



2019–20 AASA SUPERINTENDENT SALARY & BENEFITS STUDY

Non-MEMBER VERSION

**Christian Rogers
Robert S. McCord**

**DANIEL A. DOMENECH, AASA EXECUTIVE DIRECTOR
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EXECUTIVE SUMMARY

The 2019–20 AASA Superintendent Salary & Benefits Study marks the eighth edition of this study, employing an annually revised and updated survey instrument. This survey tracks the demographics, salary, benefits, and other elements of the employment agreements of school superintendents throughout the country. This year’s study is based on more than 1,300 responses (approximately a 13 percent response rate). The survey was distributed online and relied on superintendents responding to 55 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. The study is intended to provide superintendents with actionable information needed to manage and negotiate their compensation and benefits. Prior to the AASA efforts to study this topic, 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 nearly a decade ago, 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. Finally, while significant effort was placed on producing a high response rate for this annual survey, the response rate among superintendents in school districts enrolling less than 300 students was insufficient to meet a fair standard of representation and therefore were eliminated from reporting.

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>). That study was updated in 2015 and is available on the AASA website (<http://www.aasa.org/research.aspx>). Pending release in early 2020 is *The American School Superintendent: 2020 Decennial Study* edited by Professor Christopher Tienken from Seton Hall University and sponsored by AASA in conjunction with Phi Delta Kappa.

In addition, there is an inevitable comparison between public and private sector COEs. 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>).

METHODOLOGY

An extensive survey instrument was first 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 subsequent years 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 and October 2019. At the same time, state association executive directors were contacted to encourage their members to respond to the online survey.

Christian Rogers, AASA 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, and Sasha Pudelski, Assistant Director, Policy, and Advocacy.

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 may be 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 Christian Rogers for his expertise and tireless efforts to manage the nearly 70,000-cell spreadsheet containing the data collected in this study and to Maree Sneed of Hogan and Lovells for her ongoing advise and input.

RSMc
January 2020

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Table 1.1. Respondents count by state (Q1)

States	Count	%
Alabama	30	2.38%
Alaska	8	0.64%
Arizona	29	2.30%
Arkansas	23	1.83%
California	51	4.05%
Colorado	14	1.11%
Connecticut	13	1.03%
Florida	1	0.08%
Georgia	17	1.35%
Idaho	31	2.46%
Illinois	81	6.43%
Indiana	131	10.41%
Iowa	31	2.46%
Kansas	18	1.43%
Kentucky	3	0.24%
Louisiana	6	0.48%
Maine	10	0.79%
Maryland	1	0.08%
Massachusetts	15	1.19%
Michigan	55	4.37%
Minnesota	34	2.70%
Mississippi	8	0.64%
Missouri	49	3.89%
Montana	15	1.19%
Nebraska	18	1.43%

State	Count	Total
Nevada	10	0.79%
New Hampshire	12	0.95%
New Jersey	38	3.02%
New Mexico	8	0.64%
New York	69	5.48%
North Carolina	14	1.11%
North Dakota	22	1.75%
Ohio	35	2.78%
Oklahoma	38	3.02%
Omitted	38	3.02%
Oregon	8	0.64%
Mexico	1	0.08%
Pennsylvania	58	4.61%
Rhode Island	5	0.40%
South Carolina	5	0.40%
South Dakota	8	0.64%
Tennessee	14	1.11%
Texas	29	2.30%
Utah	5	0.40%
Vermont	8	0.64%
Virginia	15	1.19%
Washington	42	3.34%
West Virginia	15	1.19%
Wisconsin	62	4.92%
Wyoming	8	0.64%
Total	1259	100.00%

Findings:

- A total of 1,259 usable responses were received, representing an approximately 13 percent return rate. This return compares favorably with previous editions of the study (2018-19 N=1,433, 2017-18 N=1,172, and 2016-17 N=1,392).
- A total of 48 states are represented with no participants from District of Columbia, Hawaii, and Delaware.

Table 1.2. Gender (Q52) and race/cultural group (Q53)

Race/ Cultural Group	Female		Male		Prefer not to answer		Omitted		Total	
American Indian or Alaska native	6	2.02%	8	0.84%	0	0.00%	0	0.00%	14	1.11%
Asian	0	0.00%	2	0.21%	0	0.00%	0	0.00%	2	0.16%
Black or African American	12	4.04%	23	2.43%	0	0.00%	1	9.09%	36	2.86%
Hispanic or Latino	5	1.68%	20	2.11%	0	0.00%	0	0.00%	25	1.99%
Native Hawaiian or other Pacific Islander	0	0.00%	1	0.11%	0	0.00%	0	0.00%	1	0.08%
White (not Hispanic or Latino)	274	92.26%	882	93.04%	3	100.00%	5	45.45%	1164	92.45%
Other	0	0.00%	7	0.74%	0	0.00%	0	0.00%	7	0.56%
Omitted	0	0.00%	5	0.53%	0	0.00%	5	45.45%	10	0.79%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Finding:

- No notable variance in superintendent identity when gender and race/cultural group are considered over the term of the studies while the under representation of some race/cultural groups is noted.

Table 1.3. Gender (Q52) and district enrollment (Q2)

Enrollment	Female		Male		Prefer not to answer		Omitted		Total	
300 to 999	98	33.00%	269	28.38%	0	0.00%	5	45.45%	372	29.55%
1,000 to 2,999	106	35.69%	367	38.71%	1	33.33%	2	18.18%	476	37.81%
3,000 to 4,999	39	13.13%	124	13.08%	2	66.67%	1	9.09%	166	13.19%
5,000 to 9,999	24	8.08%	111	11.71%	0	0.00%	3	27.27%	138	10.96%
10,000 to 24,999	22	7.41%	54	5.70%	0	0.00%	0	0.00%	76	6.04%
25,000 to 49,999	3	1.01%	18	1.90%	0	0.00%	0	0.00%	21	1.67%
50,000 to 99,999	4	1.35%	3	0.32%	0	0.00%	0	0.00%	7	0.56%
100,000 or more	1	0.34%	2	0.21%	0	0.00%	0	0.00%	3	0.24%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Finding:

- Consistent with nationwide school district enrollment data, the majority of superintendents responding to the survey are from small and intermediate size districts (300–2,999 students) with no recent appreciable difference by gender of superintendents serving in each enrollment band.

Table 1.4. Gender (Q52) and district description (Q3)

School District Description	Female		Male		Prefer not to answer		Omitted		Total	
Rural	175	58.92%	603	63.61%	1	33.33%	7	63.64%	786	62.43%
Suburban	87	29.29%	277	29.22%	2	66.67%	3	27.27%	369	29.31%
Urban	34	11.45%	65	6.86%	0	0.00%	1	9.09%	100	7.94%
Omitted	1	0.34%	3	0.32%	0	0.00%	0	0.00%	4	0.32%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Finding:

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

Table 1.5. Age (Q51) and gender (Q52) of superintendent

Gender	Minimum	Median	Maximum	N
Female	33	52.5	73	297
Male	32	52	77	948
Prefer not to answer	46	49	64	3
Omitted	38	50	65	11
Total				1259

Finding:

- Most superintendents report being in their early fifties with little difference in responses by gender.

Table 1.6. Years in your current position (Q4) and gender (Q52)

Years in Current Position	Female		Male		Prefer not to answer		Omitted		Grand Total	
Less than 1 year	43	14.48%	103	10.86%	1	33.33%	3	27.27%	150	11.91%
1-5 years	153	51.52%	455	48.00%	0	0.00%	6	54.55%	614	48.77%
6-10 years	83	27.95%	280	29.54%	2	66.67%	1	9.09%	366	29.07%
11-15 years	10	3.37%	71	7.49%	0	0.00%	0	0.00%	81	6.43%
16-20 years	4	1.35%	26	2.74%	0	0.00%	1	9.09%	31	2.46%
21-25 years	1	0.34%	5	0.53%	0	0.00%	0	0.00%	6	0.48%
26-30 years	2	0.67%	2	0.21%	0	0.00%	0	0.00%	4	0.32%
31-35 years	0	0.00%	3	0.32%	0	0.00%	0	0.00%	3	0.24%
36-40 years	0	0.00%	3	0.32%	0	0.00%	0	0.00%	3	0.24%
40+ years	1	0.34%	0	0.00%	0	0.00%	0	0.00%	1	0.08%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Finding:

- More than half of respondents have served in their present position for less than five years, with less than 11 percent topping ten years. This finding is consistent with previous findings. No appreciable difference is noted when service in present position considered by gender.

Table 1.7. Gender (Q52) and longevity as superintendent (Q5)

Longevity	Female		Male		Prefer not to answer		Omitted		Total	
Less than 1 year	29	9.76%	70	7.38%	1	33.33%	2	18.18%	102	8.10%
1-5 years	121	40.74%	332	35.02%	0	0.00%	6	54.55%	459	36.46%
6-10 years	104	35.02%	303	31.96%	2	66.67%	2	18.18%	411	32.64%
11-15 years	32	10.77%	143	15.08%	0	0.00%	0	0.00%	175	13.90%
16-20 years	10	3.37%	64	6.75%	0	0.00%	1	9.09%	75	5.96%
21-25 years	0	0.00%	20	2.11%	0	0.00%	0	0.00%	20	1.59%
26-30 years	1	0.34%	6	0.63%	0	0.00%	0	0.00%	7	0.56%
31-35 years	0	0.00%	6	0.63%	0	0.00%	0	0.00%	6	0.48%
36-40 years	0	0.00%	1	0.11%	0	0.00%	0	0.00%	1	0.08%
40+ years	0	0.00%	1	0.11%	0	0.00%	0	0.00%	1	0.08%
Omitted	0	0.00%	2	0.21%	0	0.00%	0	0.00%	2	0.16%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

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 (Q52) and economic condition of district (Q9)

Economic Condition	Female		Male		Prefer not to answer		Omitted		Total	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Declining economic condition	96	32.32%	238	25.11%	0	0.00%	2	18.18%	336	26.69%
Stable economic condition	161	54.21%	528	55.70%	3	100.00%	6	54.55%	698	55.44%
Strong economic condition	40	13.47%	174	18.35%	0	0.00%	1	9.09%	215	17.08%
Omitted	0	0.00%	8	0.84%	0	0.00%	2	18.18%	10	0.79%
Grand Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

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 (Q53) and district enrollment (Q2)

Race and Cultural Group	300 to 999		1,000 to 2,999		3,000 to 4,999		5,000 to 9,999	
American Indian or Alaska native	8	2.15%	5	1.05%	0	0.00%	0	0.00%
Asian	0	0.00%	0	0.00%	2	1.20%	0	0.00%
Black or African American	2	0.54%	12	2.52%	1	0.60%	7	5.07%
Hispanic or Latino	4	1.08%	6	1.26%	4	2.41%	3	2.17%
Native Hawaiian or other Pacific Islander	1	0.27%	0	0.00%	0	0.00%	0	0.00%
White (not Hispanic or Latino)	353	94.89%	445	93.49%	155	93.37%	127	92.03%
Other	2	0.54%	4	0.84%	1	0.60%	0	0.00%
Omitted	2	0.54%	4	0.84%	3	1.81%	1	0.72%
Total	372	100.00%	476	100.00%	166	100.00%	138	100.00%

Race and Cultural Group	10,000 to 24,999		25,000 to 49,999		50,000 to 99,999		100,000 or more		Total	
American Indian or Alaska native	1	1.32%	0	0.00%	0	0.00%	0	0.00%	14	1.11%
Asian	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	0.16%
Black or African American	7	9.21%	5	23.81%	2	28.57%	0	0.00%	36	2.86%
Hispanic or Latino	7	9.21%	0	0.00%	0	0.00%	1	33.33%	25	1.99%
Native Hawaiian or other Pacific Islander	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	0.08%
White (not Hispanic or Latino)	61	80.26%	16	76.19%	5	71.43%	2	66.67%	1164	92.45%
Other	0	0.00%	0	0.00%	0	0.00%	0	0.00%	7	0.56%
Omitted	0	0.00%	0	0.00%	0	0.00%	0	0.00%	10	0.79%
Total	76	100%	21	100.00%	7	100.00%	3	100.00%	1259	100.00%

Finding:

- As 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 2018–2019 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 other racial/cultural groups 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 (Q53) and description of school district (Q3)

Racial/ Cultural Group	Rural		Suburban		Urban		Omitted		Total	
American Indian or Alaska native	13	1.65%	0	0.00%	1	1.00%	0	0.00%	14	1.11%
Asian	0	0.00%	2	0.54%	0	0.00%	0	0.00%	2	0.16%
Black or African American	11	1.40%	8	2.17%	17	17.00%	0	0.00%	36	2.86%
Hispanic or Latino	6	0.76%	11	2.98%	8	8.00%	0	0.00%	25	1.99%
Native Hawaiian or other Pacific Islander	1	0.13%	0	0.00%	0	0.00%	0	0.00%	1	0.08%
White (not Hispanic or Latino)	747	95.04%	342	92.68%	71	71.00%	4	100.00%	1164	92.45%
Other	4	0.51%	2	0.54%	1	1.00%	0	0.00%	7	0.56%
Omitted	4	0.51%	4	1.08%	2	2.00%	0	0.00%	10	0.79%
Grand Total	786	100.00%	369	100.00%	100	100.00%	4	100.00%	1259	100.00%

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 many urban districts.

Table 1.11. Age (Q51) and racial/cultural group (Q53)

Race and Cultural Group	Minimum	Median	Maximum	Count
American Indian or Alaska native	38	51.14	67	14
Asian	48	51	56	2
Black or African American	42	51	69	36
Hispanic or Latino	43	50.50	62	25
Native Hawaiian or other Pacific Islander	43	46.50	43	1
White (not Hispanic or Latino)	32	51.91	77	1164
Other	46	52	64	7
Omitted	43	47.6	55	10
Grand Total	32	51.80	77	1259

Finding:

- Taking into consideration the small number of respondents from some racial/cultural groups, the range of median age of superintendents was 35–41 while the median age of white (not Hispanic) superintendents was 52.

Table 1.12. Racial/cultural group (Q53) and years in current position (Q4)

Years in Current Position	American Indian or Alaska native		Asian		Black or African American		Hispanic or Latino	
Less than 1 year	2	14.29%	0	0.00%	5	13.89%	5	20.00%
1-5 years	9	64.29%	2	100.00%	21	58.33%	15	60.00%
6-10 years	1	7.14%	0	0.00%	6	16.67%	2	8.00%
11-15 years	1	7.14%	0	0.00%	0	0.00%	3	12.00%
16-20 years	1	7.14%	0	0.00%	2	5.56%	0	0.00%
21-25 years	0	0.00%	0	0.00%	0	0.00%	0	0.00%
26-30 years	0	0.00%	0	0.00%	1	2.78%	0	0.00%
31-35 years	0	0.00%	0	0.00%	0	0.00%	0	0.00%
36-40 years	0	0.00%	0	0.00%	0	0.00%	0	0.00%
40+ years	0	0.00%	0	0.00%	1	2.78%	0	0.00%
Grand Total	14	100.00%	2	100.00%	36	100.00%	25	100.00%

Years in Current Position	Native Hawaiian or other Pacific Islander		White (not Hispanic or Latino)		Omitted		Other		Grand Total	
Less than 1 year	0	0.00%	138	11.86%	0	0.00%	0	0.00%	150	11.91%
1-5 years	1	100.00%	555	47.68%	6	60.00%	5	71.43%	614	48.77%
6-10 years	0	0.00%	352	30.24%	4	40.00%	1	14.29%	366	29.07%
11-15 years	0	0.00%	76	6.53%	0	0.00%	1	14.29%	81	6.43%
16-20 years	0	0.00%	28	2.41%	0	0.00%	0	0.00%	31	2.46%
21-25 years	0	0.00%	6	0.52%	0	0.00%	0	0.00%	6	0.48%
26-30 years	0	0.00%	3	0.26%	0	0.00%	0	0.00%	4	0.32%
31-35 years	0	0.00%	3	0.26%	0	0.00%	0	0.00%	3	0.24%
36-40 years	0	0.00%	3	0.26%	0	0.00%	0	0.00%	3	0.24%
40+ years	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	0.08%
Grand Total	1	100.00%	116	100.00%	10	100.00%	7	100.00%	1259	100.00%

Finding:

- Given the small number of respondents from some racial/cultural groups, white (not Hispanic) superintendents have served longer in their current position than their counterparts from other racial/cultural groups.

Table 1.13. Racial/cultural group (Q53) and years as superintendent (Q5)

Years as Superintendent	American Indian or Alaska native		Asian		Black or African American		Hispanic or Latino	
	Less than 1 year	1	7.14%	0	0.00%	4	11.11%	5
1-5 years	6	42.86%	0	0.00%	19	52.78%	11	44.00%
6-10 years	4	28.57%	2	100.00%	10	27.78%	6	24.00%
11-15 years	2	14.29%	0	0.00%	1	2.78%	3	12.00%
16-20 years	1	7.14%	0	0.00%	2	5.56%	0	0.00%
21-25 years	0	0.00%	0	0.00%	0	0.00%	0	0.00%
26-30 years	0	0.00%	0	0.00%	0	0.00%	0	0.00%
31-35 years	0	0.00%	0	0.00%	0	0.00%	0	0.00%
36-40 years	0	0.00%	0	0.00%	0	0.00%	0	0.00%
40+ years	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Omitted	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total	14	100.00%	2	100.00%	36	100.00%	25	100.00%

Years as Superintendent	Native Hawaiian or other Pacific Islander			White (not Hispanic or Latino)		Other		Omitted		Total	
	Less than 1 year	4	0	0.00%	92	7.90%	0	0.00%	0	0.00%	102
1-5 years	1	9	100.00%	413	35.48%	2	28.57%	7	70.00%	459	36.46%
6-10 years	1	0	0.00%	383	32.90%	3	42.86%	3	30.00%	411	32.64%
11-15 years	1	0	0.00%	167	14.35%	2	28.57%	0	0.00%	175	13.90%
16-20 years	2	0	0.00%	72	6.19%	0	0.00%	0	0.00%	75	5.96%
21-25 years	0	0	0.00%	20	1.72%	0	0.00%	0	0.00%	20	1.59%
26-30 years	0	0	0.00%	7	0.60%	0	0.00%	0	0.00%	7	0.56%
31-35 years	0	0	0.00%	6	0.52%	0	0.00%	0	0.00%	6	0.48%
36-40 years	0	0	0.00%	1	0.09%	0	0.00%	0	0.00%	1	0.08%
40+ years	0	0	0.00%	1	0.09%	0	0.00%	0	0.00%	1	0.08%
Omitted	0	0	0.00%	2	0.17%	0	0.00%	0	0.00%	2	0.16%
Total	3	6	100.00%	1164	100.00%	7	100.00%	10	100.00%	1259	100.00%

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 (Q53) and economic condition of district (Q9)

Race and Cultural Group	Declining economic condition		Stable economic condition		Strong economic condition		Omitted		Total	
American Indian or Alaska native	7	50.00%	6	42.86%	1	7.14%	0	0.00%	14	100.00%
Asian	0	0.00%	0	0.00%	2	100.00%	0	0.00%	2	100.00%
Black or African American	15	41.67%	15	41.67%	6	16.67%	0	0.00%	36	100.00%
Hispanic or Latino	3	12.00%	17	68.00%	5	20.00%	0	0.00%	25	100.00%
Native Hawaiian or other Pacific Islander	0	0.00%	1	100.00%	0	0.00%	0	0.00%	1	100.00%
White (not Hispanic or Latino)	306	26.29%	654	56.19%	196	16.84%	8	0.69%	1164	100.00%
Other	3	42.86%	3	42.86%	1	14.29%	0	0.00%	7	100.00%
Omitted	2	20.00%	2	20.00%	4	40.00%	2	20.00%	10	100.00%
Total	336	26.69%	698	55.44%	215	17.08%	10	0.79%	1259	100.00%

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. Again, care should be taken with over-interpreting the data because of the limited number of minority superintendents responding to the survey.

SECTION #2: SALARY

Table 2.1. Superintendent base salary 2019–2020 (Q6) and enrollment (Q2)

Enrollment	Minimum	25%	Median	75%	Maximum	N
300 to 999	64250	102000	117500	135000	275000	372
1,000 to 2,999	90000	120000	137475	158500	281000	476
3,000 to 4,999	88000	140000	167431	194250	290000	166
5,000 to 9,999	109273	159925	180102	200000	340000	138
10,000 to 24,999	130000	179000	200000	237855	282000	76
25,000 to 49,999	177021	201378	233023.	261750	310000	21
50,000 to 99,999	207532	225000	246000	261000	282560	7
100,000 or more	320000	329354	338709	348806	357418	3
Total						1259

Finding:

- Consistent with previous years, salaries increase as district enrollment increases.

Table 2.2. Superintendent base salary (Q6) and gender (Q52)

Gender	Minimum	25%	Median	75%	Maximum	N
Female	78000	115000	138125	179956	325000	297
Male	64250	120000	141217	173500	357418	948
Prefer not to answer	164000	179500	195000	204876	214752	3
Omitted	88000	125000	133000	162500	223000	11
Total						1259

Finding:

- There is little discernable difference between genders in reported salaries.

Table 2.3. Superintendent base salary (Q6) and racial/ethnic group (Q53)

Race and Cultural Group	Minimum	25%	Median	75%	Maximum	N
American Indian or Alaska native	90000	103550	119000	123750	185000	14
Asian	179000	200379	221760	243139	264519	2
Black or African American	102000	140500	189000	242180	281000	36
Hispanic or Latino	132000	170000	180000	220000	320000	25
Native Hawaiian or other Pacific Islander	95790	95790	95790	95790	95790	1
White (not Hispanic or Latino)	64250	118000	140000	173000	357418	1164
Other	89000	126750	136001	165000	175000	7
Omitted	88000	124000	146500	192330	229000	10
Total						1259

Finding:

- When base salary is considered by racial/ethnic group, some variation is noted although the small number of respondents in some groups makes definitive analysis difficult if not inappropriate.

Table 2.4A. Associate superintendent base salary (Q7A) and district enrollment (Q2)

Enrollment	Minimum	25%	Median	75%	Maximum	N
300 to 999	71000	90000	101000	114000	155000	372
1,000 to 2,999	65000	97500	110000	126000	218000	476
3,000 to 4,999	69018	111500	129000	155418	240000	166
5,000 to 9,999	80000	120000	135000	155500	256000	138
10,000 to 24,999	90000	125000	146000	168259	220000	76
25,000 to 49,999	120000	140000	152218	160880	180000	21
50,000 to 99,999	125000	126737	150000	166500	175000	7
100,000 or more	125000	127500	130000	153486	176972	3
Total						1259

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 2.4B. High school principal base salary (Q7B) and district enrollment (Q2)

Enrollment	Minimum	25%	Median	75%	Maximum	N
300 to 999	49675	79000	87000	97500	220000	372
1,000 to 2,999	70000	90000	99000	113400	200000	476
3,000 to 4,999	68000	100000	115000	133000	210000	166
5,000 to 9,999	70000	105815	121000	140000	240000	138
10,000 to 24,999	77372	100000	120000	140000	176458	76
25,000 to 49,999	90000	110000	120000	135000	143901	21
50,000 to 99,999	100009	107653	110000	111500	130000	7
100,000 or more	99999	107499	115000	131550	148100	3
Total						1259

Finding:

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

Table 2.4C. Middle school principal base salary (Q7C) and district enrollment (Q2)

Enrollment	Minimum	25%	Median	75%	Maximum	N
300 to 999	49675	74250	84150	92794	150000	372
1,000 to 2,999	60000	84000	94000	110000	216000	476
3,000 to 4,999	65567	95000	105000	125000	200000	166
5,000 to 9,999	55000	96000	110000	125000	200000	138
10,000 to 24,999	70000	91500	110000	123101	155000	76
25,000 to 49,999	75000	98098	106094.5	110415	133987	21
50,000 to 99,999	90000	95062	99850	101500	120000	7
100,000 or more	90000	100375	110750	121125	131500	3
Total						1259

Finding:

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

Table 2.4D. Elementary school principal base salary (Q7D) and district enrollment (Q2)

Enrollment	Minimum	25%	Median	75%	Maximum	N
300 to 999	55680	72100	81800	93000	170000	372
1,000 to 2,999	48040	81406	89174	105000	207000	476
3,000 to 4,999	63410	86096	99750	115903	190000	166
5,000 to 9,999	55000	88000	100000	118250	195000	138
10,000 to 24,999	60000	86012	100000	116000	150000	76
25,000 to 49,999	70000	85072	95000	100910	126351	21
50,000 to 99,999	85000	85000	88000	97268	110000	7
100,000 or more	80000	90750	101500	112250	123000	3
Total						1259

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. In more recent studies, medium size districts joined this trend.

Table 2.4E. Beginning teacher base salary (Q7E) and district enrollment (Q2)

Enrollment	Minimum	25%	Median	75%	Maximum	N
300 to 999	28700	35000	38000	41925	58000	372
1,000 to 2,999	29700	37000	40000	44100	70000	476
3,000 to 4,999	31000	38213	41216	49000	78000	166
5,000 to 9,999	34000	40000	42300	47000	65000	138
10,000 to 24,999	35000	39126	41261	45000	66000	76
25,000 to 49,999	38500	41571	43500	48000	56019	21
50,000 to 99,999	35000	40350	41625	41973	49000	7
100,000 or more	41000	42411	43823	45234	46646	3
Total						1259

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 2.5 Ratio of median superintendent salary (Q6) and district enrollment (Q2)
2019–2020

Enrollment	Superintendent Median Salary	Beginning Teacher Median Base Salary	Ratio 2019-2020
300 to 999	117500	38000	1:3.1
1,000 to 2,999	137475	40000	1:3.4
3,000 to 4,999	167431	41216	1:4.1
5,000 to 9,999	180102	42300	1:4.2
10,000 to 24,999	200000	41261	1:4.8
25,000 to 49,999	233023	43500	1:5.4
50,000 to 99,999	246000	41625	1:5.9
100,000 or more	338709	43823	1:7.7

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 enrolment increases so does the ratio. In addition, the ratio has appeared to generally widen over the past five survey periods, regardless of the district enrollment.

SECTION #3: EVALUATION

Table 3.1. How often does your employment contract require performance evaluation? (Q34)

Frequency of Evaluation (Q34)	Count	%
Annually	1151	91.42%
Biennially (Every 2 years)	27	2.14%
Never	21	1.67%
Other	55	4.37%
Omitted	5	0.40%
Total	1259	100.00%

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? (Q33A)

Performance Process, Measures in Agreement (33A)	Count	%
No	651	51.71%
Yes	598	47.50%
Omitted	10	0.79%
Grand Total	1259	100.00%

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 performance linked to objectives/goals from previous evaluations (Q33B)

Performance Linked to Objectives/Goals (Q33B)	Count	%
No	612	48.61%
Yes	635	50.44%
Omitted	12	0.95%
Grand Total	1259	100.00%

Finding:

- Linking objectives and directions from previous evaluations occurs occur in half of the evaluations reported. This represent little change from previous studies.

Table 3.4. Is evaluation linked to 360-feedback (Q33C)

Linked to 360 Feedback (Q33C)	Count	%
No	1052	83.56%
Yes	191	15.17%
Omitted	16	1.27%
Total	1259	100.00%

Finding:

- Similar to previous findings, only one in six superintendents employ 360 degree feedback. No discernable change occurred in this item over time.

Table 3.5. Is your formal performance evaluation linked to student outcomes/performance? (Q33D)

Linked to Student Achievement/Outcomes	Count	%
No	721	57.27%
Yes	522	41.46%
Omitted	16	1.27%
Total	1259	100.00%

Finding:

- Somewhat more than a third of superintendent reported that their evaluation was linked to student outcomes and performance. This represents an increase over previous study results.

Table 3.6. Is the outcome of your formal performance evaluation released to the public? (Q33E)

Evaluation Made Public	Count	%
No	814	64.65%
Yes	428	34.00%
Omitted	17	1.35%
Total	1259	100.00%

Finding:

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

Table 3.7A. Gender (Q52) and employment agreement include specific and detailed listing of duties and responsibilities (Q33A)

Performance Process, Measures in Agreement	Female		Male		Prefer not to answer		Omitted		Grand Total	
	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes
No	168	56.57%	475	50.11%	2	66.67%	6	54.55%	651	51.71%
Yes	129	43.43%	467	49.26%	1	33.33%	1	9.09%	598	47.50%
Omitted	0	0.00%	6	0.63%	0	0.00%	4	36.36%	10	0.79%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Finding:

- Slightly less than half of superintendents operate with a detailed agreement in regarding duties and responsibilities in their employment agreement. More male superintendents than female superintendents include this provision.

Table 3.7B. Gender (Q52) and formal performance evaluation linked to objectives or directions specified in previous year's performance (Q33B)

Performance Linked to Objectives/Goals	Female		Male		Prefer not to answer		Omitted		Total	
	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes
No	142	47.81%	464	48.95%	1	33.33%	5	45.45%	612	48.61%
Yes	155	52.19%	476	50.21%	2	66.67%	2	18.18%	635	50.44%
Omitted	0	0.00%	8	0.84%	0	0.00%	4	36.36%	12	0.95%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Finding:

- Half of the respondents, regardless of gender, indicated that their formal evaluation was linked to the objectives and directions provided in previous year's evaluation.

Table 3.7C. Gender (Q52) and formal performance evaluation linked to 360-degree feedback (Q33C)

Linked to 360 Feedback	Female		Male		Prefer not to answer		Omitted		Total	
	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes
No	261	87.88%	782	82.49%	2	66.67%	7	63.64%	1052	83.56%
Yes	36	12.12%	154	16.24%	1	33.33%	0	0.00%	191	15.17%
Omitted	0	0.00%	12	1.27%	0	0.00%	4	36.36%	16	1.27%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Finding:

- As previously reported, 360-feedback evaluation is rarely used regardless of gender.

Table 3.7D. Gender (Q52) and performance evaluation linked to student outcomes/performance (Q33D)

Linked to Student Achievement Outcomes	Female		Male		Prefer not to answer		Omitted		Total	
	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes
No	164	55.22%	549	57.91%	2	66.67%	6	54.55%	721	57.27%
Yes	131	44.11%	389	41.03%	1	33.33%	1	9.09%	522	41.46%
Omitted	2	0.67%	10	1.05%	0	0.00%	4	36.36%	16	1.27%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Finding:

- Superintendent performance evaluation, when considered by the gender of the respondent, linked to student outcomes/performance occurred with significantly more female superintendents than males superintendents.

Table 3.7E. Gender (Q52) and formal performance evaluation made public (Q33E)

Evaluation Made Public	Female		Male		Prefer not to answer		Omitted		Total	
	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes
No	208	70.03%	601	63.40%	1	33.33%	4	36.36%	814	64.65%
Yes	89	29.97%	334	35.23%	2	66.67%	3	27.27%	428	34.00%
Omitted	0	0.00%	13	1.37%	0	0.00%	4	36.36%	17	1.35%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Finding:

- When considered by gender, there is a small difference in the release to the public of the results of the formal evaluation. As previously reported, slightly more than a third of superintendents have their evaluation made public.

Table 3.8A. Racial/cultural group (Q53) and specific and detailed listing of duties and responsibilities (Q33A)

Race and Cultural Group	No		Yes		Omitted		Total	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
American Indian or Alaska native	7	1.08%	7	1.17%	0	0.00%	14	1.11%
Asian	1	0.15%	1	0.17%	0	0.00%	2	0.16%
Black or African American	20	3.07%	15	2.51%	1	10.00%	36	2.86%
Hispanic or Latino	11	1.69%	14	2.34%	0	0.00%	25	1.99%
Native Hawaiian or other Pacific Islander	1	0.15%	0	0.00%	0	0.00%	1	0.08%
White (not Hispanic or Latino)	604	92.78%	556	92.98%	4	40.00%	1164	92.45%
Other	3	0.46%	4	0.67%	0	0.00%	7	0.56%
Omitted	4	0.61%	1	0.17%	5	50.00%	10	0.79%
Total	651	100.00%	598	100.00%	10	100.00%	1259	100.00%

Finding:

- Where numbers were sufficient, there were little difference between racial/cultural groups concerning the inclusion of special duties and responsibilities in the employment agreement.

Table 3.8B. Racial/cultural group (Q53) and formal performance evaluation linked to objectives or directions specified in previous year's performance (Q33B)

Race and Cultural Group	No		Yes		Omitted		Total	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
American Indian or Alaska native	9	1.47%	5	0.79%	0	0.00%	14	1.11%
Asian	1	0.16%	1	0.16%	0	0.00%	2	0.16%
Black or African American	16	2.61%	19	2.99%	1	8.33%	36	2.86%
Hispanic or Latino	9	1.47%	16	2.52%	0	0.00%	25	1.99%
Native Hawaiian or other Pacific Islander	0	0.00%	1	0.16%	0	0.00%	1	0.08%
White (not Hispanic or Latino)	570	93.14%	588	92.60%	6	50.00%	1164	92.45%
Other	4	0.65%	3	0.47%	0	0.00%	7	0.56%
Omitted	3	0.49%	2	0.31%	5	41.67%	10	0.79%
Total	612	100.00%	635	100.00%	12	100.00%	1259	100.00%

Finding:

- Where numbers were sufficient, there was little difference between racial/cultural groups concerning the inclusion of directions or objectives from the previous year's assessment in the superintendents' performance assessment.

Table 3.8C. Racial/cultural group (Q53) and formal performance evaluation linked to 360-degree feedback (Q33C)

Race/Cultural Group	No		Yes		Omitted		Total	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
American Indian or Alaska native	10	0.95%	4	2.09%	0	0.00%	14	1.11%
Asian	1	0.10%	1	0.52%	0	0.00%	2	0.16%
Black or African American	30	2.85%	4	2.09%	2	12.50%	36	2.86%
Hispanic or Latino	24	2.28%	1	0.52%	0	0.00%	25	1.99%
Native Hawaiian or other Pacific Islander	1	0.10%	0	0.00%	0	0.00%	1	0.08%
White (not Hispanic or Latino)	975	92.68%	180	94.24%	9	56.25%	1164	92.45%
Other	6	0.57%	1	0.52%	0	0.00%	7	0.56%
Omitted	5	0.48%	0	0.00%	5	31.25%	10	0.79%
Total	1052	100.00%	191	100.00%	16	100.00%	1259	100.00%

Finding:

- Where numbers were sufficient, there was little difference between racial/cultural groups concerning the linking the superintendents' performance assessment to 360 feedback.

Table 3.8D. Racial/ cultural group (Q53) and performance evaluation linked to student outcomes/ performance (Q33D)

Race/Cultural Group	No		Yes		Omitted		Total	
American Indian or Alaska native	13	1.80%	1	0.19%	0	0.00%	14	1.11%
Asian	1	0.14%	1	0.19%	0	0.00%	2	0.16%
Black or African American	18	2.50%	17	3.26%	1	6.25%	36	2.86%
Hispanic or Latino	11	1.53%	14	2.68%	0	0.00%	25	1.99%
Native Hawaiian or other Pacific Islander	0	0.00%	1	0.19%	0	0.00%	1	0.08%
White (not Hispanic or Latino)	670	92.93%	484	92.72%	10	62.50%	1164	92.45%
Omitted	4	0.55%	1	0.19%	5	31.25%	10	0.79%
Other	4	0.55%	3	0.57%	0	0.00%	7	0.56%
Total	721	100.00%	522	100.00%	16	100.00%	1259	100.00%

Finding:

- Where numbers were sufficient, there was little difference between racial/cultural groups concerning the linking student performance/outcomes in superintendents' performance assessment.

Table 3.8E. Racial/cultural group (Q53) and formal performance evaluation made public (Q33E)

Race/Cultural Group	No		Yes		Omitted		Total	
American Indian or Alaska native	13	1.60%	1	0.23%	0	0.00%	14	1.11%
Asian	2	0.25%	0	0.00%	0	0.00%	2	0.16%
Black or African American	18	2.21%	17	3.97%	1	5.88%	36	2.86%
Hispanic or Latino	16	1.97%	9	2.10%	0	0.00%	25	1.99%
Native Hawaiian or other Pacific Islander	1	0.12%	0	0.00%	0	0.00%	1	0.08%
White (not Hispanic or Latino)	756	92.87%	398	92.99%	10	58.82%	1164	92.45%
Omitted	3	0.37%	1	0.23%	6	35.29%	10	0.79%
Other	5	0.61%	2	0.47%	0	0.00%	7	0.56%
Total	814	100.00%	428	100.00%	17	100.00%	1259	100.00%

Finding:

- Where numbers were sufficient, there was little difference between racial/cultural groups concerning release to the public of the superintendents' performance assessment.

Table 3.9. Gender (Q52) and does your employment agreement include a specific and detailed process for handling complaints/criticisms (Q31)

	Female		Male		Prefer not to answer		Omitted		Total	
No	249	83.84%	717	75.63%	1	33.33%	6	54.55%	973	77.28%
Yes	48	16.16%	226	23.84%	2	66.67%	1	9.09%	277	22.00%
Omitted	0	0.00%	5	0.53%	0	0.00%	4	36.36%	9	0.71%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Finding:

- Only slightly more than a quarter of superintendents include this provision in their written agreement regardless of their gender.

Table 3.10. Racial/cultural group (Q53) and does your employment agreement include a specific and detailed process for handling complaints/criticisms (Q31)

Race/Cultural Group	No		Yes		Omitted		Total	
American Indian or Alaska native	13	1.34%	1	0.36%	0	0.00%	14	1.11%
Asian	2	0.21%	0	0.00%	0	0.00%	2	0.16%
Black or African American	27	2.77%	9	3.25%	0	0.00%	36	2.86%
Hispanic or Latino	18	1.85%	7	2.53%	0	0.00%	25	1.99%
Native Hawaiian or other Pacific Islander	1	0.10%	0	0.00%	0	0.00%	1	0.08%
White (not Hispanic or Latino)	904	92.91%	255	92.06%	5	55.56%	1164	92.45%
Other	4	0.41%	3	1.08%	0	0.00%	7	0.56%
Omitted	4	0.41%	2	0.72%	4	44.44%	10	0.79%
Total	973	100.00%	277	100.00%	9	100.00%	1259	100.00%

Finding:

- Where numbers were sufficient, there was little difference between racial/cultural groups concerning inclusion of a detailed process for handling complaints/criticisms in the superintendents' employment agreements.

Table 3.11. Gender (Q52) and does your employment agreement include a provision allowing the board to reassign you to another role in the district (Q32)

Board Ability to Resign	Female		Male		Prefer not to answer		Omitted		Total	
No	265	89.23%	852	89.87%	3	100.00%	6	54.55%	1126	89.44%
Yes	26	8.75%	89	9.39%	0	0.00%	1	9.09%	116	9.21%
Omitted	6	2.02%	7	0.74%	0	0.00%	4	36.36%	17	1.35%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Finding:

- Less than 10 percent, regardless of gender, report their employment agreement contain such a provision. No change is in evidence since the 2018-19 study.

SECTION #4: RETIREMENT BENEFITS

Table 4.1. Does the school district make a contribution to an annuity or private retirement account that you have? (Q41)

District Contribution to Annuity or Private Retirement	Count	%
No	723	57.43%
Yes (Less than \$1,000)	37	2.94%
Yes, (\$1,000-\$5,000)	197	15.65%
Yes, (\$5,001-\$10,000)	144	11.44%
Yes, More than \$10,000	146	11.60%
Omitted	12	0.95%
Total	1259	100.00%

Finding:

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

Table 4.2. Is your retirement plan/system contribution based on your salary? (Q39)

Retirement Calculation Based on Salary	Count	%
No	43	3.42%
Yes	1180	93.73%
The district does not contribute on my behalf to a retirement plan/system.	23	1.83%
Omitted	13	1.03%
Total	1259	100.00%

Finding:

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

SECTION #5: INSURANCE BENEFITS

Table 5.1A. Medical/hospital health insurance paid by district for superintendent (Q43A)

Types of Health Insurance Paid by District for Superintendent	Count	%
Medical/Hospital	1165	92.53%
Omitted	94	7.47%
Total	1259	100.00%

Findings:

- Over 90% of the superintendents have district paid medical/hospital insurance.

Table 5.1B. Dental insurance paid by district for superintendent (Q43B)

Types of Health Insurance Paid by District for Superintendent	Count	N
Dental	966	76.73%
Omitted	293	23.27%
Total	1259	100.00%

Finding:

- Three-quarters of the superintendents have district paid dental insurance.

Table 5.1C. Vision/optical insurance paid by district for superintendent (Q43C)

Types of Health Insurance Paid by District for Superintendent	Count	%
Vision/Optical	764	60.68%
Omitted	495	39.32%
Total	1259	100.00%

Finding:

- Six out of ten superintendents have district paid vision/optical insurance.

Table 5.1D. Disability insurance paid by district for superintendent (Q43D)

Types of Health Insurance Paid by District for Superintendent	Count	%
Disability	575	45.67%
Omitted	684	54.33%
Total	1259	100.00%

Finding:

- Slightly more than 40% of superintendent have district paid disability insurance.

Table 5.2A. Medical/hospital health insurance paid by district for the superintendent's family (Q44A)

Types of Health Insurance Paid by District for Superintendent's Family	Count	%
Medical/Hospital	877	69.66%
Omitted	382	30.34%
Total	1259	100.00%

Finding:

- Two-thirds of the respondents indicated that the district provides for family medical/hospital coverage

Table 5.2B. Dental insurance paid by district for the superintendent's family (Q44B)

Types of Health Insurance Paid by District for Superintendent's Family	Count	%
Dental	752	59.73%
Omitted	507	40.27%
Total	1259	100.00%

Finding:

- Slightly more than half of the respondents indicated that the district provides dental coverage for the superintendent's family.

Table 5.2C. Vision/optical insurance paid by district for the superintendent's family (Q44C)

Types of Health Insurance Paid by District for Superintendent's Family	Count	%
Vision/Optical	588	46.70%
Omitted	671	53.30%
Total	1259	100.00%

Finding:

- Somewhat less than half of the respondents indicated that the district provides vision/optical coverage for the superintendent's family.

Table 5.2D. Disability insurance paid by district for the superintendent’s family (Q44D)

Types of Health Insurance Paid by District for Superintendent’s Family	Count	%
Disability	177	14.06%
Omitted	1082	85.94%
Total	1259	100.00%

Finding:

- Very few respondents indicated that the superintendent’s family receives disability insurance coverage paid by the district.

Table 5.3A. Post-retirement health insurance (Q45)

Post-Retirement Health Insurance	Count	%
No	861	68.39%
Yes	383	30.42%
Omitted	15	1.19%
Total	1259	100.00%

Finding:

- Only one in four respondents indicated that the district provides for post-retirement health insurance. This remains the same as in the 2018-2019 study.

Table 5.3B. Post-retirement health insurance (Q45) and gender (Q52)

Post-Retirement Health Insurance	Female		Male		Prefer not to answer		Omitted		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%
No	207	69.70%	644	67.93%	3	100.00%	7	63.64%	861	68.39%
Yes	86	28.96%	297	31.33%	0	0.00%	0	0.00%	383	30.42%
Omitted	4	1.35%	7	0.74%	0	0.00%	4	36.36%	15	1.19%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Finding:

- No appreciable differences in the responses when considered by gender.

Table 5.3C. Post-retirement health insurance (Q45) and race/cultural group (Q53)

Post-Retirement Health Insurance	No		Yes		Omitted		Grand Total	
American Indian or Alaska native	11	1.28%	3	0.78%	0	0.00%	14	1.11%
Asian	2	0.23%	0	0.00%	0	0.00%	2	0.16%
Black or African American	24	2.79%	9	2.35%	3	20.00%	36	2.86%
Hispanic or Latino	17	1.97%	8	2.09%	0	0.00%	25	1.99%
Native Hawaiian or other Pacific Islander	1	0.12%	0	0.00%	0	0.00%	1	0.08%
White (not Hispanic or Latino)	797	92.57%	359	93.73%	8	53.33%	1164	92.45%
Other	5	0.58%	2	0.52%	0	0.00%	10	0.56%
Omitted	4	0.46%	2	0.52%	4	26.67%	7	0.79%
Grand Total	861	100.00%	383	100.00%	15	100.00%	1259	100.00%

Finding:

- Where sufficient numbers exist, there are no appreciable differences in district paid post-retirement insurance coverage when disaggregated by race/cultural group.

SECTION #6: HIRE/REHIRE; RETIREMENT SYSTEM PARTICIPATION

Table 6.1. Have you been rehired for your present position as superintendent after retiring in the state system? (Q49)

Retire/Rehire in Present Position	Count	%
No	1191	94.60%
Yes	55	4.37%
Omitted	13	1.03%
Total	1259	100.00%

Finding:

- Slightly more than one 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? (Q50)

Retire in One State/Hired in Another	Count	%
No	1188	94.36%
Yes	53	4.21%
Omitted	18	1.43%
Total	1259	100.00%

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? (Q36)

Participation in State Retirement System	Count	%
No	20	1.59%
Yes	1231	97.78%
Omitted	8	0.64%
Total	1259	100.00%

Finding:

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

Table 6.4. How many years of participation in the state retirement program are required to vest? (Q37)

Years to Vest	Count	%
1	29	2.30%
2	3	0.24%
3	29	2.30%
4	10	0.79%
5	383	30.42%
6	13	1.03%
7	44	3.49%
8	17	1.35%
9	2	0.16%
10 or more	699	55.52%
Omitted	30	2.38%
Total	1259	100.00%

Finding:

- Vesting is often subject to same language
- The most frequent vesting requirement is five and ten years with more than half indicating ten years

Table 6.5. Is there a maximum salary cap on the calculation of your state retirement benefits? (Q38)

Maximum Salary Cap for Calculation of Retirement	Count	%
No	748	59.41%
Not Applicable	11	0.87%
Not sure	330	26.21%
Yes	154	12.23%
Omitted	16	1.27%
Total	1259	100.00%

Finding:

- In the 2017-18 survey, nearly half of the respondents indicated that no salary cap existed on their retirement benefits. In 2019-20 the number moved to more than 58 percent, while still more than a 25 percent were not certain of the existence of a cap.

SECTION #7: MISCELLANEOUS BENEFITS

Table 7.1. Which of the following benefits are provided in your employment agreement? Mark all that apply. (Q35)

Listing of Benefits	Count	%
College savings plan	6	0.5%
Computer (e.g., laptop)	735	58.4%
Conference attendance with fees paid	1116	88.6%
Deferred compensation (e.g., tax sheltered annuity)	543	43.1%
District credit card	452	35.9%
Guaranteed vesting in a retirement plan	434	34.5%
Life insurance (accumulates value for you)	638	50.7%
Physical exam	420	33.4%
Professional liability coverage in excess of any amount specified in state or local law	313	24.9%
Provision allowing you to engage in outside consulting	414	32.9%
Provision allowing you to engage in outside teaching	307	24.4%
Smart phone or similar communications device	736	58.5%
Support for a coach or mentor for the superintendent	141	11.2%
Tuition reimbursement	328	26.1%
Total	6583	1259

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

Finding:

- While the results vary, the trend of superintendents including specific language in their employment agreement that detail the benefits enjoyed is increasing.

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? (Q42)

District Contribution to Life Insurance	Count	%
No	628	49.88%
Yes	607	48.21%
Omitted	24	1.91%
Total	1259	100.00%

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 decrease from past responses.

Table 7.3A. Gender (Q52) and days of sick leave (Q16)

Days of Sick Leave	Female		Male		Prefer not to answer		Omitted		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%
0-3 Days	9	3.03%	16	1.69%	0	0.00%	1	9.09%	26	2.07%
4-6 Days	8	2.69%	10	1.05%	0	0.00%	1	9.09%	19	1.51%
11-15 Days	186	62.63%	544	57.38%	2	66.67%	5	45.45%	737	58.54%
7-10 Days	50	16.84%	216	22.78%	0	0.00%	1	9.09%	267	21.21%
16-20 Days	31	10.44%	108	11.39%	1	33.33%	1	9.09%	141	11.20%
21-25 Days	6	2.02%	28	2.95%	0	0.00%	0	0.00%	34	2.70%
26+ Days	5	1.68%	19	2.00%	0	0.00%	0	0.00%	24	1.91%
Omitted	2	0.67%	7	0.74%	0	0.00%	2	18.18%	11	0.87%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Finding:

- Superintendents, regardless of gender, most frequently report annual sick leave of 11-15 days.

Table 7.3B. Gender (Q52) and maximum sick leave accrual (Q17)

Max Accrual for Sick Leave	Female		Male		Prefer not to answer		Omitted		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%
0-25 Days	17	5.72%	48	5.06%	0	0.00%	2	18.18%	67	5.32%
26-50 Days	14	4.71%	38	4.01%	0	0.00%	0	0.00%	52	4.13%
51-75 Days	9	3.03%	59	6.22%	0	0.00%	1	9.09%	69	5.48%
76-100 Days	42	14.14%	123	12.97%	0	0.00%	1	9.09%	166	13.19%
101-150 Days	35	11.78%	133	14.03%	0	0.00%	0	0.00%	168	13.34%
151-200 Days	39	13.13%	101	10.65%	2	66.67%	2	18.18%	144	11.44%
200+ Days	136	45.79%	432	45.57%	1	33.33%	2	18.18%	571	45.35%
Omitted	5	1.68%	14	1.48%	0	0.00%	3	27.27%	22	1.75%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Finding:

- Sick leave accrual, regardless of gender, evidenced the highest frequency (+40% of respondents at 200+ days).

Table 7.3C. Cap on sick leave carryover (Q25)

Cap on Sick Leave	Count	%
No	903	71.72%
Yes	335	26.61%
Omitted	21	1.67%
Total	1259	100.00%

Finding:

- Slightly more than a quarter of respondents reported there is a cap on their sick leave carryover.

Table 7.4A. Gender (Q52) and vacation leave (Q18)

Days of Vacation	Female		Male		Prefer not to answer		Omitted		Total	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
0-3 Days	5	1.68%	26	2.74%	1	33.33%	0	0.00%	32	2.54%
4-6 Days	2	0.67%	5	0.53%	0	0.00%	0	0.00%	7	0.56%
7-10 Days	23	7.74%	76	8.02%	0	0.00%	1	9.09%	100	7.94%
11-15 Days	45	15.15%	128	13.50%	0	0.00%	2	18.18%	175	13.90%
16-20 Days	98	33.00%	307	32.38%	0	0.00%	2	18.18%	407	32.33%
21-25 Days	91	30.64%	270	28.48%	1	33.33%	1	9.09%	363	28.83%
26+ Days	33	11.11%	132	13.92%	1	33.33%	3	27.27%	169	13.42%
Omitted	0	0.00%	4	0.42%	0	0.00%	2	18.18%	6	0.48%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Finding:

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

Table 7.4B. Gender (Q52) and vacation leave accrual (Q19)

Max Accrual of Vacation	Female		Male		Prefer not to answer		Omitted		Total	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
0-25 Days	176	59.26%	525	55.38%	1	33.33%	6	54.55%	708	56.24%
26-50 Days	72	24.24%	285	30.06%	2	66.67%	3	27.27%	362	28.75%
51-75 Days	12	4.04%	40	4.22%	0	0.00%	0	0.00%	52	4.13%
76-100 Days	9	3.03%	19	2.00%	0	0.00%	0	0.00%	28	2.22%
101-150 Days	4	1.35%	10	1.05%	0	0.00%	0	0.00%	14	1.11%
151-200 Days	3	1.01%	5	0.53%	0	0.00%	0	0.00%	8	0.64%
200+ Days	17	5.72%	53	5.59%	0	0.00%	0	0.00%	70	5.56%
Omitted	4	1.35%	11	1.16%	0	0.00%	2	18.18%	17	1.35%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Finding:

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

Table 7.4C. Cap on vacation leave carryover (Q26)

Cap on Vacation Leave	Count	N
No	226	17.95%
Yes	1014	80.54%
Omitted	19	1.51%
Total	1259	100.00%

Finding:

- Less than one in five of respondents reported there is a cap on their vacation leave carryover.

Table 7.5A. Gender (Q52) and cap on vacation leave (Q26)

Cap on Vacation Leave	Female		Male		Prefer not to answer		Omitted		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%
No	62	20.88%	163	17.19%	1	33.33%	0	0.00%	226	17.95%
Yes	229	77.10%	777	81.96%	2	66.67%	6	54.55%	1014	80.54%
Omitted	6	2.02%	8	0.84%	0	0.00%	5	45.45%	19	1.51%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Finding:

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

Table 7.5B. Gender (Q52) and cap on personal leave accrual (Q21)

Cap on Personal Leave	Female		Male		Prefer not to answer		Omitted		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%
No	92	30.98%	238	25.11%	1	33.33%	3	27.27%	334	26.53%
Yes	200	67.34%	696	73.42%	2	66.67%	4	36.36%	902	71.64%
Omitted	5	1.68%	14	1.48%	0	0.00%	4	36.36%	23	1.83%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Findings:

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

Table 7.5C. Cap on personal leave carryover (Q27)

Cap on Personal Leave	Count	%
No	334	26.53%
Yes	902	71.64%
Omitted	23	1.83%
Total	1259	100.00%

Finding:

- Slightly more than a quarter of respondents reported there is a cap on their personal leave carryover.

Table 7.6. Gender (Q52) and upon departure from the district, how is sick leave accrual handled? (Q22)

Upon Departure Sick Leave Accrual	Female		Male		Prefer not to answer		Omitted		Grand Total	
Credited to retirement	83	27.95%	215	22.68%	1	33.33%	2	18.18%	301	23.91%
No payment for accrued sick leave upon departure	84	28.28%	281	29.64%	1	33.33%	3	27.27%	369	29.31%
Other	23	7.74%	75	7.91%	0	0.00%	0	0.00%	98	7.78%
Payment made to superintendent calculated at a negotiated rate below daily rate	59	19.87%	209	22.05%	1	33.33%	2	18.18%	271	21.53%
Payment made to superintendent calculated at daily rate	47	15.82%	159	16.77%	0	0.00%	0	0.00%	206	16.36%
Omitted	1	0.34%	9	0.95%	0	0.00%	4	36.36%	14	1.11%
Grand Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

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 (Q52) and upon departure from the district, how is vacation leave accrual handled? (Q23)

Upon Departure Vacation Leave	Female		Male		Prefer not to answer		Omitted		Total	
Credited to retirement	9	3.03%	40	4.22%	0	0.00%	0	0.00%	49	3.89%
No payment for accrued sick leave upon departure	79	26.60%	286	30.17%	0	0.00%	2	18.18%	367	29.15%
Other	16	5.39%	29	3.06%	0	0.00%	0	0.00%	45	3.57%
Payment made to superintendent calculated at a negotiated rate below daily rate	17	5.72%	54	5.70%	0	0.00%	0	0.00%	71	5.64%
Payment made to superintendent calculated at daily rate	175	58.92%	529	55.80%	3	100.00%	5	45.45%	712	56.55%
Omitted	1	0.34%	10	1.05%	0	0.00%	4	36.36%	15	1.19%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

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 (Q52) and upon departure from the district, how is personal leave accrual handled? (Q24)

Upon Departure Personal Leave	Female		Male		Prefer not to answer		Omitted		Total	
Credited to retirement	45	15.15%	112	11.81%	0	0.00%	1	9.09%	158	12.55%
No payment for accrued sick leave upon departure	145	48.82%	486	51.27%	2	66.67%	5	45.45%	638	50.68%
Other	30	10.10%	63	6.65%	1	33.33%	0	0.00%	94	7.47%
Payment made to superintendent calculated at a negotiated rate below daily rate	22	7.41%	101	10.65%	0	0.00%	1	9.09%	124	9.85%
Payment made to superintendent calculated at daily rate	49	16.50%	178	18.78%	0	0.00%	0	0.00%	227	18.03%
Omitted	6	2.02%	8	0.84%	0	0.00%	4	36.36%	18	1.43%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Finding:

- Credit or payment for personal leave upon departure is limited.

Table 7.9. Gender (Q52) and what is the term of your 2019–20 employment contract? (Q10)

Term of Agreement	Female		Male		Prefer not to answer		Omitted		Total	
Less than 1 year	4	1.35%	27	2.85%	0	0.00%	0	0.00%	31	2.46%
1 year	44	14.81%	97	10.23%	0	0.00%	1	9.09%	142	11.28%
2 years	62	20.88%	205	21.62%	0	0.00%	2	18.18%	269	21.37%
3 years	136	45.79%	446	47.05%	2	66.67%	6	54.55%	590	46.86%
4 years	22	7.41%	83	8.76%	1	33.33%	0	0.00%	106	8.42%
5+ years	27	9.09%	87	9.18%	0	0.00%	0	0.00%	114	9.05%
Omitted	2	0.67%	3	0.32%	0	0.00%	2	18.18%	7	0.56%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

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 (Q52) 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)? (Q11)

Incentive Performance Clause	Female		Male		Prefer not to answer		Omitted		Total	
No	237	79.80%	803	84.70%	3	100.00%	8	72.73%	1051	83.48%
Yes	60	20.20%	142	14.98%	0	0.00%	0	0.00%	202	16.04%
Omitted	0	0.00%	3	0.32%	0	0.00%	3	27.27%	6	0.48%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

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 (Q52) and does your contract have a severance (buy-out) clause? (Q13)

Severance Clause	Female		Male		Prefer not to answer		Omitted		Total	
No	188	63.30%	637	67.19%	0	0.00%	6	54.55%	831	66.00%
Yes	106	35.69%	306	32.28%	3	100.00%	2	18.18%	417	33.12%
Omitted	3	1.01%	5	0.53%	0	0.00%	3	27.27%	11	0.87%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Finding:

- The data collected for the 2019–20 study indicates a three-fold increase over previous studies in the number of superintendents with a severance clause regardless of gender, while overall less than one-third of superintendents have this provision.

Table 7.12. Gender (Q52) 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)? (Q15)

Longevity Clause	Female		Male		Prefer not to answer		Omitted		Total	
No	252	84.85%	830	87.55%	1	33.33%	8	72.73%	1091	86.66%
Yes	41	13.80%	108	11.39%	2	66.67%	0	0.00%	151	11.99%
Omitted	4	1.35%	10	1.05%	0	0.00%	3	27.27%	17	1.35%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Finding:

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

Table 7.13. Is your employment agreement base salary subject to a cap (Q28) and Gender (Q52)

Salary Cap	Female		Male		Prefer not to answer		Omitted		Grand Total	
	No	247	83.16%	861	90.82%	3	100.00%	7	63.64%	1118
Yes, based on district policy, regulation, or practice	16	5.39%	32	3.38%	0	0.00%	0	0.00%	48	3.81%
Yes, based on state law	25	8.42%	43	4.54%	0	0.00%	0	0.00%	68	5.40%
Other	9	3.03%	10	1.05%	0	0.00%	0	0.00%	19	1.51%
Omitted	0	0.00%	2	0.21%	0	0.00%	4	36.36%	6	0.48%
Grand Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Finding:

- While some states have statutory provisions regarding salary caps, relatively few superintendents, regardless of gender, are subject to a salary cap.

Table 7.14A. Gender (Q52) and evergreen (rollover) provision (Q12)

Rollover Clause	Female		Male		Prefer not to answer		Omitted		Total	
	No	212	71.38%	621	65.51%	2	66.67%	5	45.45%	840
Yes	83	27.95%	322	33.97%	1	33.33%	3	27.27%	409	32.49%
Omitted	2	0.67%	5	0.53%	0	0.00%	3	27.27%	10	0.79%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Finding:

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

Table 7.14B. Gender (Q52) and indemnification/hold harmless (Q14)

Indemnification/hold harmless	Female		Male		Prefer not to answer		Omitted		Total	
	No	96	32.32%	312	32.91%	0	0.00%	0	0.00%	408
Not necessary as it is already provided by state law	51	17.17%	158	16.67%	1	33.33%	2	18.18%	212	16.84%
Yes	139	46.80%	466	49.16%	2	66.67%	5	45.45%	612	48.61%
Omitted	11	3.70%	12	1.27%	0	0.00%	4	36.36%	27	2.14%

Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%
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Finding:

- Nearly half of respondents indicated that their employment agreement has an indemnification/hold harmless provision.

Table 7.15. Racial/cultural group (Q53) and what is the term of your 2019–20 employment contract? (Q10)

Race and Cultural Group	Less than 1 year		1 year		2 years		3 years	
	American Indian or Alaska native	1	7.14%	6	42.86%	2	14.29%	5
Asian	0	0.00%	0	0.00%	1	50.00%	0	0.00%
Black or African American	2	5.56%	6	16.67%	5	13.89%	16	44.44%
Hispanic or Latino	0	0.00%	1	4.00%	4	16.00%	16	64.00%
Native Hawaiian or other Pacific Islander	0	0.00%	0	0.00%	1	100.00%	0	0.00%
White (not Hispanic or Latino)	28	2.41%	128	11.00%	251	21.56%	547	46.99%
Other	0	0.00%	0	0.00%	4	57.14%	2	28.57%
Omitted	0	0.00%	1	10.00%	1	10.00%	4	40.00%
Total	31	2.46%	142	11.28%	269	21.37%	590	46.86%

Race and Cultural Group	4 years		5+ years		Omitted		Total	
	American Indian or Alaska native	0	0.00%	0	0.00%	0	0.00%	14
Asian	1	50.00%	0	0.00%	0	0.00%	2	100.00%
Black or African American	7	19.44%	0	0.00%	0	0.00%	36	100.00%
Hispanic or Latino	1	4.00%	3	12.00%	0	0.00%	25	100.00%
Native Hawaiian or other Pacific Islander	0	0.00%	0	0.00%	0	0.00%	1	100.00%
White (not Hispanic or Latino)	95	8.16%	110	9.45%	5	0.43%	1164	100.00%
Other	1	14.29%	0	0.00%	0	0.00%	7	100.00%
Omitted	1	10.00%	1	10.00%	2	20.00%	10	100.00%
Total	106	8.42%	114	9.05%	7	0.56%	1259	100.00%

Finding:

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

Table 7.16. Racial/cultural group (Q53) 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)? (Q11)

Race and Cultural Group	No		Yes		Omitted		Total	
American Indian or Alaska native	13	92.86%	1	7.14%	0	0.00%	14	100.00%
Asian	1	50.00%	1	50.00%	0	0.00%	2	100.00%
Black or African American	24	66.67%	11	30.56%	1	2.78%	36	100.00%
Hispanic or Latino	19	76.00%	6	24.00%	0	0.00%	25	100.00%
Native Hawaiian or other Pacific Islander	1	100.00%	0	0.00%	0	0.00%	1	100.00%
White (not Hispanic or Latino)	981	84.28%	181	15.55%	2	0.17%	1164	100.00%
Other	6	85.71%	1	14.29%	0	0.00%	7	100.00%
Omitted	6	60.00%	1	10.00%	3	30.00%	10	100.00%
Total	1051	83.48%	202	16.04%	6	0.48%	1259	100.00%

Finding:

- The presence of incentive/performance clauses appear in somewhat more than one in ten contracts, representing an increase over that reported in 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 (Q52) and does your contract have a severance (buy-out) clause? (Q13)

Race and Cultural Group	No		Yes		Omitted		Total	
American Indian or Alaska native	10	71.43%	4	28.57%	0	0.00%	14	100.00%
Asian	0	0.00%	2	100.00%	0	0.00%	2	100.00%
Black or African American	21	58.33%	15	41.67%	0	0.00%	36	100.00%
Hispanic or Latino	13	52.00%	12	48.00%	0	0.00%	25	100.00%
Native Hawaiian or other Pacific Islander	1	100.00%	0	0.00%	0	0.00%	1	100.00%
White (not Hispanic or Latino)	777	66.75%	379	32.56%	8	0.69%	1164	100.00%
Other	5	71.43%	2	28.57%	0	0.00%	7	100.00%
Omitted	4	40.00%	3	30.00%	3	30.00%	10	100.00%
Total	831	66.00%	417	33.12%	11	0.87%	1259	100.00%

Finding:

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

Table 7.18. Racial/cultural group (Q53) 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)? (Q15)

Race and Cultural Group	No		Yes		Omitted		Total	
American Indian or Alaska native	13	92.86%	1	7.14%	0	0.00%	14	100.00%
Asian	1	50.00%	1	50.00%	0	0.00%	2	100.00%
Black or African American	33	91.67%	3	8.33%	0	0.00%	36	100.00%
Hispanic or Latino	24	96.00%	0	0.00%	1	4.00%	25	100.00%
Native Hawaiian or other Pacific Islander	1	100.00%	0	0.00%	0	0.00%	1	100.00%
White (not Hispanic or Latino)	1005	86.34%	146	12.54%	13	1.12%	1164	100.00%
Other	7	100.00%	0	0.00%	0	0.00%	7	100.00%
Omitted	7	70.00%	0	0.00%	3	30.00%	10	100.00%
Total	1091	86.66%	151	11.99%	17	1.35%	1259	100.00%

Finding:

- Where sufficient number of respondents exists, relatively few respondents regardless of their racial/ethnic group have such a provision.

Table 7.19. Is there a cap on the number of sick days (Q25) and race/cultural group (Q53)

Race/Cultural Group	No		Yes		Omitted		Total	
American Indian or Alaska native	11	78.57%	3	21.43%	0	0.00%	14	100.00%
Asian	2	100.00%	0	0.00%	0	0.00%	2	100.00%
Black or African American	24	66.67%	10	27.78%	2	5.56%	36	100.00%
Hispanic or Latino	19	76.00%	6	24.00%	0	0.00%	25	100.00%
Native Hawaiian or other Pacific Islander	1	100.00%	0	0.00%	0	0.00%	1	100.00%
White (not Hispanic or Latino)	838	71.99%	311	26.72%	15	1.29%	1164	100.00%
Other	4	57.14%	3	42.86%	0	0.00%	7	100.00%
Omitted	4	40.00%	2	20.00%	4	40.00%	10	100.00%
Total	903	71.72%	335	26.61%	21	1.67%	1259	100.00%

Finding:

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

Table 7.20A. Racial/cultural group (Q53) and evergreen (rollover) provision (Q12)

Race/Cultural Group	No		Yes		Omitted		Total	
American Indian or Alaska native	12	85.71%	2	14.29%	0	0.00%	14	100.00%
Asian	1	50.00%	1	50.00%	0	0.00%	2	100.00%
Black or African American	25	69.44%	11	30.56%	0	0.00%	36	100.00%
Hispanic or Latino	19	76.00%	6	24.00%	0	0.00%	25	100.00%
Native Hawaiian or other Pacific Islander	1	100.00%	0	0.00%	0	0.00%	1	100.00%
White (not Hispanic or Latino)	773	66.41%	384	32.99%	7	0.60%	1164	100.00%
Other	7	100.00%	0	0.00%	0	0.00%	7	100.00%
Omitted	2	20.00%	5	50.00%	3	30.00%	10	100.00%
Grand Total	840	66.72%	409	32.49%	10	0.79%	1259	100.00%

Finding:

- Where a sufficient number of respondent superintendents exists, viewed by racial/ethnic group, the presence of an evergreen provision occurred in somewhat less than one in three contracts. No significant change over time.

Table 7.20B. Racial/cultural group (Q53) and indemnification/hold harmless (Q14)

Race/Cultural Group	No		Not necessary as it is already provided by state law		Yes		Omitted		Total	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
American Indian or Alaska native	2	14.29%	4	28.57%	8	57.14%	0	0.00%	14	100.00%
Asian	0	0.00%	1	50.00%	1	50.00%	0	0.00%	2	100.00%
Black or African American	6	16.67%	6	16.67%	22	61.11%	2	5.56%	36	100.00%
Hispanic or Latino	9	36.00%	4	16.00%	12	48.00%	0	0.00%	25	100.00%
Native Hawaiian or other Pacific Islander	1	100.00%	0	0.00%	0	0.00%	0	0.00%	1	100.00%
White (not Hispanic or Latino)	386	33.16%	195	16.75%	561	48.20%	22	1.89%	1164	100.00%
Other	3	42.86%	1	14.29%	3	42.86%	0	0.00%	7	100.00%
Omitted	1	10.00%	1	10.00%	5	50.00%	3	30.00%	10	100.00%
Total	408	32.41%	212	16.84%	612	48.61%	27	2.14%	1259	100.00%

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.

SECTION #8: USE OF LEGAL COUNSEL

Table 8.1. Did the school district use legal counsel to assist in the development and/or negotiations of your contract? (Q48) and gender (Q52)

Board use of Legal Counsel in Negotiations of Agreement	Female		Male		Prefer not to answer		Omitted		Total	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
No	108	36.36%	372	39.24%	0	0.00%	2	18.18%	482	38.28%
Yes	188	63.30%	573	60.44%	3	100.00%	5	45.45%	769	61.08%
Omitted	1	0.34%	3	0.32%	0	0.00%	4	36.36%	8	0.64%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

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.
- When responses are considered by gender, twice as many males as female superintendents worked for boards that employed legal counsel to negotiate their employment agreements.

Table 8.2. Did the board use legal counsel in negotiating the employment agreement (Q48) and enrollment (Q2)

Enrollment	No		Yes		Omitted		Total	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
300 to 999	197	52.96%	173	46.51%	2	0.54%	372	100.00%
1,000 to 2,999	203	42.65%	270	56.72%	3	0.63%	476	100.00%
3,000 to 4,999	35	21.08%	128	77.11%	3	1.81%	166	100.00%
5,000 to 9,999	32	23.19%	106	76.81%	0	0.00%	138	100.00%
10,000 to 24,999	11	14.47%	65	85.53%	0	0.00%	76	100.00%
25,000 to 49,999	3	14.29%	18	85.71%	0	0.00%	21	100.00%
50,000 to 99,999	1	14.29%	6	85.71%	0	0.00%	7	100.00%
100,000 or more	0	0.00%	3	100.00%	0	0.00%	3	100.00%
Total	482	38.28%	769	61.08%	8	0.64%	1259	100.00%

Finding:

- As district enrollment increased, the use of legal counsel by the board in the negotiations of the superintendent's employment agreement increased.

Table 8.3. Did you employ legal counsel to assist in the development and/or negotiations of your contract? (Q47) and gender (Q52)

Superintendent Use of Legal Counsel in Negotiations of Agreement	Female		Male		Prefer not to answer		Omitted		Total	
	No	188	63.30%	674	71.10%	1	33.33%	6	54.55%	869
Yes	108	36.36%	269	28.38%	2	66.67%	1	9.09%	380	30.18%
Omitted	1	0.34%	5	0.53%	0	0.00%	4	36.36%	10	0.79%
Total	297	100.00%	948	100.00%	3	100.00%	11	100.00%	1259	100.00%

Finding:

- While well 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 regardless of the gender of the superintendent.

Table 8.4. Did the superintendent use legal counsel in negotiating the employment agreement (Q47) and enrollment (Q2)

Enrollment	No		Yes		Omitted		Total	
300 to 999	288	77.42%	82	22.04%	2	0.54%	372	100.00%
1,000 to 2,999	338	71.01%	134	28.15%	4	0.84%	476	100.00%
3,000 to 4,999	104	62.65%	60	36.14%	2	1.20%	166	100.00%
5,000 to 9,999	81	58.70%	55	39.86%	2	1.45%	138	100.00%
10,000 to 24,999	48	63.16%	28	36.84%	0	0.00%	76	100.00%
25,000 to 49,999	8	38.10%	13	61.90%	0	0.00%	21	100.00%
50,000 to 99,999	1	14.29%	6	85.71%	0	0.00%	7	100.00%
100,000 or more	1	33.33%	2	66.67%	0	0.00%	3	100.00%
Total	869	69.02%	380	30.18%	10	0.79%	1259	100.00%

Finding:

- There is some indication that superintendents are less likely to use legal counsel in smaller enrollment districts.

Table 8.5. Did the superintendent use legal counsel in negotiating the employment agreement (Q47) and race and cultural group (Q53)

Race and Cultural Group	Community organization (e.g., Rotary, Chamber of Commerce)		National Professional Organizations (e.g., AASA)		Regional Professional Organizations (e.g., state association)		Total	
American Indian or Alaska native	3	10.71%	12	42.86%	13	46.43%	28	100.00 %
Asian	2	33.33%	2	33.33%	2	33.33%	6	100.00 %
Black or African American	23	26.14%	31	35.23%	34	38.64%	88	100.00 %
Hispanic or Latino	15	25.00%	22	36.67%	23	38.33%	60	100.00 %
Native Hawaiian or other Pacific Islander	1	50.00%		0.00%	1	50.00%	2	100.00 %
Omitted	6	40.00%	3	20.00%	6	40.00%	15	100.00 %
Other	4	28.57%	5	35.71%	5	35.71%	14	100.00 %
White (not Hispanic or Latino)	621	23.32%	943	35.41%	1099	41.27%	2663	100.00 %
Grand Total	675	23.47%	1018	35.40%	1183	41.13%	2876	100.00 %

Finding:

- Female superintendents were somewhat less likely to use legal counsel in negotiating their employment agreement.

SECTION #9: MEMBERSHIPS

Table 9.2. AASA membership (Q54) and gender (Q52)

AASA Membership	Female		Male		Omitted		Prefer not to answer		Total	
	No	49	16.50%	192	20.25%	3	27.27%	0	0.00%	244
Yes	246	82.83%	751	79.22%	4	36.36%	3	100.00%	1004	79.75%
Omitted	2	0.67%	5	0.53%	4	36.36%	0	0.00%	11	0.87%
Total	297	100.00%	948	100.00%	11	100.00%	3	100.00%	1259	100.00%

Finding:

- Three quarters of respondents, regardless of gender, indicated they were members.

SECTION #11: SURVEY INSTRUMENT

REVISED: 9/10/2019

General Demographics

1. Name of state where your school district located
[Note: Dropdown of all states]
 2. 2019–20 district student enrollment
 - A. Fewer than 300
 - B. 300 to 999
 - C. 1,000 to 2,99
 - D. 3,000 to 4,999
 - E. 5,000 to 9,999
 - F. 10,000 to 24,999
 - G. 25,000 to 49,999
 - H. 50,000 to 99,999
 - I. 100,000 or more
 3. My school district is best described as: (Select one option)
 - A. Rural
 - B. Suburban
 - C. Urban
-

Profile - Superintendent

4. How many years have you been employed in your present position?
 - A. Less than 1
 - B. 1–5 years
 - C. 6–10 years
 - D. 11–15 years
 - E. 16–20 years
 - F. 21–25 years
 - G. 26–30 years
 - H. 31–35 years
 - I. 36–40 years
 - J. 40+ years
5. How many years of experience do you have as a superintendent?
 - A. Less than 1 year
 - B. 1–5 years
 - C. 6–10 years

- D. 11-15 years
 - E. 16-20 years
 - F. 21-25 years
 - G. 26-30 years
 - H. 31-35 years
 - I. 36-40 years
 - J. 40+ years
6. What is your present (2019-20) annual base salary? (Please use whole numbers with no commas.) \$_____
-

Workforce Profile

7. What is the estimated average annual base salary for each of the following positions in your district? (Please use whole numbers with no commas.)
- 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
-

Fiscal Profile

8. What is your projected 2019-2020 per pupil expenditure from the general fund?
- A. Less than \$5,000
 - B. \$5,000-7,500
 - C. \$7,500-10,000
 - D. \$10,000-12,500
 - E. \$12,500-15,000
 - F. \$15,000 +
9. What is your perception of the general economic condition in the area in which the district is located?
- A. Strong economic condition
 - B. Stable economic condition
 - C. Declining economic condition
-

Contract Terms

10. What is the term of your 2019-20 employment agreement?
- A. Less than 1 year
 - B. 1 year

- C. 2 years
 - D. 3 years
 - E. 4 years
 - F. 5+ years
11. 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)?
- A. Yes
 - B. No
12. Does your present employment contact have a rollover (evergreen) provision?
- A. Yes
 - B. No
13. Does your employment agreement have a severance (buy-out) clause?
- A. Yes
 - B. No
14. Does your employment agreement contain an indemnification/hold harmless provision?
- A. Yes
 - B. No
 - C. Not necessary as it is already provided by state law
15. 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)?
- A. Yes
 - B. No
16. How many days of sick leave are you provided annually?
- A. 0-3 Days
 - B. 4-6 Days
 - C. 7-10 Days
 - D. 11-15 Days
 - E. 16-20 Days
 - F. 21-25 Days
 - G. 26+ Days
17. What is the maximum accrual of sick leave for all years of employment?
- A. 0-25 Days
 - B. 26-50 Days
 - C. 51-75 Days
 - D. 76-100 Days
 - E. 101-150 Days
 - F. 151-200 Days
 - G. 200+ Days
18. How many days of vacation leave are you provided annually?
- A. 0-3 Days
 - B. 4-6 Days

- C. 7-10 Days
 - D. 11-15 Days
 - E. 16-20 Days
 - F. 21-25 Days
 - G. 26+ Days
19. What is the maximum accrual of vacation leave for all years of employment?
- A. 0-25 Days
 - B. 26-50 Days
 - C. 51-75 Days
 - D. 76-100 Days
 - E. 101-150 Days
 - F. 151-200 Days
 - G. 200+ Days
20. How many days of personal leave are you provided annually?
- A. 0-3 Days
 - B. 4-6 Days
 - C. 7-10 Days
 - D. 11-15 Days
 - E. 16-20 Days
 - F. 21-25 Days
 - G. 26+ Days
21. What is the maximum accrual of personal leave for all years of employment?
- A. 0-25 Days
 - B. 26-50 Days
 - C. 51-75 Days
 - D. 76-100 Days
 - E. 101-150 Days
 - F. 151-200 Days
 - G. 200+ Days
22. Upon your departure from the school district, how is sick leave accrual handled?
- A. Credited to retirement
 - B. Payment made to superintendent calculated at daily rate
 - C. Payment made to superintendent calculated at a negotiated rate below daily rate
 - D. No payment for accrued sick leave upon departure
23. Upon your departure from the school district, how is vacation leave accrual handled?
- A. Credited to retirement
 - B. Payment made to superintendent calculated at daily rate
 - C. Payment made to superintendent calculated at a negotiated rate below daily rate
 - D. No payment for accrued sick leave upon departure
24. Upon your departure from the school district, how is personal leave accrual handled?
- A. Credited to retirement
 - B. Payment made to superintendent calculated at daily rate
 - C. Payment made to superintendent calculated at a negotiated rate below daily rate

- D. No payment for accrued sick leave upon departure
25. Is there a cap on the number of sick days that can be carried over from one year to the next year?
- A. Yes
 - B. No
26. Is there a cap on the number of vacation days that can be carried over from one year to the next year?
- A. Yes
 - B. No
27. Is there a cap on the number of personal days that can be carried over from one year to the next year?
- A. Yes
 - B. No
28. Is your employment agreement base salary subject to a “cap” imposed by any of the following? (Select one option)
- A. Yes, based on state law
 - B. Yes, based on district policy, regulation, or practice
 - C. No
 - D. Other
29. Does your employment agreement include a provision detailing how communications between the board and superintendent are to occur? (e.g., from individual board members to the chair of the board to the superintendent)
- A. Yes
 - B. No
30. Does your employment agreement include a specific and detailed listing of your duties and responsibilities?
- A. Yes
 - B. No
31. Does your employment agreement include a specific and detailed process for handling complaints/criticisms?
- A. Yes
 - B. No
32. Does your employment agreement include a provision allowing the board to reassign you to another role in the district?
- A. Yes
 - B. No

Performance Evaluation

33. Performance Evaluation Procedure
- A. Does your employment agreement specify the process, measures and indicators to be used for your formal performance evaluation?

- Yes
 - No
- B. Is your formal performance evaluation linked to objectives or directions specified in the previous year's performance?
- Yes
 - No
- C. Is your formal performance evaluation linked to a 360-degree feedback?
- Yes
 - No
- D. Is your formal performance evaluation linked to student outcomes/performance?
- Yes
 - No
- E. Is the outcome of your formal performance evaluation made public?
- Yes, by employment agreement
 - Yes, by state law
 - No
34. How frequently are you evaluated?
- A. Annually
 - B. Biennially (Every 2 years)
 - C. Never
 - D. Other

Miscellaneous Benefits

35. Which of the following benefits are provided in your employment agreement? Mark all that apply.
- A. Deferred compensation (e.g., tax sheltered annuity)
 - B. Guaranteed vesting in a retirement plan
 - C. Life insurance (accumulates value for you)
 - D. Conference attendance with fees paid
 - E. Support for a coach or mentor for the superintendent
 - F. Physical exam
 - G. Professional liability coverage in excess of any amount specified in state or local law
 - H. Tuition reimbursement
 - I. College savings plan
 - J. Provision allowing you to engage in outside consulting
 - K. Provision allowing you to engage in outside teaching
 - L. Smart phone or similar communications device
 - M. Computer (e.g., laptop)
 - N. District credit card
36. Do you participate in a state retirement system?

- A. Yes
 - B. No
37. How many years of participation in the state retirement program are required to vest?
- A. 1
 - B. 2
 - C. 3
 - D. 4
 - E. 5
 - F. 6
 - G. 7
 - H. 8
 - I. 9
 - J. 10 or more
38. Is there a maximum salary cap on the calculation of your state retirement benefits?
- A. Yes
 - B. No
 - C. Not sure
39. Is your retirement plan/system contribution based on your salary?
- A. Yes
 - B. No
 - C. The district does not contribute on my behalf to a retirement plan/system
40. Percentage of total retirement contribution paid by the school district
- A. 0-10%
 - B. 11-20%
 - C. 21-30%
 - D. 31-40%
 - E. 41-50%
 - F. 51-60%
 - G. 61-70%
 - H. 71-80%
 - I. 81-90%
 - J. 91-100%
41. Does the school district contribute to a tax-deferred annuity or private retirement account that you have?
- A. Yes (Less than \$1,000)
 - B. Yes, (\$1,000-\$5,000)
 - C. Yes, (\$5,001-\$10,000)
 - D. Yes, More than \$10,000
 - E. No
42. Does the school district contribute to the premiums on a life insurance policy apart from the insurance benefits provided for all employees?
- A. Yes
 - B. No

43. What health insurance coverage do you receive in your employment agreement?
(Mark all that apply)
- A. Medical/Hospital
 - B. Dental
 - C. Vision/Optical
 - D. Disability
44. Coverage paid for family. (Mark all that apply)
- A. Medical/Hospital
 - B. Dental
 - C. Vision/Optical
 - D. Disability
45. Do you receive any post-retirement health insurance coverage?
- A. Yes
 - B. No
46. Which of your professional association membership dues are paid by the school district?
- A. Community organization (e.g., Rotary, Chamber of Commerce)
 - B. Regional Professional Organizations (e.g., state association)
 - C. National Professional Organizations (e.g., AASA)

Legal Counsel Use / Hire-Rehire

47. Did you employ legal counsel to assist in the development and/or negotiations of your employment agreement?
- A. Yes
 - B. No
48. Did the school district use legal counsel to assist in the development and/or negotiations of your employment agreement?
- A. Yes
 - B. No
49. Have you been rehired for your present position as superintendent after retiring in the state system?
- A. Yes
 - B. No
50. Are you drawing retirement from one state and working as a superintendent in another state?
- A. Yes
 - B. No

Personal Information

51. Your age: _____ [Note: Actual age asked for; not dropdown]
52. Your gender:

- A. Male
 - B. Female
 - C. Prefer not to answer
53. Your race/cultural group:
- A. American Indian or Alaska native
 - B. Asian
 - C. Black or African American
 - D. Hispanic or Latino
 - E. Native Hawaiian or other Pacific Islander
 - F. White (not Hispanic or Latino)
 - G. Other
54. Do you presently belong to AASA, The School Superintendents Association?
- A. Yes
 - B. No
55. 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 employment agreements 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.