



# **2018-19 AASA SUPERINTENDENT SALARY & BENEFITS STUDY**

**Non-MEMBER VERSION**

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## EXECUTIVE SUMMARY

The 2018-19 AASA Superintendent Salary & Benefits Study marks the seventh edition of this study, employing a revised survey instrument. 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 1,433 responses (approximately a 14 percent response rate). The survey was distributed online and relied on superintendents responding to 51 items with the understanding that the report of findings would contain no personally identifiable information. Consequently, data must be considered descriptive and not necessarily representative of all superintendents. However, the report is rich with information and serves as a useful snapshot of the salary and benefits of superintendents for the 2018-19 school year. For a more detailed examination of the superintendency, *The Study of the American Superintendent: 2015 Mid-Decade Update* and its 2010 predecessor are available on the AASA website:

<http://www.aasa.org/pages/templates/gsearch.aspx?q=The20study20of20the20American20Superintendent>

In addition, state-specific model superintendent employment agreements are also available on the AASA website:

[http://my.aasa.org/AASA/Toolbox/Other\\_Resources/Model\\_Contracts.aspx](http://my.aasa.org/AASA/Toolbox/Other_Resources/Model_Contracts.aspx)

This year, as in the past five years, more than 90 percent of respondents reported that they served in suburban and rural districts with 70 percent of respondents self-reported serving in rural districts. This is generally representative of the distribution of school districts nationwide.

Consistent with findings of the previous years, male respondents outnumbered females by slightly less than a four-to-one ratio. Respondents are also overwhelmingly white (not Hispanic). Female respondents also tended to be somewhat older than their male counterparts. The average and median age of all respondents is 52.

The median base salary distributed by district enrollment ranged from \$96,750/\$94,000 (male/female) for the smallest districts to \$260,000/\$259,892 (male/female) for superintendents serving in the largest enrollment school districts. All positions, from superintendent to teacher, show that salaries increase relative to district enrollment size as well as slight increases over previous years.

## INTRODUCTION

The 2018-19 AASA Superintendents Salary and Benefits Study is intended to provide superintendents with actionable information needed to manage and negotiate their compensation and benefits. This edition marks the sixth year the association has undertaken a comprehensive study on public school superintendent compensation benefits, employing a revised survey instrument. Prior to that, most school superintendents relied on the annual salary study sponsored by the Education Research Service (ERS) to benchmark their compensation and benefits. With the closure of ERS, a void was created. AASA responded to this need by developing 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 earlier editions of this study are available on the AASA website and provide valuable retrospective data (<http://www.aasa.org/research.aspx>).

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>). This study was updated in 2015 and is available on the AASA website (<http://www.aasa.org/research.aspx>).

In addition, there is an inevitable comparison between public and private sector COE's. Useful in this discussion is the work of *The New York Times* in its ongoing series on private sector CEO compensation and its relationship to median employee pay (<https://www.nytimes.com/2018/05/25/business/highest-paid-ceos-2017.html>).

Leslie A. Finnan, AASA senior legislative analyst, led the research team authoring this report of findings, with assistance from Robert S. McCord, AASA research consultant. The research was conducted under the direct supervision of Noelle Ellerson Ng, AASA associate executive director, policy and advocacy.

## METHODOLOGY

An extensive survey instrument was developed in 2012 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 each subsequent year as a result of input received. 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 2018. At the same time,

state association executive directors were contacted to encourage their members to respond to the online survey. Superintendents had the capacity to forward the link to their staff members for input in completing the survey in their area of expertise.

## **REPORT OF FINDINGS**

This report of findings is divided into 11 sections and relies solely on measures of central tendency for this analysis of the data collected. These data are 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 are disaggregated by racial/ethnic group, the number of responses is insufficient to support decision making. Care should be exercised in drawing conclusions or inferences on this data element. In addition, some survey fatigue is commonly reported by superintendents and could have 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. After each data display, the report authors have offered a general statement of findings. It is the intent of the authors to allow the readers the opportunity to disaggregate the data in a manner they find useful in working with their board.

Having clearly identified the limitations inherent in any endeavor of this sort, the report that follows is replete with important information that can prove very 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 an 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 Ng at AASA, The School Superintendents Association.

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 Ng at AASA for details and requirements. Finally, AASA reserves all rights to the ownership and use of these data.

Special thanks are extended to Leslie Finnan for her expertise and tireless efforts to manage the nearly 70,000-cell spreadsheet containing the data collected in this study.

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## SECTION #1: GENERAL DEMOGRAPHICS OF RESPONDENTS

Table 1.1 Respondents count by state (Q1)

<i>State</i>	<i>Number of Responses</i>	<i>Percent</i>
AK	13	0.9
AL	21	1.5
AR	44	3.1
AZ	24	1.7
CA	67	4.7
CO	18	1.3
CT	17	1.2
DE	3	0.2
FL	2	0.1
GA	22	1.5
HI	1	0.1
IA	52	3.6
ID	13	0.9
IL	91	6.4
IN	39	2.7
KS	31	2.2
KY	15	1.0
LA	5	0.3
MA	13	0.9
MD	6	0.4
ME	17	1.2
MI	56	3.9
MN	69	4.8
MO	74	5.2
MS	13	0.9
MT	18	1.3
NC	15	1.0

<i>State</i>	<i>Number of Responses</i>	<i>Percent</i>
ND	19	1.3
NE	42	2.9
NH	24	1.7
NJ	45	3.1
NM	13	0.9
NV	5	0.3
NY	84	5.9
OH	49	3.4
OK	33	2.3
OR	8	0.6
PA	81	5.7
RI	6	0.4
SC	8	0.6
SD	24	1.7
TN	12	0.8
TX	31	2.2
UT	6	0.4
VA	18	1.3
VT	10	0.7
WA	53	3.7
WI	65	4.5
WV	5	0.3
WY	13	0.9
No response	20	1.4
Total	1433	100

**Findings:**

- A total of 1,433 usable responses were received, representing an approximately 14 percent return rate. This return represents an increase from that received in 2017-18 response (N=1,172) and 2016-17 (N=1,392). Demographics of the respondents have changed very little over the years.
- All 50 states are represented.

Table 1.2 Gender (Q48) and racial/cultural group (Q49)

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	11 (1.0)	3 (0.3)	30 (2.8)	29 (2.7)	0 (0.0)	983 (92.0)	7 (0.7)	5 (0.5)	1068 (100.0)
Female	7 (2.0)	3 (0.8)	17 (4.8)	10 (2.8)	2 (0.6)	311 (88.1)	3 (0.8)	0 (0.0)	353 (100.0)
Omitted Gender	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	4 (33.3)	2 (16.7)	6 (50.0)	12 (100.0)
Total	18 (1.2)	6 (0.4)	47 (3.3)	39 (2.7)	2 (0.1)	1298 (89.8)	12 (0.8)	11 (1.6)	1433 (100.0)

Findings:

- Similar to previous studies, male respondents outnumbered females by slightly less than a four-to-one ratio. Over the past five editions of this study, we have seen a slow but consistent growth in female superintendents responding.
- Respondents are overwhelmingly white (not Hispanic) accounting for 89.9 percent of the respondents while 93.3 percent of the respondents in 2017-18 self-reported white (not Hispanic).
- The small number of minority superintendent respondents make definitive findings for those groups difficult.

Table 1.3 Gender (Q48) and district enrollment (Q2)

Gender	2018-19 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	103 (9.6)	581 (54.4)	288 (27.0)	67 (6.3)	27 (2.5)	2 (0.2)	1068 (100.0)
Female	42 (11.9)	193 (54.7)	96 (27.2)	11 (3.1)	11 (3.1)	0 (0.0)	353 (100.0)
Omitted Gender	2 (16.7)	6 (50.0)	3 (25.0)	1 (8.3)	0 (0.0)	0 (0.0)	12 (100.0)
Total	147 (10.3)	780 (54.4)	387 (27.0)	79 (5.5)	38 (2.7)	2 (0.1)	1433 (100.0)

Finding:

- Consistent with nationwide school district enrollment data, the majority of superintendents responding to the survey are from intermediate size districts (300-2,499 students) with no recent appreciable difference by gender of superintendents serving in each enrollment band.

Table 1.4 Gender (Q48) and district description (Q3)

Gender	District Description				
	Urban	Suburban	Rural	Omitted District Description	Total
Male	67 (6.3)	304 (28.5)	694 (65.0)	3 (0.3)	1068 (100.0)
Female	29 (8.2)	91 (25.8)	232 (65.7)	1 (0.3)	353 (100.0)
Omitted Gender	0 (0.0)	4 (33.3)	8 (66.7)	0 (0.0)	12 (100.0)
Total	96 (6.7)	399 (27.8)	934 (65.2)	4 (0.3)	1433 (100.0)

Finding:

- When asked to describe the setting of their district, 65 percent of the respondents, regardless of gender, indicated that their district is best described as rural while about a quarter describe their district as suburban. This is closely aligned with data from the National Center on Education Statistics.

Table 1.5 Gender (Q48) and age (Q47)

Gender	Descriptive Data on Age			
	Minimum	Maximum	Mean	Median
Male	30	76	51.9	52
Female	31	70	52.7	53
Omitted Gender	41	60	52.0	53.5
Total Across Genders	30	76	52.1	52

Finding:

- Consistent with earlier versions of the study, the mean and median age for female superintendents is greater than their male counterparts. This supports the findings of other AASA studies on the superintendency where females tend to enter the role later and have more experience in classroom teaching and other education positions.

Table 1.6 Gender (Q48) and longevity in present position (Q4)

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	107 (10.0)	532 (49.8)	283 (26.5)	102 (9.6)	44 (4.1)	0 (0.0)	1068 (100.0)
Female	50 (14.2)	182 (51.6)	90 (25.5)	24 (6.8)	6 (1.7)	1 (0.3)	353 (100.0)
Omitted Gender	3 (25.0)	6 (50.0)	2 (16.7)	1 (8.3)	0 (0.0)	0 (0.0)	12 (100.0)
Total	160 (11.2)	720 (50.2)	375 (26.2)	127 (8.9)	50 (3.5)	1 (0.1)	1433 (100.0)

Finding:

- More than half of respondents have served in their present position for between one and five years, with less than 15 percent topping 10 years. This finding is consistent with previous findings.

Table 1.7 Gender (Q48) and longevity as superintendent (Q5)

Gender	Longevity as a Superintendent						Total
	1 Year or Less	1-5 Years	6-10 Years	11-15 Years	16 Years or More	Omitted Longevity	
Male	65 (6.1)	376 (35.2)	319 (29.9)	165 (15.4)	142 (13.3)	1 (0.1)	1068 (100.0)
Female	40 (11.3)	157 (44.5)	95 (26.9)	43 (12.2)	18 (5.1)	0 (0.0)	353 (100.0)
Omitted Gender	2 (16.7)	6 (50.0)	3 (25.0)	0 (0.0)	1 (8.3)	0 (0.0)	12 (100.0)
Total	107 (7.5)	539 (37.6)	417 (29.1)	208 (14.5)	161 (11.2)	1 (0.1)	1433 (100.0)

Finding:

- Males report somewhat longer longevity in the superintendency than females, although the longevity of female superintendents has increased substantially over the previous years of this study and *The American School Superintendent: 2010 Decennial Study*.

Table 1.8 Gender (Q48) and economic condition of district (Q10)

<i>Gender</i>	<i>Economic Condition of District</i>				Total
	Strong Economic Condition	Stable Economic Condition	Declining Economic Condition	Omitted Economic Condition	
Male	175 (16.4)	613 (57.4)	278 (26.0)	2 (0.2)	1068 (100.0)
Female	41 (11.6)	183 (51.8)	128 (36.3)	1 (0.3)	353 (100.0)
Omitted Gender	0 (0.0)	7 (58.3)	4 (33.3)	1 (8.3)	12 (100.0)
Total	216 (15.1)	803 (56.0)	410 (28.6)	4 (0.3)	1433 (100.0)

Findings:

- In 2013, 49.6 percent of the respondents described their districts as economically stable while 43.1 percent of respondents described their districts as in declining economic condition. Since then, district economic conditions have improved steadily, albeit not dramatically.
- Female superintendents are consistently less optimistic about the economic stability of their district. This trend has been consistent in recent years.

Table 1.9

## Racial/cultural group of superintendents (Q49) and district enrollment (Q2)

Racial/ Cultural Group	2018-19 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 Enrollmen t	
American Indian or Alaska Native	5 (27.8)	7 (38.9)	5 (27.8)	1 (5.6)	0 (0.0)	0 (0.0)	18 (100.0)
Asian	0 (0.0)	0 (0.0)	4 (66.7)	2 (33.3)	0 (0.0)	0 (0.0)	6 (100.0)
Black or African American	1 (2.1)	14 (29.8)	20 (42.6)	7 (14.9)	5 (10.6)	0 (0.0)	47 (100.0)
Hispanic or Latino	4 (10.3)	10 (25.6)	12 (30.8)	5 (12.8)	8 (20.5)	0 (0.0)	39 (100.0)
Native Hawaiian or Pacific Islander	0 (0.0)	1 (50.0)	1 (50.0)	0 (0.0)	0 (0.0)	0 (0.0)	2 (100.0)
White (not Hispanic)	134 (10.3)	737 (56.8)	337 (26.0)	63 (4.9)	25 (1.9)	2 (0.2)	1298 (100.0)
Other	2 (16.7)	4 (33.3)	5 (41.7)	1 (8.3)	0 (0.0)	0 (0.0)	12 (100.0)
Omitted Racial/ Cultural Group	1 (9.1)	7 (63.6)	3 (27.3)	0 (0.0)	0 (0.0)	0 (0.0)	11 (100.0)
Total	147 (10.3)	780 (54.4)	387 (27.0)	79 (5.5)	38 (2.7)	2 (0.1)	1433 (100.0)

## Finding:

- As in the previously reported, white (not Hispanic) superintendents represent the vast majority of superintendents responding to the study regardless of district size, which is consistent with the findings of *The American School Superintendent: 2010 Decennial Study* as well as findings from the 2013-2018 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 (not 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 (Q49) and description of school district (Q3)

<i>Racial/ Cultural Group</i>	<i>Description of School District</i>				
	Urban	Suburban	Rural	Omitted Description	Total
American Indian or Alaska Native	1 (5.6)	4 (22.2)	13 (72.2)	0 (0.0)	18 (100.0)
Asian	2 (33.3)	4 (66.7)	0 (0.0)	0 (0.0)	6 (100.0)
Black or African American	16 (34.0)	12 (25.5)	19 (40.4)	0 (0.0)	47 (100.0)
Hispanic or Latino	14 (35.9)	9 (23.1)	16 (41.0)	0 (0.0)	39 (100.0)
Native Hawaiian or Pacific Islander	0 (0.0)	0 (0.0)	2 (100.0)	0 (0.0)	2 (100.0)
White (not Hispanic)	62 (4.8)	361 (27.8)	871 (67.1)	4 (0.3)	1298 (100.0)
Other	0 (0.0)	6 (50.0)	6 (50.0)	0 (0.0)	12 (100.0)
Omitted Racial/ Cultural Group	1 (9.1)	3 (27.3)	7 (63.6)	0 (0.0)	11 (100.0)
Total	96 (6.7)	399 (27.8)	934 (65.2)	4 (0.3)	1433 (100.0)

## Finding:

- Considering the small representation of some racial/cultural group respondents, it is difficult to draw conclusions from these data, although the absence of diversity in urban districts again represents an anomaly when one considers the diversity of the student population generally understood to be enrolled in urban districts.



Table 1.11 Racial/cultural group (Q49) and age (Q47)

<i>Racial/ Cultural Group</i>	<i>Descriptive Data on Age</i>			
	Minimum	Maximum	Mean	Median
American Indian or Alaska Native	39	73	51.8	52
Asian	44	58	49.2	47
Black or African American	38	69	50.1	48.5
Hispanic or Latino	33	74	51.0	49
Native Hawaiian or Pacific Islander	52	55	53.5	53.5
White (not Hispanic)	30	76	52.2	52
Other	40	65	53.8	54
Omitted Racial/ Cultural Group	52	64	57.4	55
Total	30	76	52.1	52

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. This is consistent with previous editions of this study.

Table 1.12

Racial/cultural group (Q49) and years in present position (Q4)

<i>Racial/ Cultural Group</i>	<i>Years in Present Position</i>						<i>Total</i>
	<i>1 year or Less</i>	<i>1-5 Years</i>	<i>6-10 Years</i>	<i>11 -15 Years</i>	<i>16 Years or More</i>	<i>Omitted Years</i>	
American Indian or Alaska Native	0 (0.0)	12 (66.7)	2 (11.1)	2 (11.1)	2 (11.1)	0 (0.0)	18 (100.0)
Asian	0 (0.0)	5 (83.3)	1 (16.7)	0 (0.0)	0 (0.0)	0 (0.0)	6 (100.0)
Black or African American	9 (19.1)	29 (61.7)	5 (10.6)	4 (8.5)	0 (0.0)	0 (0.0)	47 (100.0)
Hispanic or Latino	5 (12.8)	21 (53.8)	13 (33.3)	0 (0.0)	0 (0.0)	0 (0.0)	39 (100.0)
Native Hawaiian or Pacific Islander	1 (50.0)	1 (50.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	2 (100.0)
White (not Hispanic)	142 (10.9)	642 (49.5)	348 (26.8)	117 (9.0)	48 (3.7)	1 (0.1)	1298 (100.0)
Other	0 (0.0)	5 (41.7)	4 (33.3)	3 (25.0)	0 (0.0)	0 (0.0)	12 (100.0)
Omitted Racial/ Cultural Group	3 (27.3)	5 (45.5)	2 (18.2)	1 (9.1)	0 (0.0)	0 (0.0)	11 (100.0)
Total	160 (11.2)	720 (50.2)	375 (26.2)	127 (8.9)	50 (3.5)	1 (0.1)	1433 (100.0)

## Findings:

- As reported in Table 1.6, half of superintendents have served in their present position from 1-5 years. A quarter of superintendents have served from 6-10 years.
- The number of racial/cultural group respondents is too small to identify any trends.

Table 1.13

Racial/cultural group (Q49) and years as superintendent (Q5)

<i>Racial/ Cultural Group</i>	<i>Years as a Superintendent</i>						<i>Total</i>
	<i>1 year or Less</i>	<i>1-5 Years</i>	<i>6-10 Years</i>	<i>11 -15 Years</i>	<i>16 Years or More</i>	<i>Omitted Years</i>	
American Indian or Alaska Native	1 (5.6)	9 (50.0)	2 (11.1)	4 (22.2)	2 (11.1)	0 (0.0)	18 (100.0)
Asian	0 (0.0)	3 (50.0)	2 (33.3)	1 (16.7)	0 (0.0)	0 (0.0)	6 (100.0)
Black or African American	7 (14.9)	22 (46.8)	11 (23.4)	4 (8.5)	3 (6.4)	0 (0.0)	47 (100.0)
Hispanic or Latino	3 (7.7)	19 (48.7)	15 (38.5)	1 (2.6)	1 (16.7)	0 (0.0)	39 (100.0)
Native Hawaiian or Pacific Islander	1 (50.0)	1 (50.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	2 (100.0)
White (not Hispanic)	94 (7.2)	479 (36.9)	379 (29.2)	194 (14.9)	151 (11.6)	1 (0.1)	1298 (100.0)
Other	0 (0.0)	2 (16.7)	5 (41.7)	2 (16.7)	3 (25.0)	0 (0.0)	12 (100.0)
Omitted Racial/ Cultural Group	1 (9.1)	4 (36.4)	3 (27.3)	2 (18.2)	1 (9.1)	0 (0.0)	11 (100.0)
Total	107 (7.5)	539 (37.6)	417 (29.1)	208 (14.5)	161 (11.2)	1 (0.1)	1433 (100.0)

## Finding:

- While the numbers are too small for most racial/cultural groups to draw definitive conclusions, there is some limited evidence that minority superintendents have served longer in the superintendency than white (not Hispanic) superintendents.

Table 1.14

Racial/cultural group (Q49) and economic condition of district (Q10)

<i>Racial/ Cultural Group</i>	<i>Economic Condition of District</i>				
	Strong Economic Condition	Stable Economic Condition	Declining Economic Condition	Omitted Economic Condition	Total
American Indian or Alaska Native	4 (22.2)	9 (50.0)	5 (27.8)	0 (0.0)	18 (100.0)
Asian	2 (33.3)	3 (50.0)	1 (16.7)	0 (0.0)	6 (100.0)
Black or African American	6 (12.8)	18 (38.3)	23 (48.9)	0 (0.0)	47 (100.0)
Hispanic or Latino	8 (20.5)	19 (48.7)	12 (30.8)	0 (0.0)	39 (100.0)
Native Hawaiian or Pacific Islander	0 (0.0)	1 (50.0)	1 (50.0)	0 (0.0)	2 (100.0)
White (not Hispanic)	192 (14.8)	742 (57.2)	361 (27.8)	3 (0.2)	1298 (100.0)
Other	3 (25.0)	6 (50.0)	3 (25.0)	0 (0.0)	12 (100.0)
Omitted Racial/ Cultural Group	1 (9.1)	5 (45.5)	4 (36.4)	1 (9.1)	11 (100.0)
Total	216 (15.1)	803 (56.0)	410 (28.6)	4 (0.3)	1433 (100.0)

## Finding:

- Except for Black or African American superintendents, about half of respondents indicated that their district is in stable condition. Over one fourth of districts are reported to be in declining economic conditions, which represent a small improvement over previous findings. Again, care should be taken with over interpreting the data due to the limited number of minority superintendents responding to the survey.

## 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 2018-19 (Q6) and district enrollment 2018-19 (Q2) by gender (Q48)

	2018-19 District Enrollment									
2018-19 Super. Base Salary	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	60,000	42,000	55,000	54,000	82,000	78,404	132,900	170,000	140,000	166,762
10	75,000	63,000	99,300	101,820	125,000	131,000	155,500	170,000	185,000	166,762
25	85,000	75,000	111,650	112,000	145,000	142,000	177,000	171,870	210,000	210,000
Median	101,000	92,000	128,000	126,670	167,444	167,013	204,000	192,515	232,000	236,000
75	115,000	118,000	145,000	149,000	193,000	193,000	227,250	207,000	300,000	275,000
90	128,000	135,000	169,000	173,000	218,000	220,000	265,000	217,350	325,000	304,000
Maximum	249,598	158,967	335,000	235,000	325,000	319,000	315,603	240,000	343,770	397,953
N	103	42	581	193	288	96	67	11	27	11

Findings:

- Consistent with previous years, salaries increase as district enrollment increases.
- There is little discernable difference between genders in reported salaries.

Table 2.2A

Assistant/associate superintendent base salary 2018-19 (Q7A) and district enrollment 2018-19 (Q2)

2018-19 Assistant/Associate Superintendent Base Salary	2018-19 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	62,000	58,000	65,000	97,000	110,000
10		84,000	100,000	110,000	120,000
25	62,000	94,000	112,000	125,000	139,000
Median	153,500	108,375	128,605	140,000	150,000
75	153,500	122,618	145,000	160,000	175,000
90	243,668	147,000	165,000	183,587	187,000
Maximum	243,668	220,000	240,000	235,000	216,000
N	3	208	312	77	34

## Findings:

- Consistent with findings in previous editions of the study, the larger the student enrollment of the district the higher the mean base salary for assistant/associate superintendents. It is noted that in the smallest of districts, these positions often do not exist.
- A modest but consistent increase in median salaries is seen over previous editions of this study.

Table 2.2B

High school principal base salary 2018-19 (Q7B) and district enrollment 2018-19 (Q2)

2018-19 High School Principal Base Salary	2018-19 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	52,000	50,000	67,000	80,000	80,000
10	58,000	75,000	90,000	95,000	90,000
25	65,000	83,250	100,000	107,062	105,000
Median	76,000	93,000	115,000	122,000	120,000
75	85,000	105,000	129,915	140,000	131,557
90	94,000	118,000	150,000	153,000	144,419
Maximum	190,000	195,000	223,620	184,942	155,000
N	75	685	346	75	33

## Finding:

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

Table 2.2C

Middle school principal base salary 2018-19 (Q7C) and district enrollment 2018-19 (Q2)

2018-19 Middle School Principal Base Salary	2018-19 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	58,000	55,000	70,000	82,000	82,000
10	64,000	76,000	90,000	94,000	82,000
25	69,000	85,000	98,487	100,000	95,000
Median	78,357	95,000	110,000	115,000	112,063
75	90,000	110,000	125,000	125,000	116,000
90	100,000	125,000	142,000	132,000	150,000
Maximum	182,000	185,000	184,000	159,089	164,000
N	79	606	185	31	12

## Finding:

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

Table 2.2D

Elementary school principal base salary 2018-19 (Q7D) and district enrollment 2018-19 (Q2)

2018-19 Elementary School Principal Base Salary	2018-19 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	39,000	40,000	62,500	65,000	50,000
10	46,000	69,000	76,000	78,000	70,000
25	60,000	75,120	85,000	86,000	83,100
Median	65,000	87,323	98,000	100,000	96,084
75	80,000	100,000	80,000	119,413	115,000
90	92,000	110,000	81,000	130,000	125,000
Maximum	122,000	199,000	190,000	166,577	140,000
N	42	700	364	75	33

## Finding:

- Elementary school principals generally follow the same trend as their high school and middle school counterparts, although for the first time, their 2017 median base salary in the largest districts has crossed the \$100,000 line. This trend continued in the 2018 study.

Table 2.2E

Beginning teacher base salary 2018-19 (Q7E) and district enrollment 2018-19 (Q2)

2018-19 Beginning Teacher Base Salary	2018-19 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	25,500	29,000	30,000	32,000	35,000
10	29,000	33,000	35,600	36,000	35,000
25	32,000	35,225	37,750	38,073	40,500
Median	36,702	38,000	41,600	41,000	44,150
75	28,000	42,000	46,055	46,500	50,000
90	45,700	48,052	53,000	53,300	54,000
Maximum	70,000	74,000	85,000	62,000	90,000
N	136	766	375	78	32

## Finding:

- The trend of the relationship between district size and increasing median salary holds true for teachers, but in a less dramatic range compared to their administrative counterparts.



Table 2.3

Ratio of 2018-19 median superintendent salaries (Q6) with that of beginning teacher median base salary (Q7E) by district enrollment 2018-19 (Q2)

2018-19 Superintendent/ Beginning Teachers	2018-19 Median Base 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	100,000	127,500	167,750	201,000	234,000
Beginning Teacher Median Base Salary	36,702	38,000	41,600	41,000	44,150
Ratio 2018-19	1:2.7	1:3.4	1:4.0	1:4.9	1:5.3
Ratio 2017-18	1:2.7	1:3.2	1:4.1	1:4.5	1:6.1
Ratio 2016-17	1:2.7	1:3.4	1:4.2	1:4.7	1:5.4
Ratio 2015-16	1:2.8	1:3.4	1:4.2	1:4.7	1:6.0

Finding:

- As mentioned above, a metric of growing importance in the private sector is the ratio of the entry-level worker compensation with the base salary (without incentives) of the CEO. Accordingly, the median entry-level salary of teachers is presented compared with the median salary of the superintendents arrayed by district size. The data confirms that as the district enrollment increases so does the ratio. In addition, the ratio has appeared to generally widen over the past four survey periods, regardless of the district enrollment.

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## SECTION #3: EVALUATION

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

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Annually	1304	91.0
Biennially	33	2.3
Other	76	5.3
Never	18	1.3
Omitted	2	0.1
Total	1433	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	Percent
Yes	683	47.7
No	746	52.1
Omitted	7	0.5
Total Responses	1433	100.0

\*3 responded both yes and no

Finding:

- Consistent with previous survey versions, less than half of the respondent superintendents indicate that they have measures and indicators to be used in their formal evaluation included in their employment agreement.

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	Percent
Yes	781	54.5
No	645	45.0
Omitted	10	0.7
Total Responses	1433	100.0

\*3 responded both yes and no

Finding:

- Linking objectives and directions from previous evaluations with the present evaluation occurs only in slightly more than half the evaluations of superintendents. This represents a slight increase from previous years.

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

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	237	16.5
No	1186	82.8
Omitted	12	0.8
Total Responses	1433	100.0

\*2 responded both yes and no

Finding:

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

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

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	489	34.1
No	949	66.2
Omitted	10	0.7
Total Responses	1433	100.0

\*15 responded both yes and no

Finding:

- Slightly less than one-third of superintendents indicate that student outcomes/performance data are included in their evaluations. Over the past five surveys, use of student outcomes/performance in superintendents' evaluation has trended downward.

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

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	540	37.7
No	890	62.1
Omitted	10	0.7
Total Responses	1433	100.0

\*7 responded both yes and no

Finding:

- The public release of the formal evaluation of the superintendent has increased somewhat from previous levels to somewhat more than 3 in 10.

Table 3.7 Gender (Q48) and specific and detailed listing of your duties and responsibilities (Q24)

Gender	<i>Listing of your Duties and Responsibilities</i>			
	Yes	No	Omitted	Total
Male	641 (60.0)	419 (39.2)	8 (0.7)	1068 (100.0)
Female	176 (49.9)	176 (49.9)	1 (0.3)	353 (100.0)
Omitted Gender	5 (41.7)	6 (50.0)	1 (8.3)	12 (100.0)
Total	822 (57.4)	601 (41.9)	10 (0.7)	1433 (100.0)

Finding:

- About half of female superintendents and 6 in 10 male superintendents operate with a written employment agreement detailing their duties and responsibilities. This item is new to the survey.

Table 3.8 Racial/Cultural Group (Q49) and specific and detailed listing of your duties and responsibilities (Q24)

<i>Racial/Cultural Group</i>	<i>Listing of your Duties and Responsibilities</i>			
	Yes	No	Omitted	Total
American Indian or Alaska Native	11 (61.1)	7 (38.9)	0 (0.0)	18 (100.0)
Asian	4 (66.7)	2 (33.3)	0 (0.0)	6 (100.0)
Black or African American	24 (51.1)	23 (48.9)	0 (0.0)	47 (100.0)
Hispanic or Latino	30 (76.9)	8 (20.5)	1 (2.6)	39 (100.0)
Native Hawaiian or Pacific Islander	1 (50.0)	1 (50.0)	0 (0.0)	2 (100.0)
White (not Hispanic)	740 (57.0)	550 (42.4)	8 (0.6)	1298 (100.0)
Other	6 (50.0)	6 (50.0)	0 (0.0)	12 (100.0)
Omitted Racial/Cultural Group	6 (54.5)	4 (36.4)	1 (9.1)	11 (100.0)
Total	822 (57.4)	601 (41.9)	10 (0.7)	1433 (100.0)

Finding:

- No discernable trends emerge in considering the racial/cultural group and the listing of duties and responsibilities. Like to Table 3.7, this item is new to the survey.

Table 3.9 Gender (Q48) and does your employment agreement include a specific and detailed process for handling complaints/criticisms (Q25)

Gender	Process for Handling Complaints/Criticisms			
	Yes	No	Omitted	Total
Male	295 (27.6)	767 (71.8)	6 (0.6)	1068 (100.0)
Female	83 (23.5)	268 (75.9)	2 (0.6)	353 (100.0)
Omitted Gender	2 (16.7)	9 (75.0)	1 (8.3)	12 (100.0)
Total	380 (26.5)	1044 (72.9)	9 (0.6)	1433 (100.0)

Finding:

- The inclusion of language in the employment agreement regarding complaints/criticisms is new to the survey for this edition. Only about a quarter of superintendents include this provision in their agreement regardless of their gender.

Table 3.10 Racial/Cultural Group (Q49) and does your employment agreement include a specific and detailed process for handling complaints/criticisms (Q25)

Racial/Cultural Group	Process for Handling Complaints/Criticisms			
	Yes	No	Omitted	Total
American Indian or Alaska Native	6 (33.3)	12 (66.7)	0 (0.0)	18 (100.0)
Asian	2 (33.3)	4 (66.7)	0 (0.0)	6 (100.0)
Black or African American	14 (29.8)	33 (70.2)	0 (0.0)	47 (100.0)
Hispanic or Latino	17 (43.6)	22 (56.4)	0 (0.0)	39 (100.0)
Native Hawaiian or Pacific Islander	0 (0.0)	1 (50.0)	1 (50.0)	2 (100.0)
White (not Hispanic)	335 (25.8)	955 (73.6)	8 (0.6)	1298 (100.0)
Other	4 (33.3)	8 (66.7)	0 (0.0)	12 (100.0)
Omitted Racial/Cultural Group	2 (18.2)	9 (81.8)	0 (0.0)	11 (100.0)
Total	380 (26.5)	1044 (72.9)	9 (0.6)	1433 (100.0)

Finding:

- As reported in Table 3.9 findings, this item is new and reports the inclusion of a provision in the written agreement related to complaints/criticisms by racial/cultural group. Approximately a third of respondents included such a provision in their written agreement, with no discernable difference over racial/cultural group.

Table 3.11 Gender (Q48) and does your employment agreement include a provision allowing the board to reassign you to another role in the district (Q26)

Gender	Provision Allowing the Board to Reassign			
	Yes	No	Omitted	Total
Male	83 (7.8)	983 (92.0)	2 (0.2)	1068 (100.0)
Female	24 (6.8)	329 (93.2)	0 (0.0)	353 (100.0)
Omitted Gender	0 (0.0)	11 (91.7)	1 (8.3)	12 (100.0)
Total	107 (7.5)	1323 (92.3)	3 (0.2)	1433 (100.0)

Finding:

- The data reported in Table 3.11 is new to the study and reports the existence of a provision related to reassignment of the superintendent by gender. Less than 10 percent, regardless of gender, report their employment agreement contain such a provision.

Table 3.12 Racial/Cultural Group (Q49) and does your employment agreement include a provision allowing the board to reassign you to another role in the district (Q26)

Gender	Provision Allowing the Board to Reassign			
	Yes	No	Omitted	Total
American Indian or Alaska Native	0 (0.0)	18 (100.0)	0 (0.0)	18 (100.0)
Asian	0 (0.0)	6 (100.0)	0 (0.0)	6 (100.0)
Black or African American	4 (8.5)	43 (91.5)	0 (0.0)	47 (100.0)
Hispanic or Latino	4 (10.3)	35 (89.7)	0 (0.0)	39 (100.0)
Native Hawaiian or Pacific Islander	0 (0.0)	2 (100.0)	0 (0.0)	2 (100.0)
White (not Hispanic)	98 (7.6)	1198 (92.3)	2 (0.2)	1298 (100.0)
Other	0 (0.0)	11 (91.7)	1 (8.3)	12 (100.0)
Omitted Racial/Cultural Group	1 (9.1)	10 (90.9)	0 (0.0)	11 (100.0)
Total	107 (7.5)	1323 (92.3)	3 (0.2)	1433 (100.0)

Finding:

Similar to the findings reported in Table 3.11, the reassignment provision contained in employment agreements is less than one in ten, with no discernable difference over racial/cultural group.

## SECTION #4: RETIREMENT BENEFITS

Table 4.1 Does the school district make a contribution to an annuity or private retirement account that you have? (Q37)

<i>School District Contribution</i>	<i>Data</i>	
	Count	Percent
Yes (Less than \$1,000)	23	1.6
Yes, (\$1,000 -\$5,000)	228	15.9
Yes, (\$5,001-\$10,000)	113	7.9
Yes, More than \$10,000	143	10.0
No	906	63.2
Omitted	20	1.4
Total Responses	1433	100.0

Finding:

- Slightly less than 4 in 10 respondents indicated they receive a district contribution to an annuity or private retirement account held by the superintendent. The trend over the years, until this year, suggests that this benefit is slowly increasing in popularity with superintendents.

Table 4.2 Is your retirement plan/system contribution based on your salary? (Q35)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	1337	93.3
No	50	3.5
Omitted	27	1.9
District Does Not Make Contribution	19	1.3
Total Responses	1433	100.0

Finding:

- More than 9 out of 10 of the respondents indicated that the district contribution to the retirement plan/system is based on salary.



Table 4.3 Percentage of total retirement contribution paid by the school district (Q36)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
0-10 percent	423	29.5%
11-20 percent	327	22.8%
21-30 percent	78	5.4%
31-40 percent	61	4.3%
41-50 percent	130	9.1%
51-60 percent	48	3.3%
61-70 percent	20	1.4%
71-80 percent	18	1.3%
81-90 percent	20	1.4%
91-100 percent	222	15.5%
Omitted	86	6.0%
Total	1433	100.0%

Finding:

- In a new item to this survey, respondents were asked about the percentage of the total retirement contribution paid by the district. The responses, as anticipated, varied greatly, suggesting additional data on this topic must be collected in future surveys.

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## SECTION #5: INSURANCE BENEFITS

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Table 5.1            What health insurance coverage do you receive in your contract?  
 Coverage paid for superintendent: medical/hospital (Q39A)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	1069	74.6
No	177	12.4
Omitted	187	13.0
Total	1433	100.0

\*1 responded both yes and no

Finding:

- The medical/hospital coverage of superintendents increased somewhat from previous levels. A significant number of superintendents selected to omit responding to this item.

Table 5.2            What health insurance coverage do you receive in your contract?  
 Coverage paid for superintendent: dental (Q39B)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	858	59.9
No	378	26.4
Omitted	197	13.7
Total	1433	100.0

\*2 responded both yes and no

Finding:

- Dental coverage for superintendents decreased somewhat from the previous survey. Again, a significant number of superintendents omitted this item.

Table 5.3

What health insurance coverage do you receive in your contract?  
Coverage paid for superintendent: vision/optical (Q39C)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	652	45.5
No	566	39.5
Omitted	215	15.0
Total	1433	100.0

## Finding:

- No significant change in vision/optical coverage is seen. Again, a significant number of superintendents omitted this item.

Table 5.4

What health insurance coverage do you receive in your contract?  
Coverage paid for superintendent: disability insurance (Q39D)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	673	47.0
No	563	39.3
Omitted	197	13.7
Total	1433	100.0

\*1 responded both yes and no

## Finding:

- The provision of disability coverage grew slightly over the results from the last survey. Again, a significant number of superintendents omitted this item.

Table 5.5

What health insurance coverage do you receive in your contract?  
Coverage paid for superintendent's family: medical/hospital (Q40A)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	847	59.1
No	417	29.1
Omitted	169	11.8
Total	1433	100.0

\*2 responded both yes and no

## Finding:

- Slightly less than 6 in 10 of respondents indicated their families are covered by medical/hospital insurance paid by the district. Again, a significant number of superintendents omitted this item.

Table 5.6 What health insurance coverage do you receive in your contract?  
Coverage paid for superintendent's family: dental (Q40B)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	732	51.1
No	515	35.9
Omitted	186	13.0
Total	1433	100.0

Finding:

- District-paid dental coverage for the superintendent's family is provided for slightly more than half of those responding to the survey. This represents a small increase over previous levels. Again, a significant number of superintendents omitted this item.

Table 5.7 What health insurance coverage do you receive in your contract?  
Coverage paid for superintendent's family: vision/optical (Q40C)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	553	38.6
No	663	46.3
Omitted	217	15.1
Total	1433	100.0

Finding:

- Somewhat more than one-third of families receive district-paid vision/optical coverage. Again, a significant number of superintendents omitted this item.

Table 5.8

What health insurance coverage do you receive in your contract?  
Coverage paid for superintendent's family: disability insurance (Q40D)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	257	17.9
No	852	59.5
Omitted	324	22.6
Total	1433	100.0

## Finding:

- A small decrease in family disability benefit occurred with only about one in six superintendent families covered by a district-paid disability policy. Again, a significant number of superintendents omitted this item.

Table 5.9

What health insurance coverage do you receive in your contract? Do you receive any post-retirement health insurance coverage? (Q41)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	428	29.9
No	993	69.3
Omitted	12	0.8
Total Responses	1433	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. This has risen significantly over the years to nearly 30 percent this year. The impact of Medicare participation is not included in the survey.

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## SECTION #6: HIRE/REHIRE; RETIREMENT SYSTEM PARTICIPATION

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Table 6.1      Have you been rehired for your present position as superintendent after retiring in the state system? (Q45)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	80	5.6
No	1343	93.7
Omitted	10	0.7
Total Responses	1433	100.0

Finding:

- Slightly more than 1 in 20 superintendents indicated that they have been rehired as a superintendent after retiring from that state's or another state's retirement system. This represents a decrease from previous surveys.

Table 6.2      Are you drawing retirement from one state and working as a superintendent in another state? (Q46)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	84	5.9
No	1339	93.4
Omitted	10	0.7
Total Responses	1433	100.0

Finding:

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

Table 6.3 Do you participate in a state retirement system? (Q31)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	1407	98.2
No	15	1.0
Omitted	11	0.8
Total Responses	1433	100.0

Finding:

- Nearly all superintendents responding participate in a state retirement system.

Table 6.4 How is your state retirement program best described? (Q32)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Defined Benefit	683	47.7
Defined Contribution	295	20.6
Hybrid of the Two	415	29.0
Omitted	40	2.8
Total Responses	1433	100.0

Finding:

- Defined benefit programs dominate state retirement programs.

Table 6.5 How many years of participation in the state retirement program are required to vest? (Q33)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
1	37	2.6
2	5	0.3
3	34	2.4
4	13	0.9
5	511	35.7
6	9	0.6
7	59	4.1
8	28	2.0
9	2	0.1
More than 10	689	48.1
Omitted	46	3.2
Total Responses	1433	100.0

Finding:

- At the request of members and in an effort to generate more specific vesting data, the item was revised to eliminate spans (1-3, 4-6, etc.) and expand specificity.
- Retirement systems requiring five years or more than 10 years are most commonly found.

Table 6.6 Is there a maximum salary cap on the calculation of your state retirement benefits? (Q34)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	171	11.9
No	939	65.5
Not Sure	305	21.3
Omitted	18	1.3
Total Responses	1433	100.0

Finding:

- In the 2017-18 survey, nearly half of the respondents indicate that no salary cap exists on their retirement benefits. This year, the number moved to more than 65 percent, while still more than a 20 percent were not certain of the existence of a cap.



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## SECTION #7: MISCELLANEOUS BENEFITS

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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	Percent
Deferred compensation (promise to pay you a specific amount at some later date)	154	10.7
Guaranteed vesting in a retirement plan	566	39.5
Whole life insurance (accumulates value for you)	351	24.5
Conference attendance with fees paid	1267	88.4
Support for a coach or mentor for the superintendent	156	10.9
Physical exam	507	35.4
Professional liability coverage in excess of any amount specified in state or local law	433	30.2
Tuition reimbursement	381	26.6
College savings plan	5	0.3
Provision allowing you to engage in outside consulting	471	32.9
Provision allowing you to engage in outside teaching	348	24.3
Cell phone or similar communications device	839	58.5
Computer (e.g., laptop)	807	56.3
District credit card	484	33.8

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

**Finding:**

- This item was expanded to include additional benefits including, but not limited to, cell phone use, computers, district credits cards.
- Understanding there are new items, when compared to the responses from previous surveys, there is little change in the contract benefits received by superintendents.

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?  
(Q38)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	683	47.7
No	730	50.9
Omitted	20	1.4
Total	1433	100.0

## Finding:

- Somewhat less half of the responding superintendents report receiving a district-paid term insurance policy above that received by other district employees. This represents a small increase from past responses.

Table 7.3

Gender (Q48) and sick leave provision (Q17A/B)

<i>Gender</i>	<i>Annual Allowance - Sick Leave</i>							Mean
	0-3 Days	4-6 Days	7-10 Days	11-15 Days	16-20 Days	21-25 Days	26+ Days	
Male	29	21	205	653	82	18	20	13.5
Female	5	7	68	211	34	5	6	13.3

<i>Gender</i>	<i>Maximum Accrual Allowance - Sick Leave</i>							Mean
	0-25 Days	26-50 Days	51-75 Days	76-100 Days	101-150 Days	151-200 Days	201+ Days	
Male	72	58	62	131	156	107	168	158.0
Female	30	16	13	33	35	39	50	148.8

## Finding:

- Sick leave allowances show little difference by gender or year-over-year.

Table 7.4 Gender (Q48) and vacation leave provision (Q18A/B)

Gender	<i>Annual Allowance - Vacation Leave</i>							Mean
	0-3 Days	4-6 Days	7-10 Days	11-15 Days	16-20 Days	21-25 Days	26+ Days	
Male	43	8	107	117	349	281	132	19.9
Female	12	3	22	40	112	89	54	20.9

Gender	<i>Maximum Accrual Allowance - Vacation Leave</i>							Mean
	0-25 Days	26-50 Days	51-75 Days	76-100 Days	101-150 Days	151-200 Days	201+ Days	
Male	480	270	41	9	6	2	14	27.5
Female	141	91	13	5	0	0	0	22.5

Finding:

- The findings for vacation leave demonstrate little difference by gender or year-over-year.

Table 7.5 Gender (Q48) and personal leave provision (Q19A/B)

Gender	<i>Annual Allowance - Personal Leave</i>							Mean
	0-3 Days	4-6 Days	7-10 Days	11-15 Days	16-20 Days	21-25 Days	26+ Days	
Male	659	227	41	35	7	2	13	4.0
Female	201	80	9	10	1	1	5	4.1

Gender	<i>Maximum Accrual Allowance - Personal Leave</i>							Mean
	0-25 Days	26-50 Days	51-75 Days	76-100 Days	101-150 Days	151-200 Days	201+ Days	
Male	703	15	5	13	7	1	6	8.9
Female	213	6	2	2	0	0	1	5.8

Finding:

- No difference in personal leave can be seen from previous years or by gender.

Table 7.6

Gender (Q48) 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	391 (36.6)	575 (53.8)	102 (9.6)	1068 (100.0)	140 (39.7)	165 (46.7)	48 (13.6)	353 (100.0)
Payment Made to Super.	523 (49.0)	460 (43.1)	85 (8.0)	1068 (100.0)	153 (43.3)	166 (47.0)	34 (9.6)	353 (100.0)
Credit/Payment Made at Daily Rate	330 (30.9)	562 (52.6)	176 (16.5)	1068 (100.0)	108 (30.6)	181 (51.3)	64 (18.1)	353 (100.0)

Finding:

- Regardless of gender, less than half of superintendents who responded report leveraging their sick leave into payments to the superintendent upon departure from the district.

Table 7.7

Gender (Q48) 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	186 (17.4)	764 (71.5)	118 (11.0)	1068 (100.0)	50 (14.2)	239 (67.7)	64 (18.1)	353 (100.0)
Payment Made to Super.	661 (61.9)	320 (30.0)	87 (8.1)	1068 (100.0)	214 (60.6)	98 (27.8)	41 (11.6)	353 (100.0)
Credit/Payment Made at Daily Rate	572 (53.6)	334 (31.3)	162 (15.2)	1068 (100.0)	178 (50.4)	112 (31.7)	63 (17.8)	353 (100.0)

Finding:

- Leveraging vacation leave into a payment occurs in somewhat more than half of respondents, while credit toward retirement accounts is limited.

Table 7.8

Gender (Q48) 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	100 (9.4)	955 (89.4)	13 (1.2)	1068 (100.0)	34 (9.6)	316 (89.5)	3 (0.8)	353 (100.0)
Payment Made to Super.	641 (60.0)	419 (39.2)	8 (0.7)	1068 (100.0)	176 (49.9)	176 (49.9)	1 (0.3)	353 (100.0)
Credit/ Payment Made at Daily Rate	295 (27.6)	767 (71.8)	6 (0.6)	1068 (100.0)	83 (23.5)	268 (75.9)	2 (0.6)	353 (100.0)

Finding:

- Credit or payment for personal leave upon departure is very limited particularly related to credit toward retirement while payment at daily rate has seen increased use.

Table 7.9

Gender (Q48) and what is the term of your 2018-19 employment contract? (Q11)

Gender	Term of 2018-19 Contract							
	Less than 1 Year	1 Year	2 Years	3 Years	4 Years	5+ Years	Omit	Total
Male	29 (2.7)	126 (11.8)	249 (23.3)	440 (41.2)	118 (11.0)	102 (9.6)	4 (0.4)	1068 (100.0)
Female	9 (2.5)	51 (14.4)	80 (22.7)	152 (43.1)	28 (7.9)	33 (9.3)	0 (0.0)	353 (100.0)
Omit	0 (0.0)	2 (16.7)	2 (16.7)	4 (33.3)	2 (16.7)	2 (16.7)	0 (0.0)	12 (100.0)
Total	38 (2.7)	179 (12.5)	331 (23.1)	596 (41.6)	148 (10.3)	137 (9.6)	4 (0.3)	1433 (100.0)

Finding:

- As in previous surveys, there is little difference in the term of the present contract when considered by gender. Contract terms of three years or less dominate. Note that state statutory law governs the term of contracts for school superintendents in some states.

Table 7.10

Gender (Q48) 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)? (Q12)

Gender	Incentive/Performance Clause			
	Yes	No	Omitted Clause	Total
Male	145 (13.6)	918 (86.0)	5 (0.5)	1068 (100.0)
Female	61 (17.3)	292 (82.7)	0 (0.0)	353 (100.0)
Omitted Gender	1 (8.3)	11 (91.7)	0 (0.0)	12 (100.0)
Total	207 (14.4)	1221 (85.2)	5 (0.3)	1433 (100.0)

## Finding:

- While still limited in use, the year-over-year comparison shows small but consistent increases in the use of this provision in contracts for superintendents.

Table 7.11

Gender (Q48) and does your contract have a severance (buy-out) clause? (Q14)

Gender	Severance Clause			
	Yes	No	Omitted Clause	Total
Male	104 (9.7)	959 (89.8)	5 (0.5)	1068 (100.0)
Female	39 (11.0)	313 (88.7)	1 (0.3)	353 (100.0)
Omitted Gender	2 (16.7)	9 (75.0)	1 (8.3)	12 (100.0)
Total	145 (10.1)	1281 (89.4)	7 (0.5)	1433 (100.0)

## Finding:

- Relatively few superintendents, regardless of gender, have a severance clause included in their employment agreement.

Table 7.12 Gender (Q48) 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)? (Q16)

Gender	Longevity Clause			
	Yes	No	Omitted Clause	Total
Male	104 (9.7)	959 (89.8)	5 (0.5)	1068 (100.0)
Female	39 (11.0)	313 (88.7)	1 (0.3)	353 (100.0)
Omitted Gender	2 (16.7)	9 (75.0)	1 (8.3)	12 (100.0)
Total	145 (10.1)	1281 (89.4)	7 (0.5)	1433 (100.0)

Finding:

- Relatively few superintendents, regardless of gender, have a longevity clause included in their employment agreement.

Table 7.13 Gender (Q48) and is your contract base salary subject to a “cap” imposed by any of the following? (Q23)

Gender	Subject to “Cap”					Total
	Yes - Based on State Law	Yes - Based on District Policy, Reg. or Practice	No	Other	Omitted Cap	
Male	70 (6.6)	30 (2.8)	953 (89.2)	8 (0.7)	7 (0.7)	1068 (100.0)
Female	27 (7.6)	7 (2.0)	313 (88.7)	5 (1.4)	1 (0.3)	353 (100.0)
Omitted Gender	0 (0.0)	0 (0.0)	10 (83.3)	0 (0.0)	2 (16.7)	12 (100.0)
Total	97 (6.8)	37 (2.6)	1276 (89.0)	13 (0.9)	10 (0.7)	1433 (100.0)

Finding:

- Consistent with previous years’ findings, relatively few superintendents report being subject to salary caps.

Table 7.14 A

## Gender (Q48) and evergreen (rollover) provision (Q13)

Gender	Evergreen Provision			
	Yes	No	Omitted Provision	Total
Male	321 (30.1)	740 (69.3)	7 (0.7)	1068 (100.0)
Female	98 (27.8)	253 (71.7)	2 (0.6)	353 (100.0)
Omitted Gender	2 (16.7)	10 (83.3)	0 (0.0)	12 (100.0)
Total	421 (29.4)	1003 (70.0)	9 (0.6)	1433 (100.0)

## Finding:

- One in three superintendents has a rollover provision, although this has continued to increase slightly over previous surveys.

Table 7.14 B

## Gender (Q48) and indemnification/hold harmless (Q15)

Gender	Indemnification/Hold Harmless Clause				
	Yes	No	Not necessary as it is already provided by state law	Omitted	Total
Male	455 (42.6)	375 (35.1)	221 (20.7)	17 (1.6)	1068 (100.0)
Female	150 (42.5)	123 (34.8)	70 (19.8)	10 (2.8)	353 (100.0)
Omitted Gender	5 (41.7)	4 (33.3)	2 (16.7)	1 (8.3)	12 (100.0)
Total	610 (42.6)	502 (35.0)	293 (20.4)	502 (35.0)	1433 (100.0)

## Finding:

- The hold harmless/indemnification question is new to the survey. Regardless of gender, approximately one in three superintendents have included this provision in their employment agreement.



Table 7.15

Racial/cultural group (Q49) and what is the term of your 2016-17 employment contract? (Q11)

<i>Racial/Cultural Group</i>	<i>Term of 2018-19 Contract</i>							
	Less than 1 year	1 Year	2 Years	3 Years	4 years	5+ Years	Omitted Term	Total
American Indian or Alaska native	1 (5.6)	5 (27.8)	5 (27.8)	6 (33.3)	0 (0.0)	1 (5.6)	0 (0.0)	18 (100.0)
Asian	0 (0.0)	0 (0.0)	1 (16.7)	4 (66.7)	1 (16.7)	0 (0.0)	0 (0.0)	6 (100.0)
Black or African American	0 (0.0)	8 (17.0)	11 (23.4)	15 (31.9)	8 (17.0)	5 (10.6)	0 (0.0)	47 (100.0)
Hispanic or Latino	2 (5.1)	2 (5.1)	9 (23.1)	21 (53.8)	4 (10.3)	1 (2.6)	0 (0.0)	39 (100.0)
Native Hawaiian or other Pacific Islander	0 (0.0)	0 (0.0)	0 (0.0)	2 (100.0)	0 (0.0)	0 (0.0)	0 (0.0)	2 (100.0)
White (not Hispanic or Latino)	35 (2.7)	163 (12.6)	298 (23.0)	540 (41.6)	131 (10.1)	127 (9.8)	4 (0.3)	1298 (100.0)
Other	0 (0.0)	0 (0.0)	3 (25.0)	6 (50.0)	3 (25.0)	0 (0.0)	0 (0.0)	12 (100.0)
Omitted Racial/Cultural Group	0 (0.0)	1 (9.1)	4 (36.4)	2 (18.2)	1 (9.1)	3 (27.3)	0 (0.0)	11 (100.0)
Total	38 (2.7)	179 (12.5)	331 (23.1)	596 (41.6)	148 (10.3)	137 (9.6)	4 (0.3)	1433 (100.0)

Finding:

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

Table 7.16

Racial/cultural group (Q49) 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)? (Q12)

<i>Racial/Cultural Group</i>	<i>Incentive/Performance Provision</i>			
	Yes	No	Omitted Provision	Total
American Indian or Alaska native	1 (5.6)	17 (94.4)	0 (0.0)	18 (100.0)
Asian	0 (0.0)	6 (100.0)	0 (0.0)	6 (100.0)
Black or African American	7 (14.9)	40 (85.1)	0 (0.0)	47 (100.0)
Hispanic or Latino	9 (23.1)	29 (74.4)	1 (2.6)	39 (100.0)
Native Hawaiian or other Pacific Islander	0 (0.0)	2 (100.0)	0 (0.0)	2 (100.0)
White (not Hispanic or Latino)	186 (14.3)	1108 (85.4)	4 (0.3)	1298 (100.0)
Other	1 (8.3)	11 (91.7)	0 (0.0)	12 (100.0)
Omitted Racial/Cultural Group	3 (27.3)	8 (72.7)	0 (0.0)	11 (100.0)
Total	207 (14.4)	1221 (85.2)	5 (0.3)	1433 (100.0)

Finding:

- The presence of incentive/performance clauses appear in slightly more than one in ten contracts, representing an increase over that reported the previous survey. Care should be exercised in interpreting the data by racial/ethnic group when respondent numbers are small.

Table 7.17

Racial/cultural group (Q49) and does your contract have a severance (buy-out) clause? (Q14)

<i>Racial/Cultural Group</i>	<i>Severance</i>			
	Yes	No	Omitted Provision	Total
American Indian or Alaska native	6 (33.3)	12 (66.7)	0 (0.0)	18 (100.0)
Asian	2 (33.3)	3 (50.0)	1 (16.7)	6 (100.0)
Black or African American	21 (44.7)	26 (55.3)	0 (0.0)	47 (100.0)
Hispanic or Latino	19 (48.7)	20 (51.3)	0 (0.0)	39 (100.0)
Native Hawaiian or other Pacific Islander	1 (50.0)	1 (50.0)	0 (0.0)	2 (100.0)
White (not Hispanic or Latino)	397 (30.6)	891 (68.6)	10 (0.8)	1298 (100.0)
Other	9 (75.0)	3 (25.0)	0 (0.0)	12 (100.0)
Omitted Racial/Cultural Group	5 (45.5)	5 (45.5)	1 (9.1)	11 (100.0)
Total	460 (32.1)	961 (67.1)	12 (0.8)	1433 (100.0)

Finding:

- Where sufficient number of respondents exists, slightly more than one in five of respondents in each racial/cultural group had a severance provision that represents small increase from the previous year survey.

Table 7.18

Racial/cultural group (Q49) 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)? (Q16)

<i>Racial/Cultural Group</i>	<i>Longevity Clause</i>			
	Yes	No	Omitted Provision	Total
American Indian or Alaska native	3 (16.7)	15 (83.3)	0 (0.0)	18 (100.0)
Asian	2 (33.3)	4 (66.7)	0 (0.0)	6 (100.0)
Black or African American	5 (10.6)	41 (87.2)	1 (2.1)	47 (100.0)
Hispanic or Latino	5 (10.6)	34 (87.2)	0 (0.0)	39 (100.0)
Native Hawaiian or other Pacific Islander	0 (0.0)	2 (100.0)	0 (0.0)	2 (100.0)
White (not Hispanic or Latino)	127 (9.8)	1166 (89.8)	5 (0.4)	1298 (100.0)
Other	2 (16.7)	10 (83.3)	0 (0.0)	12 (100.0)
Omitted Racial/Cultural Group	1 (9.1)	9 (81.8)	1 (9.1)	11 (100.0)
Total	145 (10.1)	1281 (89.4)	7 (0.5)	1433 (100.0)

Finding:

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

Table 7.19

Racial/cultural group (Q49) and is your contract base salary subject to a "cap" imposed by any of the following? (Q23)

<i>Racial/Cultural Group</i>	<i>Base Salary Cap Imposed</i>					<i>Total</i>
	<i>Yes - Based on State Law</i>	<i>Yes - Based on District Policy, Reg. or Practice</i>	<i>No</i>	<i>Other</i>	<i>Omitted</i>	
American Indian or Alaska native	1 (5.6)	0 (0.0)	17 (94.4)	0 (0.0)	0 (0.0)	18 (100.0)
Asian	0 (0.0)	0 (0.0)	6 (100.0)	0 (0.0)	0 (0.0)	6 (100.0)
Black or African American	2 (4.3)	2 (4.3)	43 (91.5)	0 (0.0)	0 (0.0)	47 (100.0)
Hispanic or Latino	2 (5.1)	2 (5.1)	35 (89.7)	0 (0.0)	0 (0.0)	39 (100.0)
Native Hawaiian or other Pacific Islander	0 (0.0)	0 (0.0)	2 (100.0)	0 (0.0)	0 (0.0)	2 (100.0)
White (not Hispanic or Latino)	89 (6.9)	33 (2.5)	1156 (89.1)	13 (1.0)	7 (0.5)	1298 (100.0)
Other	1 (8.3)	0 (0.0)	10 (83.3)	0 (0.0)	1 (8.3)	12 (100.0)
Omitted Racial/Cultural Group	2 (18.2)	0 (0.0)	7 (63.6)	0 (0.0)	2 (18.2)	11 (100.0)
Total	97 (6.8)	37 (2.6)	1276 (89.0)	13 (0.9)	10 (0.7)	1433 (100.0)

Finding:

- Regardless of race/ethnicity, salary caps generally occur in slightly more than 10 percent of superintendents' contracts.

Table 7.20 A Racial/cultural group (Q49) and evergreen (rollover) provision (Q13)

<i>Racial/Cultural Group</i>	<i>Evergreen (Rollover) Provision</i>			
	Yes	No	Omitted Provision	Total
American Indian or Alaska native	5 (27.8)	13 (72.2)	0 (0.0)	18 (100.0)
Asian	1 (16.7)	5 (83.3)	0 (0.0)	6 (100.0)
Black or African American	9 (19.1)	38 (80.9)	0 (0.0)	47 (100.0)
Hispanic or Latino	16 (41.0)	23 (59.0)	0 (0.0)	39 (100.0)
Native Hawaiian or other Pacific Islander	0 (0.0)	2 (100.0)	0 (0.0)	2 (100.0)
White (not Hispanic or Latino)	385 (29.7)	904 (69.6)	9 (0.7)	1298 (100.0)
Other	4 (33.3)	8 (66.7)	0 (0.0)	12 (100.0)
Omitted Racial/Cultural Group	1 (9.1)	10 (90.9)	0 (0.0)	11 (100.0)
Total	421 (29.4)	1003 (70.0)	9 (0.6)	1433 (100.0)

Finding:

- Where sufficient numbers of respondent superintendents exist, viewed by racial/ethnic group, the presence of an evergreen provision occurred in somewhat less than one in three contracts.

Table 7.20 B Racial/Cultural Group (Q49) and indemnification/hold harmless (Q15)

Racial/ Cultural Group	Indemnification/Hold Harmless Clause				
	Yes	No	Not necessary as it is already provided by state law	Omitted Enrollment	Total
American Indian or Alaska Native	10 (55.6)	5 (27.8)	3 (16.7)	0 (0.0)	18 (100.0)
Asian	3 (50.0)	1 (16.7)	2 (33.3)	0 (0.0)	6 (100.0)
Black or African American	19 (40.4)	19 (40.4)	9 (19.1)	0 (0.0)	47 (100.0)
Hispanic or Latino	19 (48.7)	11 (28.2)	8 (20.5)	1 (2.6)	39 (100.0)
Native Hawaiian or Pacific Islander	1 (50.0)	1 (50.0)	0 (0.0)	0 (0.0)	2 (100.0)
White (not Hispanic)	548 (42.2)	456 (35.1)	268 (20.6)	26 (2.0)	1298 (100.0)
Other	7 (58.3)	0 (0.0)	1 (8.3)	4 (33.3)	12 (100.0)
Omitted Racial/ Cultural Group	3 (27.3)	6 (54.5)	2 (18.2)	0 (0.0)	11 (100.0)
Total	610 (42.6)	502 (35.0)	293 (20.4)	502 (35.0)	1433 (100.0)

Finding:

- Indemnification and hold harmless provisions demonstrate little variation over racial/cultural group when respondent counts are sufficient. Four out of ten superintendents include the provision with another two out of ten claiming that state law protects them.

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## SECTION #8: USE OF LEGAL COUNSEL

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Table 8.1      Did the school district use legal counsel to assist it the development and/or negotiations of your contract? (Q44)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	858	59.9
No	566	39.5
Omitted Response	9	0.6
Total	1433	100.0

Finding:

- Somewhat more than half of boards used legal counsel in the development and/or negotiation of contracts. This shows a consistent increase over the years of this study.

Table 8.2      Did you employ legal counsel to assist in the development and/or negotiations of your contract? (Q43)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	437	30.5
No	987	68.9
Omitted Response	9	0.6
Total	1433	100.0

Finding:

- While more than half of boards use legal counsel to assist in negotiating the superintendent's employment agreement, only 30 percent of superintendents seek legal assistance concerning the negotiations of their employment agreement.



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## SECTION #9: MEMBERSHIPS

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Table 9.1 Which of your professional association membership dues are paid by the school district? (Q42)

<i>Responses</i>	<i>Data*</i>	
	Count	Percent
Regional Professional Organizations (e.g., state association)	1334	93.1
National Professional Organizations (e.g., American Association of School Administrators)	1182	82.5
Community Organization (Rotary, Chamber of Commerce, etc.)	748	52.2

\*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. Most dramatic is the increase in support of national organization membership.

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## SECTION #10: 2018-19 SURVEY INSTRUMENT

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### General Demographics

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1. Name of state where your school district located
2. 2018-19 District student enrollment
  - Less than 300
  - 300-2,499
  - 2,500 - 9,999
  - 10,000-24,999
  - 25,000 or more
3. My school district is best described as: (Select one option)
  - Rural
  - Suburban
  - Urban

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### Profile - Superintendent

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4. 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
5. 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
6. What is your present (2018-19) annual base salary? (Please use whole numbers with no commas.)

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### Workforce Profile

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7. What is the estimated average annual base salary for each of the following positions in your district?
- A. Associate/assistant superintendent
  - B. High school principal
  - C. Middle school principal
  - D. Elementary school principal
  - E. Teacher annual beginning base salary for 9-month teacher with bachelor's degree, no advanced degree, and no experience
8. I do not have this position in my district
- A. Associate/assistant superintendent
  - B. High school principal
  - C. Middle school principal
  - D. Elementary school principal
  - E. Teacher annual beginning base salary for 9-month teacher with bachelor's degree, no advanced degree, and no experience.

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### Fiscal Profile

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9. What is the amount of your district's 2018-19 annual general operating budget?
- Less than \$500,000
  - \$500,000 - \$749,999
  - \$750,000 - \$1,499,999
  - \$2,000,000 - \$2,499,999
  - \$2,500,000 - \$2,999,999
  - \$3,000,000 - \$4,999,999
  - \$5,000,000 or more
10. What is your perception of the general economic condition in the area in which the district is located? (Select one option)
- Strong economic condition

- Stable economic condition
- Declining economic condition

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## Contract Terms

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11. What is the term of your 2018-19 employment agreement? (Select one option)
  - Less than 1 year
  - 1 year
  - 2 years
  - 3 years
  - 4 years
  - 5+ years
  
12. Does your present employment agreement have an incentive/performance clause (i.e., a defined provision providing for a reward for accomplishing a predetermined task or objective)?
  - Yes
  - No
  
13. Does your present employment contract have a rollover (evergreen) provision?
  - Yes
  - No
  
14. Does your contract have a severance (buy-out) clause? (Select one option)
  - Yes
  - No
  
15. Does your employment agreement contain an indemnification/hold harmless provision?
  - Yes
  - No
  - Not necessary as it is already provided by state law
  
16. Does your employment agreement 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
  
17. How many days of sick leave are you provided annually?
  - A. Annual allowance
  - B. Maximum accrual overall years of employment
  
18. How many days of vacation leave are you provided annually?
  - A. Annual allowance
  - B. Maximum accrual overall years of employment

19. How many days of personal leave are you provided annually?
  - A. Annual allowance
  - B. Maximum accrual overall years of employment
20. Upon your departure from the school district, how is sick leave accrual handled?
  - A. Credited to retirement
  - B. Payment made to superintendent
  - C. Credits/payments calculated at daily rate
21. Upon your departure from the school district, how is vacation leave accrual handled?
  - A. Credited to retirement
  - B. Payment made to superintendent
  - C. Credits/payments calculated at daily rate
22. Upon your departure from the school district, how is personal leave accrual handled?
  - A. Credited to retirement
  - B. Payment made to superintendent
  - C. Credits/payments calculated at daily rate
23. Is your employment agreement base salary subject to a "cap" imposed by any of the following? (Select one option)
  - Yes, based on state law
  - Yes, based on district policy, regulation, or practice
  - No
  - Other
  
24. Does your employment agreement include a specific and detailed listing of your duties and responsibilities? (Select one option)
  - Yes
  - No
  
25. Does your employment agreement include a specific and detailed process for handling complaints/criticisms? (Select one option)
  - Yes
  - No
26. Does your employment agreement include a provision allowing the board to reassign you to another role in the district? (Select one option)
  - Yes
  - No

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## Performance Evaluation

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27. Performance Evaluation Procedure
- A. Does your employment agreement 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?
- Annually
  - Biennially (Every 2 years)
  - Never
  - Other

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## Miscellaneous Benefits

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30. Which of the following benefits are provided in your employment agreement? Mark all that apply.
- 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
  - Cell phone or similar communications device
  - Computer (e.g., laptop)
  - District credit card

31. Do you participate in a state retirement system? (Select one option)
- Yes
  - No
32. How is the state retirement program best described? (Select one option)
- Defined benefit
  - Defined contribution
  - Hybrid of the two
33. How many years of participation in the state retirement program are required to vest?
- 1
  - 2
  - 3
  - 4
  - 5
  - 6
  - 7
  - 8
  - 9
  - 10 or more
34. Is there a maximum salary cap on the calculation of your state retirement benefits?
- Yes
  - No
  - Not sure
35. 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.
36. Percentage of total retirement contribution paid by the school district (Select one option)
- 0-10%
  - 11-20%
  - 21-30%
  - 31-40%
  - 41-50%
  - 51-60%
  - 61-70%
  - 71-80%
  - 81-90%
  - 91-100%
37. Does the school district make a contribution to an annuity or private retirement account that you have? (Select one option)

- Yes (Less than \$1,000)
  - Yes, (\$1,000 -\$5,000)
  - Yes, (\$5,001-\$10,000)
  - Yes, More than \$10,000
  - No
38. Does the school district contribute to the premiums on a term insurance policy apart from the insurance benefits provided for all employees?
- Yes
  - No
39. What health insurance coverage do you receive in your contract?
- A. Medical/Hospital
  - B. Dental
  - C. Vision/Optical
  - D. Disability
40. Coverage Paid for Family
- A. Medical/Hospital
  - B. Dental
  - C. Vision/Optical
  - D. Disability
41. Do you receive any post-retirement health insurance coverage? (Select one option)
- Yes
  - No
42. Which of your professional association membership dues are paid by the school district?
- Community organization (Rotary, Chamber of Commerce, etc.)
  - Regional Professional Organizations (e.g., state association)
  - National Professional Organizations (e.g., AASA)

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**Legal Counsel Use / Hire-Rehire**

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43. Did you employ legal counsel to assist in the development and/or negotiations of your employment agreement? (Select one option)
- Yes
  - No
44. Did the school district use legal counsel to assist it the development and/or negotiations of your employment agreement? (Select one option)
- Yes
  - No
45. Have you been rehired for your present position as superintendent after retiring in the state system?
- Yes
  - No



46. Are you drawing retirement from one state and working as a superintendent in another state?
- Yes
  - No

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**Personal Information**

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47. Your age
48. Your gender (Select one option)
- Male
  - Female
  - Prefer not to answer
49. 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
50. Do you presently belong to AASA, The School Superintendents Association? (Select one option)
- Yes
  - No
51. 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.