previous year's results, white (not Hispanic) superintendents represented a majority of those responding to the survey which is consistent with the findings of *The American School Superintendent: 2010 Decennial Study* as well as findings from the 2012 study. 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.
- Again as was true in the racial/cultural group reporting by enrollment, when asked how they characterize their district, African American superintendent respondents trended toward employment in larger districts in greater percentage than white respondents. Provided the small numbers of other racial/cultural group respondents make it very difficult to draw any conclusions from the data.
- As with longevity in their present position, white respondents tended to have increased longevity in the role of superintendent.
- When investigating the racial/cultural group and the respondents' description of the economic conditions of their districts, a greater percentage of minority superintendents find themselves in districts of declining economic conditions compared to white superintendents.
- Salaries ranged from \$36,000 to \$315,000, with an average salary of \$122,000 and a median salary of \$113,000.
- As expected, throughout the entire term of the study, the median salary of superintendents increases with district enrollment. This growth almost triples when the median salary for the smallest district is compared to the largest enrollment district.
- In most, but not all cases, across district enrollments, median salaries paid to females is somewhat higher than that paid to male superintendents until examining the largest districts, where the salaries equalize. In drawing conclusions from these data, one must take into consideration the relatively small number of respondents in the smallest and largest districts.
- As with the superintendent base salaries, assistant/associate superintendents' median base salaries increase with district enrollment, while the smallest of districts have few individuals serving in this capacity, thereby making comparison difficult.
- As with the superintendent base salaries, high school principal median base salaries increase with district enrollment.

- As with the superintendent base salaries, middle school principal median base salaries increase with district enrollment, while the smallest of districts have few individual serving in this capacity thereby making comparison difficult.
- As with the superintendent base salaries, elementary school principal median base salaries increase with district enrollment, while the smallest of districts have few individual serving in this capacity thereby making comparison difficult.
- As with the superintendent base salaries, teacher median base salaries increase with district enrollment.
- Annual performance evaluations occur in over 93 percent of all reporting school districts. This occurs more than other performance evaluation intervals by a ratio of 9:1.
- Only half of the respondent superintendents indicate that they have included in the evaluation process, measures and indicators to be used in the formal evaluation in their employment agreement. In fact, the percentage decreased slightly from 2013-14 to 2014-15.
- Linking objectives and directions from previous evaluations with the present evaluation occurs in slightly more than half of the evaluations of superintendents.
- Only one in six superintendent evaluations employs 360 degree feedback. No discernable change occurred in this item from the previous year.
- Somewhat less than 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.
- The public release of the formal evaluation of the superintendent has increased slightly from 34.6 percent in 2012-13 to 35.1 percent in 2013-14.
- Slightly more than 30 percent of the superintendents responding to the survey indicated they receive a district contribution to an annuity or private retirement account.
- Respondents in districts making higher contributions to annuities or private retirement accounts had higher salaries than those with no or small district contributions. In this case, a lower salary is not being offset by increased annuity benefits.
- Nearly nine out of 10 of the respondents indicated that the district contribution to the retirement plan/system was based on salary.
- The medical/hospital coverage of superintendents has reduced slightly from 77.6 percent in 2013-14 to 75.6 percent in 2014-15.
- Dental coverage decreased by 4 percent in the last year which matched the same decrease over the previous year.
- As with dental coverage, vision/optical coverage decreased by 2 percent over the last year.
- Reversing the trend of decreases in some sectors of insurance coverage, the provision of disability coverage grew slightly over the last year, nearing half of the responding superintendents receiving disability coverage.

- Six out of 10 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.
- District-paid dental coverage for the superintendent's family is reported much less than coverage over medical/hospitalization.
- Less than one in three families of superintendents who responded receive district-paid vision/optical coverage in 2013-14 while present percentages higher.
- Although only about one in five superintendent families are covered by a district-paid disability policy in 2014-15, this marks an increase over previous years.
- 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. Last year 28.1 percent reported having that benefit. Reversing this trend, only 23.0 percent enjoyed this benefit in 2014-15.
- 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.
- 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 and payment of professional liability insurance over the past two years.
- Nearly half of the responding superintendents reported receiving a district-paid insurance policy above that received by other district employees. This parallels past responses to this item.
- When examining sick leave allowance accrual, vacation and personal leave, there is no distinguishing difference when comparing by gender.
- Regardless of gender, less than 50 percent of superintendents who responded reported leveraging their sick leave into payments and one in three into retirement credits upon their departure from the district. This represents little or no change from the previous year.
- 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.
- Credit or payment for personal leave upon departure is very limited and has changed very little since the last survey.
- Regardless of gender, three year contracts represent the largest percentage of contracts offered to superintendents.
- Incentive provisions in contracts when compared by gender show only about one in six superintendents with such a provision in their contract. The year over year comparison show small increases in this provision in the contracts of female superintendents.

- As in the previous year, a little more than 20 percent of males and 25 percent of females have a severance clause in their employment agreement. This represents a slight increase year over year is recognized.
- Compared to limited inclusion of a severance clause, longevity clauses are even less common, with somewhat less than one in 10 including such a provision regardless of gender.
- While relatively few salary caps are reported as impacting superintendents, it is notable that nearly twice as many female superintendents than male superintendents report a cap imposed by state law.
- Less than one in three superintendents have a rollover provision.
- Discounting some of the small number of respondents by racial/cultural group, there is little variance in the term of employment agreement.
- Consistent with similar disaggregation of the data, the presence of incentive/performance clauses appear in slightly more than one in 10 contracts.
- 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.
- As with the severance provision, less than 10 percent of the superintendent respondents have a longevity clause regardless of race/ethnicity.
- Regardless of race/ethnicity, salary caps occur about 10 percent of the time.
- 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.
- Slightly less than half of the respondent superintendents indicated that the district used a legal counsel to negotiate the superintendent's employment agreement.
- In contrast to the use of legal counsel by the district, only about a quarter of respondent superintendents use the services of legal counsel to negotiate their own employment agreement. There is no change in this figure from previous years.
- Overwhelmingly districts support professional memberships for the superintendent.

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 Dr. Robert S. McCord (rmccord@gmail.com).

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 Robert McCord 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.

RSMc

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<i>State</i>	<i>Number of Responses</i>	<i>%</i>	<i>State</i>	<i>Number of Responses</i>	<i>%</i>
AK	21	1.2%	NC	11	0.6%
AL	4	0.2%	ND	47	2.7%
AR	11	0.6%	NE	16	0.9%
AZ	16	0.9%	NH	12	0.7%
CA	23	1.3%	NJ	25	1.5%
CO	21	1.2%	NM	27	1.6%
CT	7	0.4%	NV	4	0.2%
DE	1	0.1%	NY	64	3.7%
FL	2	0.1%	OH	154	9.0%
GA	16	0.9%	OK	128	7.5%
HI	1	0.1%	OR	52	3.0%
IA	24	1.4%	PA	103	6.0%
ID	1	0.1%	RI	3	0.2%
IL	54	3.2%	SC	5	0.3%
IN	136	7.9%	SD	79	4.6%
KS	20	1.2%	TN	8	0.5%
KY	50	2.9%	TX	59	3.4%
LA	2	0.1%	UT	1	0.1%
MA	9	0.5%	VA	48	2.8%
MD	6	0.4%	VT	10	0.6%
ME	7	0.4%	WA	28	1.6%
MI	101	5.9%	WI	19	1.1%
MN	49	2.9%	WV	14	0.8%
MO	117	6.8%	WY	24	1.4%
MS	3	0.2%	No answer	6	0.4%
MT	62	3.6%	Total	1711	100.0%

Findings:

- A total of 1,711 usable responses were received for the 2014 study or slightly more than 19 percent of those contacted. This return represents a reduction by approximately 6 percent over 2013 returns but a significant increase over 2012 return rates. This response rate seems to suggest a strong interest on the part of superintendents for the collection and analysis of salary and benefits data.
- All states were represented. No state appears to be overrepresented.

Table 1.2 Gender (Q43) and Racial/Cultural Group (Q44)

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	21(1.2)	0(0.0)	11(0.6)	9(0.5)	1(0.1)	1284(75.0)	11(0.6)	10(0.6)	1347(78.7)
Female	5(0.3)	1(0.1)	17(1.0)	4(0.2)	0(0.0)	316(18.5)	5(0.3)	3(0.2)	351(20.5)
Omitted Gender	0(0.0)	0(0.0)	1(0.1)	0(0.0)	0(0.0)	6(0.4)	0(0.0)	6(0.4)	13(0.8)
Total	26(1.5)	1(0.1)	29(0.8)	13(0.7)	1(0.1)	1606(93.9)	16(0.9)	19(1.1)	1711(100.0)

Findings:

- Similar to the previous studies, respondents arrayed by gender favor males over females in a slightly more than three to one ratio which is consistent to the respondents in *The American School Superintendent: 2010 Decennial Study*. It is also noted that female participation fell by approximately 2 percent over previous levels while male participation grew by the same amount.
- Whites (non-Hispanic) dominate the respondent ranks regardless of the gender.
- As noted in the introduction, weak minority participation in several groups makes it difficult to generalize for those groups from the findings.

Table 1.3 Gender (Q43) and District Enrollment (Q5)

Gender	2013-2014 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	185(10.8)	756(44.2)	297(17.4)	70(4.1)	26(1.5)	13(0.8)	1347(78.7)
Female	51(3.0)	181(10.6)	82(4.8)	20(1.2)	8(0.5)	9(0.5)	351(20.5)
Omitted Gender	1(0.1)	8(0.5)	4(0.2)	0(0.0)	0(0.0)	0(0.0)	13(0.8)
Total	237(13.9)	945(55.2)	383(22.4)	90(5.3)	34(2.0)	22(1.3)	1711(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 (Q43) and District Description (Q6)

Gender	District Description				
	Urban	Suburban	Rural	Omitted District Description	Total
Male	76 (4.4)	258 (15.1)	1004 (58.7)	9 (0.5)	1347 (78.7)
Female	30 (1.8)	81 (4.7)	240 (14.0)	0 (0.0)	351 (20.5)
Omitted Gender	1 (0.1)	3 (0.2)	9 (0.5)	0 (0.0)	13 (0.8)
Total	107 (6.3)	342 (20.2)	1253 (73.2)	9 (0.5)	1711 (100.0)

Finding:

- When asked to describe the setting of their district, more than 70 percent of the respondents, regardless of gender, indicated that their district was best described as rural while about a fifth describe their district as suburban. This represents an increase in rural respondents and decrease in suburban and urban response levels.

Table 1.5 Gender (Q43) and Age (Q42)

Gender	Descriptive Data on Age			
	Minimum	Maximum	Mean	Median
Male	28	76	51.7	51
Female	31	72	53.1	53
Omitted Gender*	43	63	51.7	50
Total	28	76	52.0	52

Note: 13 respondents omitted gender.

Finding:

- In a new item to the annual survey, respondents were asked their age. As a confirmation of that found in *The American School Superintendent: 2010 Decennial Study*, females were found to be older than their male counterparts in both mean and median data.

Table 1.6 Gender (Q43) and Longevity in Present Position (Q8)

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	164 (12.2)	691 (51.4)	305 (22.7)	111 (8.3)	58 (4.3)	16 (1.2)	1345 (78.6)
Female	59 (16.8)	199 (56.7)	67 (19.1)	14 (4.0)	10 (2.9)	2 (0.1)	351 (20.5)
Omitted Gender	0 (0.0)	9 (60.0)	3 (20.0)	1 (6.7)	0 (0.0)	2 (13.3)	15 (0.9)
Total	223 (13.0)	899 (52.5)	375 (21.9)	126 (7.4)	68 (4.0)	20 (1.2)	1711 (100.0)

Findings:

- When asked about their longevity in their present position, nearly half indicated one to five years with longer longevity favoring males.
- When compared with the 2013 results, a small trend toward longer longevity was indicated. Additional data points would have to be established to confirm that trend.

Table 1.7 Gender (Q43) 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	109 (6.4)	504 (29.5)	319 (18.6)	214 (12.5)	185 (10.8)	15 (0.9)	1346 (78.7)
Female	47 (2.7)	158 (9.2)	90 (5.3)	33 (1.9)	19 (1.1)	4 (0.2)	351 (20.5)
Omitted Gender	0 (0.0)	7 (0.4)	3 (0.2)	0 (0.0)	3 (0.2)	1 (0.1)	14 (0.8)
Total	156 (9.1)	669 (39.1)	412 (24.1)	247 (14.4)	207 (12.1)	20 (1.2)	1711 (100.0)

Findings:

- When asked about their longevity as a superintendent, males trended toward longer longevity in the superintendent position than females.
- As in the previous item, when compared with the 2013 results, a small trend toward longer longevity was indicated. Likewise, additional data points would have to be established to confirm that trend.

Table 1.8 Gender (Q43) 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	150 (11.1)	735 (54.6)	456 (33.8)	6 (0.4)	1347 (78.7)
Female	19 (5.4)	163 (46.4)	169 (48.2)	0 (0.0)	351 (20.5)
Omitted Gender	1 (7.6)	5 (38.5)	6 (46.2)	1 (7.6)	13 (0.8)
Total	170 (9.9)	903 (52.8)	631 (36.9)	7 (0.4)	1711 (100.0)

Findings:

- Central to the study of salary and benefits is understanding the respondents’ perception of the economic conditions of their districts. Regardless of gender and consistent with previous findings, half of the superintendents described their districts as stable while nearly four in 10 described their districts as in declining economic condition. It is noted that, while not dramatic, the trend over the three years of the study suggests an improving economic condition.
- When considering gender and the perceived economic condition of their district, female superintendents tend to lead districts with greater economic challenges than do their male counterparts.

Table 1.9 Racial/Cultural Group (Q44) and District Enrollment (Q5)

Racial/Cultural Group	2014-15 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 Enrollment	
American Indian or Alaska Native	8 (0.5)	13 (0.8)	5 (0.3)	0 (0.0)	0 (0.0)	0 (0.0)	26 (1.5)
Asian	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	1 (0.1)	0 (0.0)	1 (0.1)
Black or African American	1 (0.1)	9 (0.5)	11 (0.6)	6 (0.4)	2 (0.1)	0 (0.0)	29 (1.7)
Hispanic or Latino	2 (0.1)	4 (0.2)	2 (0.1)	3 (0.2)	2 (0.1)	0 (0.0)	13 (0.8)
Native Hawaiian or Pacific Islander	0 (0.0)	1 (0.1)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	1 (0.1)

White (not Hispanic)	221 (12.9)	898 (52.5)	357 (20.9)	80 (4.7)	29 (1.7)	21 (1.2)	1606 (93.3)
Other	3 (0.2)	9 (0.5)	4 (0.2)	0 (0.0)	0 (0.0)	0 (0.0)	16 (0.9)
Omitted Racial/Cultural Group	2 (0.1)	11 (0.6)	4 (0.2)	1 (0.1)	0 (0.0)	1 (0.1)	19 (1.1)
Total	237 (13.9)	945 (55.2)	383 (22.4)	90 (5.3)	34 (2.0)	22 (1.3)	1711 (100.0)

Findings:

- As in the previous year's results, white (non-Hispanic) superintendents represented a majority of those responding to the survey which is consistent with the findings of *The American School Superintendent: 2010 Decennial Study* as well as findings from the 2012 study. 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 (Q44) and Description of School District (Q6)

Racial/Cultural Group	Description of School District				
	Rural	Suburban	Urban	Omitted Description	Total
American Indian or Alaska Native	22 (84.6)	4 (15.4)	0 (0.0)	0 (0.0)	26 (1.5)
Asian	1 (100.0)	0 (0.0)	0 (0.0)	0 (0.0)	1 (0.1)
Black or African American	7 (24.1)	9 (31.0)	13 (44.8)	0 (0.0)	29 (1.7)
Hispanic or Latino	7 (53.9)	3 (23.0)	3 (23.0)	0 (0.0)	13 (0.8)
Native Hawaiian or Pacific Islander	1 (100.0)	0 (0.0)	0 (0.0)	0 (0.0)	1 (0.1)
White (not Hispanic)	1187 (73.9)	324 (20.2)	86 (5.4)	9 (0.5)	1606 (93.9)
Other	15 (93.8)	0 (0.0)	1 (6.2)	0 (0.0)	16 (0.9)
Omitted Racial/Cultural Group	13 (68.4)	2 (10.5)	4 (21.0)	0 (0.0)	19 (1.1)
Total	1253 (73.2)	342 (20.0)	107 (6.3)	9 (0.5)	1711 (100.0)

Finding:

- Again as was true in the racial/cultural group reporting by enrollment, when asked how they characterize their districts, African American superintendent respondents trended toward employment in larger districts in greater percentage than white respondents. Provided the small numbers of other racial/cultural group respondents makes it very difficult to draw any conclusions from the data.

Table 1.11 Racial/Cultural Group (Q44) and Age (Q42)

<i>Racial/ Cultural Group</i>	<i>Descriptive Data on Age</i>			
	Minimum	Maximum	Mean	Median
American Indian or Alaska Native	28	67	50.0	51
Asian	57	57	57.0	57
Black or African American	39	65	50.4	49
Hispanic or Latino	40	58	48.2	47
Native Hawaiian or Pacific Islander				
White (not Hispanic)	28	76	52.0	52
Other	39	61	50.7	48.5
Omitted Racial/Cultural Group	41	66	54.7	55.5
Total	28	76	52.0	52

Finding:

- In this new item to the survey, 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 (Q44) and Years in Present Position (Q8)

Racial/ Cultural Group	Years in Present Position						Total
	1 year or Less	1-5 Years	6-10 Years	11 -15 Years	16 Years or More	Omitted Years	
American Indian or Alaska Native	5 (19.2)	10 (38.5)	8 (30.8)	2 (7.7)	0 (0.0)	1 (3.9)	26 (1.5)
Asian	0 (0.0)	1 (100.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	1 (0.1)
Black or African American	2 (6.7)	17 (58.6)	9 (31.0)	0 (0.0)	1 (3.5)	0 (0.0)	29 (1.7)
Hispanic or Latino	2 (15.4)	7 (53.9)	3 (23.1)	1 (7.7)	0 (0.0)	0 (0.0)	13 (0.8)
Native Hawaiian or Pacific Islander	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	1 (100.0)	0 (0.0)	1 (0.1)
White (not Hispanic)	212 (13.2)	843 (52.5)	346 (21.5)	122 (8.0)	66 (4.1)	17 (1.1)	1606 (93.9)
Other	1 (6.3)	10 (62.5)	3 (18.8)	0 (0.0)	2 (12.5)	0 (0.0)	16 (0.9)
Omitted Racial/ Cultural Group	1 (5.2)	11 (57.9)	6 (32.6)	1 (5.3)	0 (0.0)	0 (0.0)	19 (1.1)
Total	223 (13.0)	899 (52.5)	375 (21.9)	126 (7.4)	70 (4.1)	18 (1.1)	1711 (100.0)

Finding:

- The largest percentage of superintendents in their current position was white (non Hispanic) superintendents. Provided the small numbers of other racial/cultural group respondents, it makes it very difficult to draw any conclusions from the data.

Table 1.13 Racial/Cultural Group (Q44) 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	3 (11.5)	10 (38.5)	8 (30.8)	4 (15.3)	1 (3.8)	0 (0.0)	26 (1.5)
Asian	0 (0.0)	1 (100.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	1 (0.1)
Black or African American	2 (6.9)	13 (44.8)	9 (31.0)	5 (17.2)	0 (0.0)	0 (0.0)	29 (1.7)
Hispanic or Latino	1 (7.7)	5 (38.5)	6 (46.2)	1 (7.7)	0 (0.0)	0 (0.0)	13 (0.8)
Native Hawaiian or Pacific Islander	0 (0.0)	1 (100.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	1 (0.1)
White (not Hispanic)	148 (9.2)	626 (40.0)	377 (23.5)	234 (14.6)	202 (12.6)	19 (1.2)	1606 (93.9)
Other	1 (6.3)	7 (43.8)	6 (37.5)	1 (6.3)	1 (6.3)	0 (0.0)	16 (0.9)
Omitted Racial/ Cultural Group	1 (5.3)	6 (31.6)	6 (31.6)	2 (10.5)	4 (21.1)	0 (0.0)	19 (1.1)
Total	156 (9.1)	669 (39.1)	412 (24.1)	247 (14.4)	208 (12.2)	19 (1.1)	1711 (100.0)

Finding:

- As with longevity in their present position, white respondents tended to have increased longevity in the role of superintendent.

Table 1.14 Racial/Cultural Group (Q44) 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	4 (15.4)	17 (65.4)	5 (19.2)	0 (0.0)	26 (1.5)
Asian	0 (0.0)	0 (0.0)	1 (100.0)	0 (0.0)	1 (0.1)
Black or African American	3 (10.4)	14 (48.3)	12 (41.4)	0 (0.0)	29 (1.7)
Hispanic or Latino	2 (15.4)	3 (23.1)	8 (61.5)	0 (0.0)	13 (0.8)
Native Hawaiian or Pacific Islander	0 (0.0)	0 (0.0)	1 (100.0)	0 (0.0)	1 (0.1)
White (not Hispanic)	160 (10.0)	857 (53.4)	584 (36.4)	5 (0.3)	1606 (93.9)
Other	0 (0.0)	4 (25.0)	12 (75.0)	0 (0.0)	16 (0.9)
Omitted Racial/ Cultural Group	1 (5.3)	8 (42.1)	8 (42.1)	2 (10.5)	19 (1.1)
Total	170 (9.9)	903 (52.8)	631 (36.9)	7 (0.4)	1711 (100.0)

Finding:

- When investigating the racial/cultural group and the respondents' description of the economic condition of their district, a greater percentage of superintendents of color find themselves in districts of declining economic condition when compared to white superintendents.

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 2014-15(Q10) and District Enrollment 2014-15 (Q5) by Gender (Q43)

2014-15 Super. Base Salary	2014-15 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	39,881	36,000	54,000	74,000	92,500	63,000	112,000	136,680	116,500	115,000
10%	40,000	36,000	70,000	76,000	95,000	63,000	112,000	136,680	116,500	115,000
25%	70,000	68,000	96,456	97,000	125,451	133,048	154,019	152,500	154,000	189,000
50%	80,000	76,000	107,000	109,655	140,800	151,978	174,731	169,450	196,140	234,000
75%	94,500	90,450	120,250	126,020	165,000	181,500	202,020	207,000	262,378	247,000
90%	107,040	115,000	142,850	145,000	192,000	215,000	238,000	230,000	287,153	250,000
Maximum	225,500	151,000	259,392	203,500	290,000	270,619	257,000	259,708	315,360	276,000
N	185	52	756	181	297	82	70	20	26	8

Findings:

- Overall, salaries ranged from \$36,000 to \$315,000, with an average salary of \$122,000 and a median salary of \$113,000.
- As expected, throughout the entire term of the study, the median salary of superintendents increases with district enrollment. This growth almost triples when the median salary for the smallest district is compared to the largest enrollment district.
- In most, but not all cases, across district enrollments, median salaries paid to females is somewhat higher than that paid to male superintendents until examining largest districts, where the salaries equalize. In drawing conclusions from these data, one must take into consideration the relatively small number of respondents in the smallest and largest districts.
- When compared to previous studies, there appears to be some movement up in median salaries with the largest increases enjoyed by superintendents in the largest districts.

Table 2.2A Assistant/ Associate Superintendent Base Salary 2014-15 (Q11A) and District Enrollment 2014-15 (Q5)

2014-15 Assistant/Associate Superintendent Base Salary	2014-15 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	70000	39650	55000	85000	90000
10%		75000	90000	101970	106000
25%		85000	100000	114000	124000
50%	95000	95000	113000	125000	130000
75%		109000	127000	140000	150000
90%		124000	132000	154000	154855
Maximum	115000	190000	240000	190000	182137
N	3	234	323	83	30

Finding:

- As with the superintendent base salaries, assistant/ associate superintendents’ median base salaries increase with district enrollment, while the smallest of districts have few individuals serving in this capacity, thereby making comparison difficult.

Table 2.2B High School Principal Base Salary 2014-15 (Q11B) and District Enrollment 2014-15 (Q5)

2014-15 High School Principal Base Salary	2014-15 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	27600	33260	52718	80000	85000
10%	48000	65000	83000	89000	91000
25%	52500	74500	93000	96591	105000
50%	63000	84560	104000	110000	117300
75%	75000	92800	115000	122000	127050
90%	83000	104000	130000	135000	135380
Maximum	120000	185000	205000	167375	163056
N	117	863	365	88	28

Findings:

- As with the superintendent base salaries, high school principal median base salaries increase with district enrollment.
- The data reveal that median salaries are trending up particularly in the largest districts.

Table 2.2C Middle School Principal Base Salary 2014-15 (Q11C) and District Enrollment 2014-15 (Q5)

2014-15 Middle School Principal Base Salary	2014-15 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	25885	33260	29181	75000	72000
10%	25885	65000	75000	80000	90000
25%	50000	72000	85000	88000	100000
50%	60000	79000	94700	100000	109000
75%	69000	90000	105000	109000	115000
90%	83000	100000	120000	120000	122000
Maximum	92000	174000	195000	157010	140000
N	11	549	361	83	26

Findings:

- As with the superintendent base salaries, middle school principal median base salaries increase with district enrollment, while the smallest of districts have few individual serving in this capacity thereby making comparison difficult.
- Data reveal that median salaries are trending up particularly in the largest districts.

Table 2.2D Elementary School Principal Base Salary 2014-15 (Q11D) and District Enrollment 2014-15 (Q5)

2014-15 Elementary School Principal Base Salary	2014-15 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	25885	34000	50000	65000	68000
10%	34500	61000	70000	73000	80000
25%	50000	68000	78000	81000	86000
50%	58000	76000	86989	90000	98816
75%	67000	85571	98874	100000	105000
90%	74000	95000	112354	115000	115701
Maximum	129900	178000	185000	142222	125000
N	79	864	366	84	28

Findings:

- As with the superintendent base salaries, elementary school principal median base salaries increase with district enrollment, while the smallest of districts have few individual serving in this capacity thereby making comparison difficult.
- Data reveal that median salaries are trending up particularly in the largest districts.

Table 2.2E Beginning Teacher Base Salary 2014-15 (Q11E) and District Enrollment 2014-15 (Q5)

2014-15 Beginning Teacher Base Salary	2014-15 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	16500	24000	25000	31000	31500
10%	26500	30000	33000	33000	33000
25%	29500	31928	34500	35000	36823
50%	31600	34000	36900	38000	40000
75%	33375	37655	41066	41340	44000
90%	37700	42100	47000	46000	48500
Maximum	53000	71000	65000	50200	54000
N	223	930	377	87	31

Findings:

- As with the superintendent base salaries, teacher median base salaries increase with district enrollment.
- Median salaries are trending up particularly in the largest districts although not at the rate of other principals.

Table 2.3 Ratio of 2014-15 Median Superintendent Salaries (Q10) with that of Beginning Teacher Median Base Salary (Q11E) by District Enrollment 2014-15 (Q5)

2014-15 Superintendent/ Beginning Teachers	2014-15 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	80000	107000	143698	172500	200357
Beginning Teacher Median Base Salary	31600	34000	36900	38000	40000
Ratio 2014-15	1:2.5	1:3.2	1:3.9	1:4.5	1:5.0

Finding:

- Constructing the metric ratios of median superintendent salary and median beginning teacher salary produced no appreciable change from previous year comparisons.

SECTION #3: EVALUATION

Table 3.1 How often does your employment contract require performance evaluation? (Q28)

<i>Responses</i>	<i>Data</i>	
	Count	%
Annually	1595	93.2%
Biennially	23	1.3%
Other	63	3.7%
Never	26	1.5%
Omitted	4	0.2%
Total	1711	100.0%

Finding:

- Annual performance evaluations occur in over 93 percent of all reporting school districts. This occurs more than other performance evaluation intervals by a ratio of 9:1.

Table 3.2 Does your employment contract specify the process, measures, and indicators to be used for your formal performance evaluation? (Q26A)

<i>Responses</i>	<i>Data</i>	
	Count	%
Yes	781	45.5%
No	927	54.1%
Omitted	7	0.4%
Total Responses	1715*	100.0%

*Note: 4 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 the evaluation process, measures and indicators to be used in the formal evaluation in their employment agreement. In fact, the percentage decreased slightly from 2013-14 to 2014-15.

Table 3.3 Is your formal performance evaluation linked to objectives or directions specified in the previous year's performance? (Q26B)

<i>Responses</i>	<i>Data</i>	
	Count	%
Yes	863	50.1%
No	850	49.4%
Omitted	8	0.5%
Total Responses	1721*	100.0%

*Note: 10 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.

Table 3.4 Is your formal performance evaluation linked to a 360 degree feedback? (Q26C)

<i>Responses</i>	<i>Data</i>	
	Count	%
Yes	308	18.0%
No	1394	81.3%
Omitted	12	0.7%
Total Responses	1714*	100.0%

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

Finding:

- 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? (Q26D)

<i>Responses</i>	<i>Data</i>	
	Count	%
Yes	655	37.9%
No	1061	61.4%
(No answer)	11	0.6%
Total Responses	1727*	100.0%

*Note: 16 respondents selected both "yes" and "no"; resulting in no appreciable impact on data.

Finding:

- Somewhat less than 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.

Table 3.6 Is the outcome of your formal performance evaluation made public? (Q26E)

<i>Responses</i>	<i>Data</i>	
	Count	%
Yes	621	36.3%
No	1078	62.9%
Omitted	14	0.8%
Total Responses	1713*	100.0%

*Note: 2 respondents 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 34.6 percent in 2012-13 to 35.1 percent in 2013-14.

SECTION #4: RETIREMENT BENEFITS

Table 4.1 Does the school district make a contribution to an annuity or private retirement account that you have? (Q32)

<i>Contribution</i>	<i>Data</i>	
	Count	%
Yes (Less than \$1,000)	23	1.3%
Yes, (\$1,000 -\$5,000)	231	13.5%
Yes, (\$5,001-\$10,000)	143	8.3%
Yes, More than \$10,000	125	7.3%
No	1171	68.4%
Omitted	18	1.1%
Total Responses	1711	100.0%

Finding:

- Slightly more than 30 percent of the superintendents responding to the survey indicated they receive a district contribution to an annuity or private retirement account.

Table 4.2 Superintendent Base Salary 2014-15(Q10) and does the school district make a contribution to an annuity or private retirement account that you have? (Q32)

<i>Contribution</i>	<i>Data</i>		
	Mean Salary	Difference from Total Mean	N
Yes (Less than \$1,000)	\$114,882	-\$6,869	23
Yes, (\$1,000 -\$5,000)	\$124,342	\$2,591	231
Yes, (\$5,001-\$10,000)	\$139,601	\$17,850	143
Yes, More than \$10,000	\$156,554	\$34,803	125
No	\$115,437	-\$6314	1171
Omitted	\$121,851	\$100	18
Total Responses	\$121,751		1711

Finding:

- Respondents in districts with higher contributions to annuities or private retirement accounts had higher salaries than those with no or small district contributions. In this case, a lower salary is not being offset by increased annuity benefits.

Table 4.3 Is your retirement plan/system contribution based on your salary? (Q30)

<i>Responses</i>	<i>Data</i>	
	Count	%
Yes	1452	84.9%
No	100	5.8%
Omitted	140	8.2%
District Does Not Make Contribution	19	1.1%
Total Responses	1711	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 (Q34A)

<i>Response</i>	<i>Data</i>	
	Count	%
Yes	1294	75.6%
No	219	12.8%
Omitted	198	11.6%
Total	1711	100.0%

Finding:

- The medical/hospital coverage of superintendents has reduced slightly from 77.6 percent in 2013-14 to 75.6 percent in 2014-15.

Table 5.2 What health insurance coverage do you receive in your contract? Coverage Paid for Superintendent: Dental (Q34B)

<i>Response</i>	<i>Data</i>	
	Count	%
Yes	945	55.2%
No	541	31.6%
Omitted	225	13.2%
Total	1711	100.0%

Finding:

- Dental coverage decreased by 4 percent in the last year which matched the same decrease the previous year.

Table 5.3 What health insurance coverage do you receive in your contract? Coverage Paid for Superintendent: Vision/Optical (Q34C)

Response	Data	
	Count	%
Yes	757	44.2%
No	719	42.0%
Omitted	235	13.7%
Total	1711	100.0%

Finding:

- As with dental coverage, vision/ optical coverage decreased by 2 percent over the last year.

Table 5.4 What health insurance coverage do you receive in your contract? Coverage Paid for Superintendent: Disability Insurance (Q34D)

Response	Data	
	Count	%
Yes	686	40.1%
No	790	46.2%
Omitted	235	13.7%
Total	1711	100.0%

Finding:

- Reversing the trend of decreases in some sectors of insurance coverage, the provision of disability coverage grew by several percent over the last year, nearing 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 (Q35A)

Response	Data	
	Count	%
Yes	1054	61.6%
No	513	30.0%
Omitted	144	8.4%
Total	1711	100.0%

Finding:

- Six out of 10 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 (Q35B)

<i>Response</i>	<i>Data</i>	
	Count	%
Yes	858	50.2%
No	684	40.0%
Omitted	169	9.9%
Total	1711	100.0%

Finding:

- District-paid dental coverage for the superintendent’s family much less than coverage over medical/hospitalization.

Table 5.7 What health insurance coverage do you receive in your contract? Coverage Paid for Superintendent’s Family: Vision/Optical (Q35C)

<i>Response</i>	<i>Data</i>	
	Count	%
Yes	692	40.4%
No	834	48.7%
Omitted	185	10.8%
Total	1711	100.0%

Finding:

- Less than one in three families of superintendents who responded receive district-paid vision/optical coverage in 2013-14 while present percentages higher.

Table 5.8 What health insurance coverage do you receive in your contract? Coverage Paid for Superintendent’s Family: Disability (Q35D)

<i>Response</i>	<i>Data</i>	
	Count	%
Yes	304	17.8%
No	1111	64.9%
Omitted	296	17.3%
Total	1711	100.0%

Finding:

- An increase in this benefit was experienced in 2014-15 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? (Q36)

<i>Response</i>	<i>Data</i>	
	Count	%
Yes	394	23.0%
No	1305	76.3%
Omitted	12	0.7%
Total Responses	1711	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. Last year, 28.1 percent reported having that benefit. Reversing this trend, only 23.0 percent enjoyed this benefit in 2014-15.

SECTION #6: HIRE/REHIRE

Table 6.1 Have you been rehired for your present position as superintendent after retiring in the state system? (Q40)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	139	8.1%
No	1565	91.5%
Omitted	7	0.4%
Total Responses	1711	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.

Table 6.2 Are you drawing retirement from one state and working as a superintendent in another state? (Q41)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	101	5.9%
No	1604	93.7%
Omitted	6	0.4%
Total Responses	1711	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. (Q29)

<i>Benefit</i>	<i>Data</i>	
	Count	%
Deferred Compensation	128	7.5%
Guaranteed Vesting in Retirement Plan	647	37.8%
Whole Life Insurance (Accumulates to employee)	336	19.6%
Conference Attendance Fees Paid	1470	85.9%
Support for Coach/Mentor for Superintendent	115	6.7%
Paid Physical Exam	559	32.7%
Professional Liability Coverage	456	26.7%
Tuition Reimbursement	447	26.1%
College Savings Plan	9	0.5%
Provision for Conduction Outside Consulting	439	25.7%
Provision for Conduction Outside Teaching	377	22.0%

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 and payment of professional liability insurance over the past two 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? (Q33)

<i>Response</i>	<i>Data</i>	
	Count	%
Yes	771	45.1%
No	918	53.7%
Omitted	22	1.3%
Total	1711	100.0%

Finding:

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

Table 7.3 Gender (Q43) and Sick Leave Provision (Q16A/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	33	43	327	773	86	24	11	12.4
Female	8	11	81	193	38	3	3	12.5

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	110	69	132	156	186	140	249	155.6
Female	43	27	21	25	37	39	51	137.7

Finding:

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

Table 7.4 Gender (Q43) and Vacation Leave Provision (Q17A/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	56	8	121	224	494	285	119	19.0
Female	14	3	32	43	120	83	43	19.8

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	700	320	62	26	9	9	5	25.1
Female	167	83	13	7	4	3	1	26.5

Finding:

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

Table 7.5 Gender (Q43) and Personal Leave Provision (Q18A/B)

Gender	Annual Allowance - Personal Leave							Mean
	0-3 Days	4-6 Days	7-10 Days	11-15 Days	16-20 Days	21-25 Days	26+ Days	
Male	908	277	38	37	8	5	6	3.6
Female	221	79	17	10	1	0	1	3.6

Gender	Maximum Accrual Allowance - Personal Leave							Mean
	0-25 Days	26-50 Days	51-75 Days	76-100 Days	101-150 Days	151-200 Days	201+ Days	
Male	1027	16	10	13	6	5	5	7.3
Female	246	5	3	3	3	1	1	7.5

Finding:

- Similar to sick and vacation leave, no distinguishing differences are in evidence for personal leave by gender.

Table 7.6 Gender (Q43) and Upon Departure from the District, How is Sick Leave Accrual Handled? (Q19A-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	494(36.7)	707(52.5)	146(10.8)	1347(100.0)	130(37.0)	177(50.4)	44(12.5)	351(100.0)
Payment Made to Super.	650(48.3)	578(42.9)	119(8.8)	1347(100.0)	162(46.2)	155(44.2)	34(9.7)	351(100.0)
Credit/Payment Made at Daily Rate	399(29.6)	709(52.6)	239(17.7)	1347(100.0)	112(31.9)	178(50.7)	61(17.4)	351(100.0)

Finding:

- Regardless of gender, less than half of superintendents who responded reported leveraging their sick leave into payments and one in three into retirement credits upon their departure from the district. This represents little or no change from the previous year.

Table 7.7 Gender (Q43) and Upon Departure from the District, How is Vacation Leave Accrual Handled? (Q20A-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	219(16.3)	950(70.5)	178(13.2)	1347(100.0)	55(15.7)	244(69.5)	52(14.8)	351(100.0)
Payment Made to Super.	739(54.9)	487(36.2)	121(9.0)	1347(100.0)	202(57.6)	112(31.9)	37(10.5)	351(100.0)
Credit/ Payment Made at Daily Rate	636(47.2)	495(36.8)	216(16.0)	1347(100.0)	179(51.0)	113(32.2)	59(16.8)	351(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 (Q43) and Upon departure from the district, how is personal leave accrual handled? (Q21A-C)

Handling of Personal Leave Accrual	Gender/Response							
	Male				Female			
	Yes	No	Omit	Total	Yes	No	Omit	Total
Credited to Retirement	159(11.8)	950(70.5)	239(17.7)	1347(100.0)	54(15.4)	226(64.4)	71(20.2)	351(100.0)
Payment Made to Super.	362(26.9)	759(56.3)	226(16.8)	1347(100.0)	79(22.5)	208(59.3)	64(18.2)	351(100.0)
Credit/ Payment Made at Daily Rate	247(18.3)	749(55.6)	351(26.1)	1347(100.0)	65(18.5)	181(51.6)	105(29.9)	351(100.0)

Finding:

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

Table 7.9 Gender (Q43) and what is the term of your 2014-2015 employment contract? (Q14)

<i>Term of 2013-14 Contract</i>	<i>Gender</i>			
	Male	Female	Omit	Total
Less than 1-Year	63(4.6)	15(4.2)	0(0.0)	78(4.6)
1 Year	247(18.3)	64(18.2)	1(7.6)	312(18.2)
2 Years	257(19.1)	82(23.4)	4(30.8)	343(20.0)
3 Years	543(40.3)	119(33.9)	4(30.8)	666(38.9)
4 Years	134(9.9)	36(10.3)	2(15.4)	172(10.1)
5+ Years	98(0.5)	31(8.8)	1(7.6)	130(7.6)
Omit	5(0.4)	4(1.1)	1(7.6)	10(0.6)
Total	1347(100.0)	351(100.0)	13(100.0)	1711(100.0)

Finding:

- Regardless of gender, three year contracts represent the largest percentage contracts offered to superintendents.

Table 7.10 Gender (Q43) 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)? (Q22)

<i>Gender</i>	<i>Incentive/Performance Clause</i>			Total
	Yes	No	Omitted Clause	
Male	176(13.1)	1166(86.6)	5(0.0)	1347(78.7)
Female	63(17.9)	288(82.1)	0(0.0)	351(20.5)
Omitted Gender	2(15.3)	11(84.6)	0(0.0)	13(0.8)
Total	241(14.1)	1465(85.6)	5(0.0)	1711(100.0)

Finding:

- Incentive provisions in contracts when compared by gender show only about one in six superintendents with such a provision in their contract. The year after year comparison shows small increases in this provision in the contracts of female superintendents.

Table 7.11 Gender (Q43) and Does your contract have a severance (buy out) clause? (Q23)

Gender	Severance Clause			
	Yes	No	Omitted Clause	Total
Male	310(23.0)	1028(76.3)	9(0.5)	1347(78.7)
Female	93(26.5)	256(72.9)	2(0.1)	351(20.5)
Omitted Gender	3(23.1)	9(69.2)	1(0.1)	13()
Total	406(23.7)	1293(75.6)	12(0.7)	1711(100.0)

Finding:

- As in the previous year, a little more than 20 percent of males and 25 percent of females have a severance clause in their employment agreement. While slight, the increase over the previous year.

Table 7.12 Gender (Q43) 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)? (Q24)

Gender	Longevity Clause			
	Yes	No	Omitted Clause	Total
Male	113(8.4)	1227(91.1)	7(0.1)	1347(78.7)
Female	29(8.2)	320(91.2)	2(0.1)	351(20.5)
Omitted Gender	1(7.6)	12(92.3)	0(0.0)	13(0.8)
Total	143(8.4)	1559(91.1)	9(0.5)	1711(100.0)

Finding:

- Compared to limited inclusion of a severance clause, longevity clauses are even less common, with somewhat less than one in 10 including such a provision regardless of gender.

Table 7.13 Gender (Q43) and Is your contract base salary subject to a "cap" imposed by any of the following? (Q25)

Gender	Subject to "Cap"					Total
	Yes - Based on State Law	Yes - Based on District Policy, Reg. or Practice	No	Other	Omitted Cap	
Male	45(3.3)	29(2.2)	1257(93.3)	8(0.1)	8(0.1)	1347(78.7)
Female	21(5.9)	18(5.1)	304(86.6)	6(1.7)	2(0.1)	351(20.5)
Omitted Gender	2(15.4)	0(0.0)	10(76.9)	0(0.0)	1(7.7)	13(0.8)
Total	68(4.0)	47(2.7)	1571(91.8)	14(.01)	11(0.1)	1711(100.0)

Finding:

- While relatively few salary caps are reported as impacting superintendents, it is notable that nearly twice as many female superintendents than male superintendents report a cap imposed by state law.

Table 7.14 Gender (Q43) and Evergreen (Rollover) Provision (Q15)

Gender	Evergreen Provision			Total
	Yes	No	Omitted Provision	
Male	393(29.2)	931(69.1)	23(1.7)	1347(78.7)
Female	100(28.5)	244(69.5)	7(2.0)	351(20.5)
Omitted Gender	2(15.4)	9(1.2)	2(15.4)	13(0.1)
Total	495(28.9)	1184(69.2)	32(1.9)	1711(100.0)

Finding:

- Less than one in three superintendents have a rollover provision. This represents a small change from previous years.

Table 7.15 Racial/Cultural Group (Q44) and What is the term of your 2014-15 employment contract? (Q14)

Term of 2014-15 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	2(7.6)	0(0.0)	0(0.0)	1(7.7)	0(0.0)	75(4.7)	0(0.0)	0(0.0)	78(4.6)
1 Year	11(42.3)	0(0.0)	0(0.0)	2(15.4)	0(0.0)	291(18.1)	4(25.0)	4(21.1)	312(18.2)
2 Years	4(15.4)	0(0.0)	12(41.4)	3(23.1)	0(0.0)	317(19.7)	5(31.3)	2(10.5)	343(20.0)
3 Years	8(30.8)	1(100.0)	7(24.1)	6(46.2)	1(100.0)	632(39.4)	3(18.8)	8(42.1)	666(38.9)
4 Years	0(0.0)	0(0.0)	6(20.7)	0(0.0)	0(0.0)	159(9.9)	2(12.5)	5(26.3)	172(10.1)
5+ Years	0(0.0)	0(0.0)	4(13.8)	1(7.7)	0(0.0)	123(7.6)	2(12.5)	0(0.0)	130(7.6)
Omitted Term	1(3.8)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	9(0.5)	1(6.3)	0(0.0)	10(0.6)
Total	26(1.5)	1(0.1)	29(1.7)	13(0.8)	1(0.1)	1606(93.9)	16(0.9)	19(1.1)	1711(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 (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)? (Q22)

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	0(0.0)	0(0.0)	13(44.8)	0(0.0)	0(0.0)	224(13.9)	2(12.5)	2(10.5)	241(14.1)
No	26(100.0)	1(100.0)	15(51.7)	13(100.0)	1(100.0)	1378(85.8)	14(87.5)	17(89.5)	1465(85.6)
Omit	0(0.0)	0(0.0)	1(0.1)	0(0.0)	0(0.0)	4(0.0)	0(0.0)	0(0.0)	5(0.3)
Total	26(1.5)	1(0.1)	29(1.7)	13(0.8)	1(0.1)	1606(93.9)	16(0.9)	19(1.1)	1711(100.0)

Finding:

- Consistent with similar disaggregation of the data, the presence of incentive/performance clauses appear in slightly more than one in 10 contracts.

Table 7.17 Racial/Cultural Group (Q44) and Does your contract have a severance (buy out) clause? (Q23)

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	7(26.9)	1(100.0)	13(44.8)	4(30.7)	0(0.0)	374(23.3)	3(18.7)	4(21.1)	406(23.7)
No	19(74.1)	0(0.0)	16(55.2)	9(69.2)	1(100.0)	1224(76.2)	12(0.8)	12(63.2)	1293(75.6)
Omitted Provision	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	8(0.4)	1(6.3)	3(15.8)	12(0.7)
Total	26(1.5)	1(0.1)	29(1.7)	13(0.8)	1(0.1)	1606(93.9)	16(0.9)	19(1.1)	1711(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 (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)? (Q24)

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	2(7.6)	0(0.0)	5(17.2)	1(7.6)	0(0.0)	133(8.3)	0(0.0)	2(10.5)	143(8.4)
No	24(92.3)	1(100.0)	24(82.8)	12(92.3)	1(100.0)	1466(91.3)	16(100.0)	15(78.9)	1559(91.1)
Omitted Provision	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	7(0.4)	0(0.0)	2(10.5)	9(0.5)
Total	26(1.5)	1(0.1)	29(1.7)	13(0.8)	1(0.1)	1606(93.9)	16(0.9)	19(1.1)	1711(100.0)

Finding:

- As with the severance provision, less than 10 percent of the superintendent respondents have a longevity clause regardless of race/ethnicity.

Table 7.19 Racial/Cultural Group (Q44) and Is your contract base salary subject to a "cap" imposed by any of the following? (Q25)

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(3.9)	1(100.0)	3(10.3)	0(0.0)	0(0.0)	59(3.7)	1(6.3)	3(15.8)	68(4.0)
Yes - Based on District Policy, Reg. or Practice	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	44(2.7)	1(6.3)	2(10.5)	47(2.7)
No	25(96.2)	0(0.0)	26(89.9)	12(92.3)	1(100.0)	1483(92.3)	14(87.5)	10(52.6)	1571(91.8)
Other	0(0.0)	0(0.0)	0(0.0)	1(7.7)	0(0.0)	13(0.8)	0(0.0)	0(0.0)	14(0.8)
Omitted Provision	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	7(0.4)	0(0.0)	4(21.0)	11(0.6)
Total	26(1.5)	1(0.1)	29(1.7)	13(0.8)	1(0.1)	1606(93.9)	16(0.9)	19(1.1)	1711(100.0)

Finding:

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

Table 7.20 (Q43) 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	6(23.1)	0(0.0)	11(37.9)	4(30.8)	0(0.0)	464(28.9)	4(25.0)	6(31.6)	495(28.9)
No	19(73.1)	1(100.0)	17(58.6)	9(69.2)	1(100.0)	1114(69.4)	12(75.0)	11(57.9)	1184(69.2)
Omit	1(3.8)	0(0.0)	1(3.4)	0(0.0)	0(0.0)	28(1.7)	0(0.0)	2(10.5)	32(1.9)
Total	26(1.5)	1(0.1)	29(1.7)	13(0.8)	1(0.1)	1606(93.9)	16(0.9)	19(1.1)	1711(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.

SECTION #8: USE OF LEGAL COUNSEL

Table 8.1 Did the school district use legal counsel to assist it the development and/or negotiations of your contract? (Q39)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	841	49.2%
No	866	50.6%
Omitted Response	4	0.2%
Total	1711	100.0%

Finding:

- Slightly less than half of the respondent superintendents indicated that the district used a legal counsel to negotiate the superintendent's employment agreement.

Table 8.2 Did you employ legal counsel to assist in the development and/or negotiations of your contract? (Q38)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	352	20.6%
No	1355	79.2%
Omitted Response	4	0.2%
Total	1711	100.0%

Finding:

- In contrast to the use of legal counsel by the district, only about a quarter of respondent superintendents use the services of legal counsel to negotiate their own employment agreement. There is no change in this figure from previous years.

SECTION #9: MEMBERSHIPS

Table 9.1 Which of your professional association membership dues are paid by the school district?
(Q37)

<i>Responses</i>	<i>Data*</i>	
	Count	%
Regional Professional Organizations (e.g., state association)	1591	93.0%
National Professional Organizations (e.g., American Association of School Administrators)	1098	64.2%

*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.