



2013 Superintendents Salary & Benefits Study

ROBERT S. McCORD
CHRISTOPHER C. STREAM
NOELLE M. ELLERSON
LESLIE A. FINNAN

DANIEL A. DOMENECH, AASA EXECUTIVE DIRECTOR

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INTRODUCTION

This edition of AASA, The School Superintendents Association's "Superintendents Salary and Benefits Study" marks the second year the association has undertaken a national study on public school superintendents' compensation. Until recently, most school superintendents have had to rely on the annual salary study sponsored by Education Research Service to benchmark their compensation and benefits. With the closure of ERS, a void was created for such data. AASA responded to this need by creating a comprehensive study of the salary and benefits of school superintendents that far exceeded previous studies undertaken on this topic. AASA is particularly well-suited for this task because it represents the vast majority of school superintendents in the country and has been most active in collecting and disseminating to its members critical data needed to inform decision making. AASA is committed to refining this work over time, thus maximizing the benefit to superintendents. This work complements *The American School Superintendent: 2010 Decennial Study* (Kowalski et al. 2010) also sponsored by AASA and available from Roman & Littlefield Publishers (<https://rowman.com>).

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 2013 (see Section #11) as a result of input received from superintendents participating in the 2012 study. Using a commercially prepared mailing list of American public school superintendents, more than 9,000 e-mail links were distributed during the month of September 2013. At the same time, state association executive directors were contacted to encourage their members to respond to the Internet survey. Superintendents had the capacity to forward the link to their staff members for input in completing the survey in their area of expertise. The response to the 2012 study numbered 1280 or about 14 percent, while the number of superintendents responding to the 2013 study nearly doubled to 2,369 or more than 25 percent.

REPORT OF FINDINGS

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

body of data was collected with the central core of the data reported in this document. Additional analysis will follow.

As with any ambitious effort of this sort, there are limitations on the proper use of the data that must be identified. Upon reflection and careful analysis, there are two limitations that should be taken into account when using these data. First, sufficient data was collected to guide superintendents in the development of their compensation packages save one important factor – in some cases, even with the near doubling of the response rate, the disaggregation by racial/ethnic group did not have a sufficient number of responses to support decision-making based on this category. Care should be exercised in drawing conclusions or inferences on this particular data element. Second, survey fatigue is apparent among superintendents and impacted the return rate. Superintendents are inundated with research requests resulting in selective participation in those studies seen as most important to the role of the superintendent or of benefit to their district. The dramatic growth in the 2013 response rate over that received in 2012 is an indication of the importance superintendents place on collecting these data, while the participation rate of just over a quarter of all superintendents is less than is desired and reasonably raises questions of whether the data fairly represents the entire population.

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

SOME NOTEWORTHY FINDINGS

For the purpose of bringing attention to some of the noteworthy findings, a few of those have been repeated below. Readers may also find particular interest in Section 10, which displays verbatim text of the unique contract provisions reported by responding superintendents. During the first year of this study, there has been great interest expressed in these redacted (to shield the identity of any respondent) contract provisions. Given that high level of interest, the responses from the 2012 study have been reprinted here along with the newly collected 2013 responses.

- A total of 2,369 usable responses were received for the 2013 study, or slightly over 25 percent of those contacted, which represents near double the responses received for the 2012 study, indicating greater interest on the part of superintendents in these data.
- Similar to the 2012 study, respondents arrayed by gender favor males over females in a slightly more than three to one ratio which is consistent to the respondents in *The American School Superintendent: 2010 Decennial Study*.
- Whites (not Hispanic) dominate the respondent ranks regardless of the gender.
- Central to the study of salary and benefits is understanding the respondents' perception of the economic condition of their district. Regardless of gender, nearly

half of the superintendents described their district as stable while more than four in 10 described their district as in declining economic condition.

- For those describing their district in declining economic condition, females outnumbered the males.
- When investigating the racial/cultural group and the respondents' description of the economic condition of their district, a greater percentage of minority superintendents found themselves in districts of declining economic condition than white superintendents.
- As expected, 2012-13 median salary increases with district enrollment. This growth more than doubles when the median salary for the smallest district is compared to the largest enrollment district.
- In most, but not all cases, across district enrollments, median salaries paid to females are slightly higher than those paid to male superintendents. In drawing conclusions from these data, one must take into consideration the relatively small count of respondents in the smallest and largest districts.
- As in 2012-13 median salaries overall, females were generally still compensated at a higher rate than males when arrayed by district size.
- Increases in median base salaries generally increased by 1-2 percent from the 2012-13 to 2013-14 school year.
- Constructing the metric ratios of median superintendent salary and median beginning teacher salary produced no appreciable change in recent years.
- Comparison of responses from the present study to the 2012-13 study indicate that nearly 10 percent more superintendents are now subject to an annual evaluation (85.1 to 94.3).
- Even with the growth in annual evaluations, only half of the respondent superintendents indicate that they have included the process, measures and indicators to be used in the formal evaluation in their employment agreement.
- Slightly more than four in 10 superintendents indicated that student outcomes/performance data are included in their evaluations. No trend data on this matter is yet available.
- Slightly more than one in 10 superintendents who responded indicated they have been rehired as a superintendent after retiring from that state's or another state's retirement system. This is a marker of both an aging superintendent population and potentially narrowing pool of individuals interested in entering the superintendency.
- Slightly more than half of the respondent superintendents indicated that the district used a legal counsel to negotiate the superintendent's employment agreement.
- In contrast to the use of legal counsel by the district, only about a quarter of respondent superintendents use the services of legal counsel themselves to negotiate their employment agreement.

END NOTES:

Many additional data elements were collected beyond those reported in this document. AASA members interested in investigating in greater depth a particular contract element beyond those reported herein and/or are interested in offering suggestions for improvement of this research undertaking are invited to directly contact Dr. Robert S. McCord (rmccord@aasa.org).

Special thanks is extended to co-authors Noelle Ellerson and Leslie Finnan for their expertise and tireless efforts to manage the nearly 500,000 cell spreadsheet containing the data collected in this study.

Robert S. McCord

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SECTION #1: GENERAL DEMOGRAPHICS OF RESPONDENTS

Table 1.1 Respondents count by state (Q3)

<i>State</i>	<i>Number of Responses</i>	<i>Percent</i>
AL	25	1.1%
AK	24	1.0%
AR	76	3.2%
AZ	45	1.9%
CA	86	3.6%
CO	33	1.4%
CT	33	1.4%
DE	1	0.0%
DC	0	0.0%
FL	3	0.1%
GA	29	1.2%
HI	2	0.1%
ID	21	0.9%
IL	190	8.0%
IN	109	4.6%
IA	82	3.5%
KS	56	2.4%
KY	26	1.1%
LA	13	0.5%
ME	23	1.0%
MD	6	0.3%
MA	32	1.4%
MI	116	4.9%
MN	73	3.1%
MS	15	0.6%
MO	107	4.5%

<i>State</i>	<i>Number of Responses</i>	<i>Percent</i>
MT	59	2.5%
NE	65	2.7%
NV	7	0.3%
NH	11	0.5%
NJ	75	3.2%
NM	17	0.7%
NY	122	5.1%
NC	12	0.5%
ND	33	1.4%
OH	100	4.2%
OK	74	3.1%
OR	27	1.1%
PA	99	4.2%
RI	7	0.3%
SC	9	0.4%
SD	34	1.4%
TN	21	0.9%
TX	102	4.3%
UT	14	0.6%
VT	15	0.6%
VA	31	1.3%
WA	51	2.2%
WV	5	0.2%
WI	117	4.9%
WY	11	0.5%
Blank	25	1.1%
Total Responses	2369	100.0%

Finding:

- A total of 2,369 usable responses were received for the 2013 study, or slightly over 25 percent of those contacted, which represents near double the responses received for the 2012 study, indicating greater interest on the part of superintendents in these data.
- No state appears to be overrepresented.

Table 1.2 Gender (Q43) and racial/cultural group (Q44)

Gender	Racial/Cultural Group								Total
	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or Pacific Islander	White (not Hispanic)	Other	Omitted Racial/Cultural Group	
Male	22(1.2)	2(0.1)	18(1.0)	24(1.3)	2(0.1)	1,726(95.0)	16(0.9)	8(0.4)	1,818(76.7)
Female	6(1.1)	2(0.4)	25(4.7)	11(2.0)	0(0.0)	483(90.3)	6(1.1)	2(0.4)	535(22.6)
Omitted Gender	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	3(18.8)	0(0.0)	13(81.3)	16(0.7)
Total	28(1.2)	4(0.2)	43(1.8)	35(1.5)	2(0.1)	2,212(93.4)	22(1.0)	23(1.0)	2,369(100.0)

Finding:

- Similar to the 2012 study, respondents arrayed by gender favor males over females in a slightly more than three to one ratio which is consistent to the respondents in *The American School Superintendent: 2010 Decennial Study*.
- Whites (not Hispanic) dominate the respondent ranks regardless of the gender.

Table 1.3 Gender (Q43) and district enrollment (Q4)

Gender	2013-2014 District Enrollment						Total
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or More	Omitted District Size	
Male	174(9.6)	1,058(58.2)	405(22.3)	88(4.8)	45(2.5)	48(2.6)	1,818(76.7)
Female	60(11.2)	267(49.9)	147(27.5)	37(6.9)	8(1.5)	16(3.0)	535(22.6)
Omitted Gender	0(0.0)	8(50.0)	3(18.8)	0(0.0)	0(0.0)	5(31.3)	16(0.7)
Total	234(9.9)	1,333(56.3)	555(23.4)	125(5.3)	53(2.2)	69(2.9)	2,369(100.0)

Finding:

- When gender and district enrollment of respondents are taken into account, the majority participating in the survey were from intermediate size districts, regardless of their gender.

Table 1.4 Gender (Q43) and district description (Q5)

Gender	District Description				Total
	Rural	Suburban	Urban	Omitted District Description	
Male	1,302 (71.6)	420 (23.1)	87 (4.8)	9 (0.5)	1,818 (76.7)
Female	342 (63.9)	152 (28.4)	38 (7.1)	3 (0.6)	535 (22.6)
Omitted Gender	8 (50.0)	3 (18.8)	0 (0.0)	5 (31.3)	16 (0.6)
Total	1,652 (69.7)	575 (24.3)	125 (5.3)	17 (0.7)	2,369 (100.0)

Finding:

- When asked to describe the setting of their district, nearly 70 percent of the respondents, regardless of gender, indicated that their district was best described as rural while about a quarter describe their district as suburban.

Table 1.5 Gender (Q43) and longevity in present position (Q6)

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	246(13.5)	937(51.5)	425(23.4)	133(7.3)	58(3.2)	19(1.1)	1,818(76.7)
Female	98(18.3)	288(53.8)	113(21.1)	24(4.5)	7(1.3)	5(0.2)	535(22.6)
Omitted Gender	2(12.5)	4(25.0)	3(18.8)	0(0.0)	2(12.5)	5(31.3)	16(0.7)
Total	346(14.6)	1,229(51.9)	541(22.8)	157(6.6)	67(2.8)	29(1.22)	2,369(100.0)

Finding:

- When asked about their longevity in their present position, nearly half indicated one to five years with longer tenure favoring males.

Table 1.6 Gender (Q43) and longevity as superintendent (Q7)

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	141(7.8)	658(36.2)	507(27.2)	272(15.0)	231(12.7)	9(0.5)	1,818 (76.8)
Female	70(13.1)	228(42.6)	149(27.9)	58(10.8)	26(4.9)	4(0.8)	535(22.6)
Omitted Gender	0(0.0)	5(31.3)	3(18.8)	1(6.3)	2(12.5)	5(31.3)	16(0.7)
Total	211(8.9)	891(37.6)	659(27.8)	331(14.0)	259(10.9)	18(0.8)	2,369(100.0)

Finding:

- When asked about their tenure as a superintendent, males trended toward longer tenure in the superintendent position than females.

Table 1.7 Gender (Q43) and economic condition of district (Q13)

Gender	Economic Condition of District				Total
	Strong Economic Condition	Stable Economic Condition	Declining Economic Condition	Omitted Economic Condition	
Male	115(6.3)	933(51.3)	753(41.4)	17(0.9)	1,818(76.7)
Female	27(5.1)	238(44.5)	263(49.2)	7(1.3)	535(22.6)
Omitted Gender	0(0.0)	5(31.3)	5(31.3)	6(37.5)	16(0.7)
Total	142(6.0)	1,176(49.6)	1,021(43.1)	30(1.3)	2,369(100.0)

Finding:

- Central to the study of salary and benefits is understanding the respondents' perception of the economic condition of their district. Regardless of gender, nearly half of the superintendents described their district as stable while more than four in 10 described their district as in declining economic condition.
- For those describing their district in declining economic condition, females outnumbered the males.

Table 1.8 Racial/cultural group (Q44) and district enrollment (Q4)

Racial/ Cultural Group	2013-14 District Enrollment						
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or More	Omitted Enrollment	Total
American Indian or Alaska Native	8(28.6)	16(57.1)	3(10.7)	0(0.0)	0(0.0)	1(3.6)	28(1.2)
Asian	0(0.0)	1(25.0)	1(25.0)	1(25.0)	1(25.0)	0(0.0)	4(0.2)
Black or African American	0(0.0)	13(30.2)	18(41.9)	7(16.3)	3(7.0)	2(4.7)	43(1.8)
Hispanic or Latino	3(1.3)	18(51.4)	7(20.0)	3(8.6)	3(5.7)	1(1.5)	35(1.5)
Native Hawaiian or Pacific Islander	0(0.0)	2(100.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	2(0.1)
White (not Hispanic)	218(9.9)	1261(57.0)	514(23.2)	113(5.1)	46(2.1)	60(2.7)	2,211(93.3)
Other	5(22.5)	10(45.5)	6(27.3)	1(4.5)	0(0.0)	0(0.0)	22(0.9)
Omitted Racial/ Cultural Group	0(0.0)	12(52.2)	6(26.1)	0(0.0)	0(0.0)	5(21.7)	23(1.0)
Total	234(9.9)	1,333(56.3)	555(23.4)	125(5.3)	53(2.2)	69(2.9)	2,369(100.0)

Finding:

- Further investigating the demography of the respondents, it was found that white (not Hispanic) superintendents dominated those responding to the survey which is consistent with the findings of *The American School Superintendent: 2010 Decennial Study*. This represents a less than 0.5 percent reduction from the 2012 study findings.
- 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 superintendents clearly dominate the respondent profile and minorities appear to be underrepresented in the superintendent ranks and in comparison to the racial/cultural profile of American public school enrollment.

Table 1.9 Racial/cultural group (Q44) and description of school district (Q5)

<i>Racial/ Cultural Group</i>	<i>Description of School District</i>				
	Rural	Suburban	Urban	Omitted Description	Total
American Indian or Alaska Native	27(96.4)	0(0.0)	1(3.6)	0(0.0)	28(1.2)
Asian	2(50.0)	1(25.0)	1(25.0)	0(0.0)	4(0.2)
Black or African American	10(23.3)	19(44.2)	14(32.6)	0(0.9)	43(1.8)
Hispanic or Latino	23(65.7)	5(14.3)	7(20.0)	0(0.0)	35(1.5)
Native Hawaiian or Pacific Islander	2(100.0)	0(0.0)	0(0.0)	0(0.0)	2(0.0)
White (not Hispanic)	1,561(70.6)	541(24.5)	98(4.4)	12(0.5)	2,212(93.4)
Other	15(68.1)	5(22.7)	2(9.1)	0(0.0)	22(0.9)
Omitted Racial/ Cultural Group	12(52.2)	4(17.4)	2(8.7)	5(21.7)	23(1.0)
Total	1,652(69.7)	575(24.3)	125(5.3)	17(0.7)	2,369(100.0)

Finding:

- Again as was true in the racial/cultural group reporting by enrollment, when asked how they characterize their district, black or African American respondents trended toward employment in larger districts in greater percentage than white respondents while the remaining racial/cultural group respondents were in such small numbers, making drawing any conclusions from the data tenuous at best.

Table 1.10 Racial/cultural group (Q44) and years in present position (Q6)

Racial/ Cultural Group	Years in Present Position						Total
	1 year or Less	1-5 Years	6-10 Years	11 -15 Years	16 Years or More	Omitted Years	
American Indian or Alaska Native	4(14.3)	16(57.1)	7(25.0)	0(0.0)	1(3.6)	0(0.0)	28(1.2)
Asian	0(0.0)	4(100.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	4(0.8)
Black or African American	6(14.0)	28(65.1)	6(14.0)	2(4.7)	0(0.0)	1(3.6)	43(1.8)
Hispanic or Latino	9(25.7)	19(54.30)	5(14.3)	2(5.7)	0(0.0)	0(0.0)	35(1.5)
Native Hawaiian or Pacific Islander	0(0.0)	2(100.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	2(0.1)
White (not Hispanic)	322(14.6)	1,139(51.5)	513(23.2)	151(6.8)	65(2.9)	22(1.0)	2,212(93.4)
Other	2(9.1)	13(59.1)	6(27.3)	1(4.6)	0(0.0)	0(0.0)	22(0.9)
Omitted Racial/ Cultural Group	3(13.0)	8(34.8)	4(17.4)	1(4.4)	1(4.4)	6(26.1)	23(1.0)
Total	346(14.6)	1,229(51.9)	541(22.8)	157(6.6)	67(2.9)	29(1.2)	2,369(100.0)

Finding:

- When tenure in present position was studied by racial/cultural group, longer tenure favored the white respondents.

Table 1.11 Racial/cultural group (Q44) and years as superintendent (Q7)

Racial/ Cultural Group	Years As a Superintendent						Total
	1 year or Less	1-5 Years	6-10 Years	11 -15 Years	16 Years or More	Omitted Years	
American Indian or Alaska Native	2(7.1)	12(42.9)	8(28.6)	4(14.3)	2(7.1)	0(0.0)	28(1.2)
Asian	0(0.0)	4(100.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	4(0.2)
Black or African American	3(7.0)	27(62.8)	7(16.3)	5(11.6)	1(2.3)	0(0.0)	43(1.8)
Hispanic or Latino	6(17.1)	16(45.7)	6(17.1)	7(20.0)	0(0.0)	0(0.0)	35(1.5)
Native Hawaiian or Pacific Islander	0(0.0)	1(50.0)	1(50.0)	0(0.0)	0(0.0)	0(0.0)	2(0.1)
White (not Hispanic)	198(9.0)	816(36.9)	624(28.2)	308(13.9)	253(11.4)	13(0.6)	2,212(93.4)
Other	1(4.6)	7(31.8)	6(27.3)	6(27.3)	2(9.1)	0(0.0)	22(0.9)
Omitted Racial/ Cultural Group	1(4.4)	8(34.8)	7(30.4)	1(4.4)	1(4.4)	5(21.7)	23(1.0)
Total	211(8.9)	891(37.6)	659(27.8)	331(14.0)	259(10.9)	18(0.8)	2,369(100.0)

Finding:

- As with tenure in their present position, years as superintendent also favored white respondents.

Table 1.12 Racial/cultural group (Q44) and economic condition of district (Q13)

<i>Racial/ Cultural Group</i>	<i>Economic Condition of District</i>				Total
	Strong Economic Condition	Stable Economic Condition	Declining Economic Condition	Omitted Economic Condition	
American Indian or Alaska Native	2(7.1)	12(42.9)	14(50.0)	0(0.0)	28(1.2)
Asian	0(0.0)	3(75.0)	1(25.0)	0(0.0)	4(0.2)
Black or African American	0(0.0)	17(39.5)	25(58.1)	1(2.3)	43(1.8)
Hispanic or Latino	1(0.7)	18(51.4)	16(45.7)	0(0.0)	35(1.5)
Native Hawaiian or Pacific Islander	1(50.0)	0(0.0)	1(0.0)	0(0.0)	2(0.1)
White (not Hispanic)	138(6.2)	1,112(50.3)	940(42.5)	22(1.0)	2,212(93.4)
Other	0(0.0)	5(0.2)	17(0.7)	0(0.0)	22(0.9)
Omitted Racial/ Cultural Group	0(0.0)	9(39.1)	7(30.4)	7(30.4)	23(1.0)
Total	142(6.0)	1,176(49.6)	1,021(43.1)	30(1.3)	2,369(100.0)

Finding:

- When investigating the racial/cultural group and the respondents' description of the economic condition of their district, a greater percentage of minority superintendents found themselves in districts of declining economic condition than white superintendents.

SECTION #2: SALARY

NOTE: A significant amount of information follows concerning salaries paid to the superintendents and their staff. For the purposes of comparisons, ratios have been calculated for median superintendent salaries and that of teachers (See Table 2.5). The logic employed is that in the private sector, a commonly used metric (ratio) is calculated based on the 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 2012-13 (Q8A) and district enrollment 2013-14 (Q4) by gender (Q43)

2012-13 Super. Base Salary	2013-14 District Enrollment*									
	Less than 300		300 to 2,499		2,500 to 9,999		10,000 to 24,999		25,000 or more	
Gender	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Minimum	21,250	34,000	29,000	33,000	30,000	95,000	86,000	85,600	113,600	150,000
10%	53800	59,572	86,500	88,000	110,000	116,000	127,000	125,925	153,000	150,000
25%	67,215	75,000	95,000	98,000	125,000	127,000	149,000	154,000	180,000	155,000
50%	81,000	82,000	108,000	110,000	143,000	150,000	172,000	171,000	201,880	200,000
75%	94,320	93,000	124,905	130,000	169,000	167,500	195,000	186,000	242,000	218,000
90%	108,000	110,070	143,000	155,000	191,287	195,740	215,000	200,000	255,000	200,000
Maximum	175,000	120,000	255,920	235,453	288,000	267,000	275,200	247,200	336,000	269,500
N	156	52	982	238	377	128	76	34	41	8

* Note: No 2012-13 enrollment data collected.

Finding:

- As expected, 2012-13 median salary increases with district enrollment. This growth more than doubles when the median salary for the smallest district is compared to the largest enrollment district.
- In most, but not all cases, across district enrollments, median salaries paid to females is slightly higher than that paid to male superintendents. In drawing conclusions from these data, one must take into consideration the relatively small count of respondents in the smallest and largest districts.

Table 2.2 Superintendent base salary 2013-14 (Q9A) and district enrollment 2013-14 (Q4) by gender (Q43)

2013-14 Super. Base Salary	2013-14 District Enrollment*									
	Less than 300		300 to 2,499		2,500 to 9,999		10,000 to 24,999		25,000 or more	
Gender	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Minimum	27,250	34,000	19,300	42,500	33,500	75,000	91,561	90,000	115,900	150,000
10%	56,500	57,500	88,400	90,000	113,000	115,000	232,000	134,000	153,000	150,000
25%	69,900	71,000	98,000	98,500	128,000	127,000	205,000	154,000	185,000	165,000
50%	84,500	85,000	110,000	112,000	147,779	153,000	180,000	172,000	210,000	210,000
75%	97,000	97,500	127,500	132,344	174,802	173,389	152,500	191,475	250,000	222,000
90%	110,000	111,263	145,447	155,000	196,702	200,000	135,000	203,463	274,300	250,000
Maximum	190,000	120,000	258,734	246,048	288,000	268,766	280,000	252,144	348,000	269,500
N	169	55	1034	261	401	145	87	37	44	8

* Note: No 2012-13 enrollment data collected.

Finding:

- As in 2012-13 median salaries, females were generally compensated at a higher rate than males when arrayed by district size.
- Increases in median base salaries general increased by 1-2 percent from the 2012-13 to 2013-14 school year.

Table 2.3A Assistant superintendent instruction base salary 2012-13 (Q10A) and district enrollment 2013-14 (Q4)

2012-13 Assistant Superintendent Instruction Base Salary	2013-14 District Enrollment*				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	38,000	40,000	60,000	65,000	85,000
10%	38,000	65,000	85,000	93,000	103,000
25%	48,000	78,000	96,000	105,000	113,000
50%	80,000	90,000	110,344	125,000	130,000
75%	85,000	104,000	128,386	140,000	145,000
90%	85,000	123,131	150,000	152,474	169,000
Maximum	89,849	181,000	240,000	171,000	200,000
N	6	336	449	112	45

*Note: No 2012-13 Enrollment Data Collected.

Finding:

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

Table 2.3B Assistant superintendent human resources base salary 2012-13 (Q10B) and district enrollment 2013-14 (Q4)

2012-13 Assistant Superintendent Human Resources Base Salary	2013-14 District Enrollment*				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum		32,000	33,825	42,000	85,000
10%		45,000	75,000	86,000	99,677
25%		60,000	90,000	100,000	102,000
50%		78,000	104,130	116,657	123,633
75%		90,000	126,804	135,000	145,000
90%		115,000	150,000	146,000	165,000
Maximum		152,695	240,000	162,000	215,000
N	0	86	339	105	45

*Note: No 2012-13 Enrollment Data Collected.

Finding:

- As with the superintendent median base salaries, assistant superintendent for human resources median base salaries increase with district enrollment, while the smallest of districts have few individual serving in this capacity making comparison difficult.

Table 2.3C Assistant superintendent business and finance base salary 2012-13 (Q10C) and district enrollment 2013-14 (Q4)

2012-13 Assistant Superintendent Business and Finance Base Salary	2013-14 District Enrollment*				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	27,873	38,000	48,666	65,000	90,000
10%	32,188	53,500	77,038	93,000	99,000
25%	40,000	65,000	89,904	105,000	113,000
50%	50,000	81,375	109,700	120,000	136,464
75%	70,000	99,000	130,000	139,535	152,000
90%	83,738	124,000	158,681	153,000	183,000
Maximum	96,000	222,000	230,000	210,000	215,000
N	20	407	425	110	45

Note: No 2012-13 Enrollment Data Collected.

Finding:

- As with the superintendent base salaries, assistant superintendent for business and finance median base salaries increase with district enrollment, while the smallest of districts have few individual serving in this capacity making comparison difficult.

Table 2.3D High school principal base salary 2012-13 (Q10D) and district enrollment 2013- 14 (Q4)

2012-13 High School Principal Base Salary	2013-14 District Enrollment*				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	17,166	15,000	55,000	55,000	80,000
10%	45,000	65,000	82,000	82,000	85,162
25%	55,000	73,730	91,000	95,000	95,000
50%	65,000	84,000	103,000	106,000	110,000
75%	76,000	93,000	117,673	118,000	120,000
90%	81,982	102,538	141,000	130,000	130,000
Maximum	90,000	178,000	205,000	160,000	143,791
N	119	1081	466	105	45

*Note: No 2012-13 Enrollment Data Collected.

Finding:

- As with the superintendent base salaries, high school principal median base salaries increase with district enrollment, while the smallest of districts have few individual serving in this capacity making comparison difficult.

Table 2.3E Middle school principal base salary 2012-13 (Q10E) and district enrollment 2013-14 (Q4)

2012-13 Middle School Principal Base Salary	2013-14 District Enrollment*				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	17,166	20,000	48,000	55,000	70,000
10%	17,500	64,000	75,000	73,000	75,999
25%	21,300	72,000	85,000	85,000	85,281
50%	30,000	81,497	95,000	95,000	98,000
75%	55,000	91,000	110,000	107,613	112,000
90%	84,000	107,000	130,000	117,326	117,000
Maximum	85,900	165,600	200,000	150,000	140,000
N	15	681	465	105	42

*Note: No 2012-13 Enrollment Data Collected.

Finding:

- As with the superintendent base salaries, middle school principal median base salaries increase with district enrollment, while the smallest of districts have few individual serving in this capacity making comparison difficult.

Table 2.3F Elementary school principal base salary 2012-13 (Q10F) and district enrollment 2013-14 (Q4)

2012-13 Elementary School Principal Base Salary	2013-14 District Enrollment*				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	17,167	21,000	45,000	55,000	50,000
10%	26,624	60,600	69,000	65,000	68,000
25%	50,000	68,432	78,000	76,000	78,000
50%	58,000	77,000	89,000	88,509	87,629
75%	70,000	87,491	102,000	98,064	104,000
90%	80,519	99,149	124,000	108,000	111,000
Maximum	97,000	180,000	182,916	145,000	129,309
N	70	1101	479	109	44

*Note: No 2012-13 Enrollment Data Collected.

Finding:

- As with the superintendent base salaries, elementary school principal median base salaries increase with district enrollment, while the smallest of districts have few individual serving in this capacity making comparison difficult.

Table 2.3G Beginning teacher base salary 2012-13 (Q10G) and district enrollment 2013-14 (Q4)

2012-13 Beginning Teacher Base Salary	2013-14 District Enrollment*				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	22,400	24,000	26,700	29,000	26,000
10%	26,000	30,000	32,375	32,000	32,000
25%	28,500	31,500	34,100	34,500	35,917
50%	30,800	33,764	37,000	37,000	40,000
75%	33,000	37,000	42,346	41,370	44,000
90%	38,000	42,463	48,000	45,176	46,500
Maximum	51,000	87,500	81,000	58,750	60,000
N	199	1224	490	111	45

*Note: No 2012-13 Enrollment Data Collected.

Finding:

- As with the superintendent base salaries, teacher median base salaries increase with district enrollment, while the smallest of districts have few individual serving in this capacity making comparison difficult.

Table 2.4A Assistant superintendent instruction base salary 2013-14 (Q11A) and district enrollment 2013-14 (Q4)

2013-14 Assistant Superintendent Instruction Base Salary	2013-14 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	40,000	8,500	17,500	67,000	85,000
10%		65,500	88,000	95,000	104,742
25%	40,000	80,000	97,079	105,000	120,000
50%	85,000	90,671	112,000	127,000	134,000
75%	86,700	105,000	130,000	144,000	150,000
90%	91,557	125,000	147,500	154,000	170,288
Maximum	91,557	183,000	240,000	179,216	205,000
N	4	358	472	113	49

Finding:

- When comparing median base salaries from 2012-13 to 2013-14, assistant superintendents for instruction generally saw a 1-2 percent increase.

Table 2.4B Assistant superintendent human resources base salary 2013-14 (Q11B) and district enrollment 2013-14 (Q4)

2013-14 Assistant Superintendent Human Resources Base Salary	2013-14 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum		23,664	35,425	44,000	85,000
10%		40,000	75,000	85,058	100,000
25%		54,000	90,000	100,000	106,000
50%		77,868	106,500	116,745	130,000
75%		89,000	126,500	131,858	148,000
90%		113,883	148,188	148,250	165,000
Maximum		156,570	240,000	163,000	190,000
N	0	88	346	106	48

Finding:

- When comparing median base salaries from 2012-13 to 2013-14, assistant superintendents for human resources generally saw a 1-2 percent increase.

Table 2.4C Assistant superintendent business and finance base salary 2013-14 (Q11C) and district enrollment (2013-14) Q4

2013-14 Assistant Superintendent Business and Finance Base Salary	2013-14 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	34,960	33,100	14,000	65,000	90,000
10%	36,000	54,000	75,300	92,000	103,000
25%	42,000	66,000	90,000	105,000	118,000
50%	50,000	83,820	110,000	120,600	140,000
75%	71,820	101,000	130,000	140,824	158,000
90%	88,800	126,243	160,000	160,000	170,000
Maximum	96,000	227,000	230,000	220,000	215,000
N	17	410	439	110	47

Finding:

- When comparing median base salaries from 2012-13 to 2013-14, assistant superintendents for business and finance generally saw a 1-2 percent increase.

Table 2.4D High school principal base salary 2013-14 (Q11D) and district enrollment 2013-14 (Q4)

2013-14 High School Principal Base Salary	2013-14 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	16,666	5,580	55,000	56,000	80,000
10%	46,500	66,000	84,000	83,000	90,000
25%	56,000	74,500	92,500	96,000	95,000
50%	67,000	84,800	105,000	110,000	115,000
75%	77,500	94,250	120,000	120,000	122,000
90%	85,000	103,229	141,000	132,000	130,000
Maximum	97,000	180,000	210,000	160,000	148,105
N	122	1105	483	105	47

Finding:

- When comparing median base salaries from 2012-13 to 2013-14, high school principals generally saw a 1-2 percent increase.

Table 2.4E Middle school principal base salary 2013-14 (Q11E) and district enrollment 2013-14 (Q4)

2013-14 Middle School Principal Base Salary	2013-14 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	16,666	8,000	48,000	56,000	7,000
10%	17,500	64,000	75,000	72,000	75,999
25%	22,334	72,500	85,000	85,000	86,725
50%	36,000	82,500	95,500	97,000	101,000
75%	58,000	92,298	110,000	107,639	114,000
90%	84,000	107,644	132,000	117,326	120,000
Maximum	86,800	168,500	205,000	150,000	145,000
N	15	702	485	103	44

Finding:

- When comparing median base salaries from 2012-13 to 2013-14, middle school principals generally saw a 1-2 percent increase.

Table 2.4F Elementary school principal base salary 2013-14 (Q11F) and district enrollment 2013-14 (Q4)

2013-14 Elementary School Principal Base Salary	2013-14 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	16,667	10,600	45,000	56,000	50,000
10%	32,000	62,000	70,000	68,000	72,765
25%	52,000	69,500	78,000	80,000	79,060
50%	56,800	78,000	90,000	90,000	89,218
75%	72,500	88,000	105,000	101,000	107,000
90%	81,000	100,000	125,000	110,000	115,000
Maximum	97,000	180,000	197,000	145,000	133,188
N	76	1115	495	108	46

Finding:

- When comparing median base salaries from 2012-13 to 2013-14, elementary school principals generally saw a one to two percent increase.

Table 2.4G Beginning teacher base salary 2013-14 (Q11G) and district enrollment 2013-14 (Q4)

2013-14 Beginning Teacher Base Salary	2013-14 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	22,600	24,850	27,000	29,000	30,000
10%	26,775	30,000	33,000	32,000	33,000
25%	29,400	31,748	34,500	35,000	35,000
50%	31,600	34,175	38,000	38,000	40,750
75%	34,000	37,338	43,000	42,000	44,632
90%	41,000	43,180	48,397	47,000	48,000
Maximum	53,000	95,318	85,000	63,000	60,000
N	197	1206	502	111	45

Finding:

- When comparing median base salaries from 2012-13 to 2013-14, beginning teachers generally saw a 1-2 percent increase.

Table 2.5 Ratio of 2013-14 median superintendent salaries (male only) (Q9A) with that of beginning teacher base salary (males and females) (Q11G) by district enrollment (Q4)

2013-14 Superintendent/ Beginning Teachers	2013-14 Median Salaries (Number of Respondent Superintendents)				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Superintendent Male Only	84,500 (169)	110,000 (1034)	147,779 (401)	180,000 (87)	210,000 (44)
Beginning Teacher Male and Female	31,600 (197)	34,175 (1206)	38,000 (502)	38,000 (111)	40,750 (45)
Ratio 2013-2014	1:2.7	1:3.2	1:3.9	1:4.7	1:5.2
Ratio 2012-13*	1:2.7	1:3.2	1:3.8	1:5.3	1:5.1

* Drawn from 2012-13 study

Finding:

- Constructing the metric ratios of median superintendent salary and median beginning teacher salary produced no appreciable change in recent years.

SECTION #3: EVALUATION

Table 3.1 Does your employment contract require an annual performance evaluation? (Q26A)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	2,238	94.3%
No	120	5.1%
Omitted	15	0.6%
Total Responses	2,373*	100.0%

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

Finding:

- Comparison of responses from the present study to the 2012-13 study indicate that there nearly ten percent more superintendents are now subject to an annual evaluation (85.1 to 94.3).

Table 3.2 Does your employment contract specify the process, measures and indicators to be used for your formal performance evaluation? (Q26B)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	1,192	50.1%
No	1,165	49.0%
Omitted	21	0.9%
Total Responses	2,378*	100.0%

*Note: 9 respondents selected both "yes" and "no," resulting in no appreciable impact on data.

Finding:

- Even with the growth in annual evaluations, only half of the respondent superintendents indicate that they have included the process, measures and indicators to be used in the formal evaluation in their employment agreement.

Table 3.3 Is your formal performance evaluation linked to objectives or directions specified in the previous year's performance? (Q26C)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	1,385	58.2%
No	969	40.7%
Omitted	24	1.0%
Total Responses	2,378*	100.0%

*Note: 9 respondents selected both "yes" and "no," resulting in no appreciable impact on data.

Finding:

- Linking objective and directions from previous evaluations with the present evaluation occurs only in slightly more than half the evaluations of superintendents.

Table 3.4 Is your formal performance evaluation linked to a 360 degree feedback? (Q26 D)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	413	17.4%
No	1,927	81.2%
Omitted	34	1.4%
Total Responses	2,374*	100.0%

*Note: 5 respondents selected both "yes" and "no," resulting in no appreciable impact on data.

Finding:

- Only one in six superintendent evaluations uses 360 degree feedback.

Table 3.5 Is your formal performance evaluation linked to student outcomes/performance? (Q26 E)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	959	40.3%
No	1,391	58.5%
(No answer)	29	1.2%
Total Responses	2,379*	100.0%

*Note: 10 respondents selected both "yes" and "no," resulting in no appreciable impact on data.

Finding:

- Slightly more than four in 10 superintendents indicated that student outcomes/performance data are included in their evaluations. No trend data on this matter is yet available.

Table 3.6 Who formally evaluates your performance? (Q27)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Entire Board	2,223	93.84%
Board President	40	1.69%
Board or Executive Committee	61	2.57%
Outside Consultant	8	0.34%
Other	21	0.89%
Omitted	16	0.68%
Total Responses	2,369	100.01%

Finding:

- Overwhelmingly, the superintendent is evaluated by the entire board.

Table 3.7 Is the outcome of your formal performance evaluation made public? (Q26 F)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	836	35.1%
No	1,511	63.5%
Omitted	32	1.3%
Total Responses	2,379*	100.0%

*Note: 10 respondents selected both "yes" and "no," resulting in no appreciable impact on data.

Finding:

- The public release of the formal evaluation of the superintendent has increased slightly from 34.6 percent in 2012-13 to 35.1 percent this year.

SECTION #4: RETIREMENT BENEFITS

Table 4.1 Does the school district make a contribution to an annuity or private retirement account that you have? (Q 32)

<i>Contribution</i>	<i>Data</i>	
	Count	Percent
Yes (Less than \$1,000)	43	1.8%
Yes (\$1,000 -\$5,000)	292	12.3%
Yes (\$5,001-\$10,000)	170	7.2%
Yes More than \$10,000	170	7.2%
No	1,644	69.4%
Omitted	50	2.1%
Total Responses	2,369	100.0%

Finding:

- Slightly more than 30 percent of the superintendents responding to the survey indicated they receive a district contribution to an annuity or private retirement account. This is up slightly from the 2012-13 survey.

Table 4.2 Is your retirement plan/system contribution based on your salary? (Q30)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	2,054	86.70%
No	297	12.54%
Omitted	18	0.76%
Total Responses	2,369	100.00%

Finding:

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

Table 4.3 Percentage of total retirement contribution paid by the school district. (Q31)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
0-10%	860	36.30%
11-20%	434	18.32%
21-30%	120	5.07%
31-40%	13	0.55%
41-50%	158	6.67%
51-60%	47	1.98%
61-70%	15	0.63%
71-80%	14	0.59%
81-90%	20	0.84%
91-100%	324	13.68%
Omitted	364	15.37%
Total Responses	2,369	100.00%

Finding:

- The data collected on this item has a wide variance suggesting that the respondents may have been confused about the contribution rate paid by the district. As a result, no finding is offered.

SECTION #5: INSURANCE BENEFIT

Table 5.1 What health insurance coverage do you receive in you contract? Coverage paid for superintendent: medical/hospital (Q34 A)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	1,841	77.6%
No	350	14.7%
Omitted	182	7.7%
Total	2,373*	100.0%

*Note: Four respondents selected both “yes” and “no,” resulting in no appreciable impact on data.

Finding:

- The coverage of superintendents for medical/hospital has grown by 2 percent to 77.6 percent. With the Affordable Healthcare Act, the figure is expected to increase.

Table 5.2 What health insurance coverage do you receive in you contract? Coverage paid for superintendent: dental (Q34 B)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	1,408	59.4%
No	752	31.7%
Omitted	212	8.9%
Total	2,372*	100.0%

*Note: Three respondents selected both “yes” and “no,” resulting in no appreciable impact on data.

Finding:

- Ironically as health care coverage increase among superintendents responding to the survey, dental coverage decreased by 4 percent in the last year.

Table 5.3 What health insurance coverage do you receive in you contract? Coverage paid for superintendent: vision/optical (Q34 C)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	1,002	42.2%
No	1,099	46.3%
Omitted	275	11.6%
Total	2,376*	100.0%

*Note: Seven respondents selected both “yes” and “no,” resulting in no appreciable impact on data.

Finding:

- As with dental coverage, vision/optical coverage decreased by 3 percent over the last year.

Table 5.4 What health insurance coverage do you receive in you contract? Coverage paid for superintendent: disability insurance (Q34 D)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	1,078	45.4%
No	1,042	43.9%
Omitted	256	10.8%
Total	2,376*	100.0%

*Note: Seven respondents selected both “yes” and “no,” resulting in no appreciable impact on data.

Finding:

- Reversing the trend of decreases in some sectors of insurance coverage, the provision of disability coverage grew by several percent over the last year, nearing half of the responding superintendents receiving disability coverage.

Table 5.5 What health insurance coverage do you receive in you contract? Coverage paid for superintendent’s family: medical/hospital (Q35 A)

Response	Data	
	Count	Percent
Yes	1,311	55.3%
No	666	28.1%
Omitted	394	16.6%
Total	2,371	100.0%

*Note: Two respondents selected both “yes” and “no,” resulting in no appreciable impact on data.

Finding:

- As expected, only slightly more than half of the families of superintendents responding to the survey are covered by medical/hospital insurance paid by the district.

Table 5.6 What health insurance coverage do you receive in you contract? Coverage paid for superintendent’s family: dental (Q35 B)

Response	Data	
	Count	Percent
Yes	1,041	43.9%
No	895	37.7%
Omitted	436	18.4%
Total	2,372	100.0%

*Note: Three respondents selected both “yes” and “no,” resulting in no appreciable impact on data.

Finding:

- The coverage of district-paid coverage for the superintendent’s family erodes further for dental coverage.

Table 5.7 What health insurance coverage do you receive in you contract? Coverage paid for superintendent’s family: vision/optical (Q35 C)

Response	Data	
	Count	Percent
Yes	716	30.2%
No	1,148	48.4%
Omitted	508	21.4%
Total	2,372	100.0%

*Note: Three respondents selected both “yes” and “no,” resulting in no appreciable impact on data.

Finding:

- Less than one in three families of superintendents responding receive district-paid vision/optical coverage.

Table 5.8 What health insurance coverage do you receive in you contract? Coverage paid for superintendent’s family: disability (Q35 D)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	322	13.6%
No	1,438	60.6%
Omitted	613	25.8%
Total	2,373	100.0%

*Note: Four respondents selected both “yes” and “no,” resulting in no appreciable impact on data.

Finding:

- Very few superintendent families are covered by a district-paid disability policy.

Table 5.9 What health insurance coverage do you receive in you contract? Do you receive any post-retirement health insurance coverage? (Q 36)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	665	28.1%
No	1,666	70.3%
Omitted	38	1.6%
Total Responses	2,369	100.00%

Finding:

- With superintendents retiring earlier, the issue of post-retirement insurance coverage becomes an important matter. In the 2012-13 study, 17.6 percent of the respondents reported having post-retirement health coverage in their employment agreement. This year 28.1 percent reported having that benefit.

SECTION #6: HIRE/REHIRE

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

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	188	7.9%
No	2,154	90.9%
Omitted	27	1.1%
Total Responses	2,369	100.0%

Finding:

- Slightly more than one in 10 superintendents who responded indicated that they have been rehired as a superintendent after retiring from that state's or another state's retirement system. This is a marker of both an aging superintendent population and potentially narrowing pool of individuals interested in entering the superintendency.

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

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	144	6.1%
No	2,200	92.9%
Omitted	25	1.1%
Total Responses	2,369	100.0%

Finding:

- Very few superintendents are drawing retirement from one state while serving as a superintendent in another state. As some states have employed caps on salaries (see Table 7.13), this might change. It is the intent of AASA to use this data as a baseline and to collect similar data over several years to document any potential trends.

SECTION #7: MISCELLANEOUS BENEFITS

Table 7.1 Which of the following contract benefits are provided in your employment contract? Mark all that apply. (Q29)

<i>Benefit</i>	<i>Data</i>	
	Count	Percent
Deferred Compensation	200	8.4%
Guaranteed Vesting in Retirement Plan	812	34.3%
Whole Life Insurance (accumulates to employee)	476	20.1%
Conference Attendance Fees Paid	2,019	85.2%
Support for Coach/Mentor for Superintendent	144	6.1%
Paid Physical Exam	794	33.5%
Professional Liability Coverage	1,083	45.7%
College Savings Plan	23	1.0%
Provision for Conduction Outside Consulting	664	28.0%
Omitted	522	22.0%

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

Finding:

- When compared to the responses from a year earlier, change in participation in benefits was largely minor. Worth noting is a slight uptick in the use of deferred compensation and payment of professional liability insurance.

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? (Q 33)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	1,068	45.1%
No	1,252	52.9%
Omitted	49	2.1%
Total	2,369	100.0%

Finding:

- Nearly half of the responding superintendents reported receiving a district-paid insurance policy above that received by other district employees.

Table 7.3 Gender (Q43) and sick leave provision (Q16A/B)

Gender	Annual Allowance - Sick Leave							
	0-3 Days	4-6 Days	7-10 Days	11-15 Days	16-20 Days	21-25 Days	26+ Days	Mean
Male	49(2.8)	59(3.3)	371(21.0)	1,103(62.5)	150(8.5)	20(1.1)	15(0.1)	12.6
Female	13(2.5)	20(3.9)	93(18.1)	326(63.7)	42(8.2)	13(2.5)	5(0.1)	12.9

Gender	Maximum Accrual Allowance - Sick Leave							
	0-25 Days	26-50 Days	51-75 Days	76-100 Days	101-150 Days	151-200 Days	201+ Days	Mean
Male	142(9.9)	114(7.9)	132(9.2)	222(15.5)	271(18.9)	210(14.6)	344(23.9)	155.7
Female	56(15.8)	27(7.3)	30(8.1)	59(16.0)	56(15.1)	62(16.8)	79(21.4)	140.7

Finding:

- Sick leave allowances including accrual arrayed by gender show little or no difference.

Table 7.4 Gender (Q43) and vacation leave provision (Q17A/B)

Gender	Annual Allowance - Vacation Leave							
	0-3 Days	4-6 Days	7-10 Days	11-15 Days	16-20 Days	21-25 Days	26+ Days	Mean
Male	78(4.3)	9(0.5)	205(11.2)	259(14.2)	688(37.8)	375(20.6)	167(9.2)	19.1
Female	25(4.7)	2(0.4)	56(10.5)	57(10.7)	179(33.5)	130(24.3)	63(11.8)	19.8

Gender	Maximum Accrual Allowance - Vacation Leave							
	0-25 Days	26-50 Days	51-75 Days	76-100 Days	101-150 Days	151-200 Days	201+ Days	Mean
Male	988(54.5)	392(21.6)	89(4.9)	27(1.5)	12(0.7)	10(0.6)	8(0.5)	23.5
Female	258(48.3)	114(21.4)	15(2.8)	6(1.1)	3(0.6)	7(1.3)	4(0.8)	25.8

Finding:

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

Table 7.5 Gender (Q43) and personal leave provision (Q18A/B)

Gender	Annual Allowance - Personal Leave							
	0-3 Days	4-6 Days	7-10 Days	11-15 Days	16-20 Days	21-25 Days	26+ Days	Mean
Male	1,254(72.4)	358(20.7)	48(2.8)	45(2.6)	14(0.8)	5(0.3)	8(0.5)	3.4
Female	339(69.5)	117(24.0)	19(3.9)	7(1.4)	2(0.4)	1(0.2)	3(0.6)	3.3

Gender	Maximum Accrual Allowance - Personal Leave							
	0-25 Days	26-50 Days	51-75 Days	76-100 Days	101-150 Days	151-200 Days	201+ Days	Mean
Male	1,391(95.5)	18(1.2)	14(1.0)	17(1.2)	6(0.4)	6(0.4)	5(0.3)	6.3
Female	359(95.7)	3(0.8)	4(1.1)	4(1.1)	2(0.5)	2(0.5)	1(0.3)	5.8

Finding:

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

Table 7.6 Gender (Q43) and upon departure from the district, how is sick leave accrual handled? (Q19A-C)

Handling of Sick Leave Accrual	Gender/Response							
	Male				Female			
	Yes	No	Omit	Total	Yes	No	Omit	Total
Credited to Retirement	644(37.4)	979(56.7)	100(5.8)	1,790(100.0)	205(40.8)	271(54.0)	26(5.2)	502(100.0)
Payment Made to Super.	810(46.7)	834(48.1)	90(5.2)	1,734(100.0)	235(46.4)	248(49.0)	23(4.5)	506(100.0)
Credit/ Payment Made at Daily Rate	522(30.7)	947(55.7)	232(13.6)	1,701(100.0)	167(33.9)	248(50.3)	78(15.8)	493(100.0)

Finding:

- Less than 50 percent of respondent superintendents, regardless of their gender, are leveraging their sick leave into payments and one in three into retirement credits upon their departure from the district.

Table 7.7 Gender (Q43) and upon departure from the district, how is vacation leave accrual handled? (Q20A-C)

Handling of Vacation Leave Accrual	Gender/Response							
	Male				Female			
	Yes	No	Omit	Total	Yes	No	Omit	Total
Credited to Retirement	244(14.2)	1,346(78.4)	127(7.4)	1,717(100.0)	77(15.6)	378(76.5)	39(7.9)	494(100.0)
Payment Made to Super.	921(52.9)	709(40.7)	111(6.4)	1,709(100.0)	289(57.5)	184(36.6)	30(6.0)	503(100.0)
Credit/ Payment Made at Daily Rate	790(46.2)	701(41.0)	218(12.8)	1,709(100.0)	245(49.7)	181(36.7)	67(13.6)	493(100.0)

Finding:

- Not unlike sick leave, leveraging vacation leave into a payment is occurring only in about half while credit toward retirement accounts for just of one in 10.

Table 7.8 Gender (Q43) and upon departure from the district, how is personal leave accrual handled? (Q21A-C)

Handling of Personal Leave Accrual	Gender/Response							
	Male				Female			
	Yes	No	Omit	Total	Yes	No	Omit	Total
Credited to Retirement	209(12.2)	1,255(73.5)	243(14.2)	1,707(100.0)	80(16.5)	319(65.6)	87(17.9)	486(100.0)
Payment Made to Super.	373(21.8)	1,081(63.2)	256(15.0)	1,710(100.0)	106(21.6)	297(60.6)	87(17.8)	490(100.0)
Credit/ Payment Made at Daily Rate	254(15.1)	1,002(59.6)	425(25.3)	1,681(100.0)	76(15.9)	261(54.7)	140(29.4)	477(100.0)

Finding:

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

Table 7.9 Gender (Q43) and what is the term* of your 2013-2014 employment contract? (Q14)

Term of 2013-14 Contract	Gender			
	Male	Female	Omit	Total
Less than 1-Year	60(3.3)	26(4.7)	0(0.0)	86(3.6)
1 Year	298(16.4)	81(15.1)	1(6.3)	380(16.0)
2 Years	431(23.7)	136(25.4)	5(31.3)	572(24.2)
3 Years	715(39.3)	194(36.3)	3(18.8)	912(38.5)
4 Years	149(8.2)	44(8.2)	0(0.0)	193(8.2)
5 Years	141(7.8)	47(8.9)	1(6.3)	189(8.0)
6 Years	2(0.1)	0(0.0)	0(0.0)	2(0.1)
7 Years	0(0.0)	0(0.0)	0(0.0)	0(0.0)
8 Years	1(0.1)	0(0.0)	0(0.0)	1(0.0)
9 Years	0(0.0)	0(0.0)	0(0.0)	0(0.0)
10+ Years	1(0.1)	1(0.2)	0(0.0)	2(0.1)
Omit	20(1.1)	6(1.1)	6(37.5)	32(1.4)
Total	1,818(100.0)	535(100.0)	16(100.0)	2,369(100.0)

*Term is often determined by state law

Finding:

- When considering the term of their present contract by gender, there is little difference, with three years dominating, then falling off quickly as the number of years increases.

Table 7.10 Gender (Q43) and does your present employment contract have an incentive/performance clause (i.e., a defined provision providing for a reward for accomplishing a predetermined task or objective)? (Q22)

Gender	Incentive/Performance Clause			Total
	Yes	No	Omitted Clause	
Male	240(13.2)	1,570(86.4)	8(0.4)	1,818(100.0)
Female	72(13.5)	455(85.1)	8(1.5)	535(100.0)
Omitted Gender	1(6.3)	8(50.0)	7(43.8)	23(100.0)
Total	313(13.2)	2,033(85.8)	23(1.0)	2,369(100.0)

Finding:

- Incentive provisions in contracts when arrayed by gender show little difference and occur in little more than one in ten.

Table 7.11 Gender (Q43) and does your contract have a severance (buyout) clause? (Q23)

Gender	Severance Clause			
	Yes	No	Omitted Clause	Total
Male	396(21.8)	1,409(77.5)	13(0.7)	181(100.0)
Female	132(24.7)	396(74.0)	7(1.3)	535(100.0)
Omitted Gender	2(12.5)	6(37.5)	8(50.0)	16(100.0)
Total	530(22.4)	1,811(76.5)	28(1.2)	2,369(100.0)

Finding:

- A little more than one in five males and one in four females have a severance clause in their employment agreement.

Table 7.12 Gender (Q43) and does your contract have a longevity clause (i.e., a lump sum payment you will receive for the number of years you remain in the position)? (Q24)

Gender	Longevity Clause			
	Yes	No	Omitted Clause	Total
Male	138(7.6)	1,659(91.3)	21(1.2)	1,818(100.0)
Female	31(5.8)	496(92.7)	8(1.5)	535(100.0)
Omitted Gender	1(6.3)	7(43.8)	8(50.0)	16(100.0)
Total	170(7.2)	2,162(91.3)	37(1.6)	2,369(100.0)

Finding:

- Compared to limited inclusion of a severance clause, longevity clauses are even less common, with somewhat more than one in 20 including such a provision.

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

Gender	Subject to "Cap"					Total
	Yes - Based on State Law	Yes - Based on District Policy, Reg. or Practice	No	Other	Omitted Cap	
Male	117(6.4)	55(3.0)	1,619(89.1)	20(1.1)	7(0.4)	1,818(100.0)
Female	70(13.1)	25(4.7)	429(80.2)	5(1.0)	6(1.1)	535(100.0)
Omitted Gender	0(0.0)	0(0.0)	7(43.8)	1(6.3)	8(50.0)	16(100.0)
Total	187(7.9)	80(3.4)	2,055(86.8)	26(1.1)	21(0.9)	2,369(100.0)

Finding:

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

Table 7.14 Gender (Q43) and evergreen (rollover) provision (Q15)

Gender	Evergreen Provision			Total
	Yes	No	Omitted Provision	
Male	584(32.1)	1,199(66.0)	35(2.0)	1818
Female	159(29.7)	365(68.2)	11(2.1)	535
Omitted Gender	4(25.0)	5(31.3)	7(43.8)	16
Total	747(31.5)	1,569(66.2)	53(2.2)	2,369(100.0)

Finding:

- About one in three superintendents have a rollover provision, while female superintendents are less like to have that provision.

Table 7.15 Racial/cultural group (Q44) and what is the term* of your 2013-2014 employment contract? (Q14)

Term of 2013-14 Contract	Racial/Cultural Group								
	American Indian or Alaska native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or other Pacific Islander	White (not Hispanic or Latino)	Other	Omitted Term	Total
Less than 1-Year	1(3.6)	0(0.0)	4(9.3)	0(0.0)	0(0.0)	78(3.5)	3(13.6)	0(0.0)	86(3.6)
1 Year	6(21.4)	1(25.0)	6(14.0)	6(17.1)	0(0.0)	356(16.1)	3(13.6)	2(8.7)	380(16.0)
2 Years	6(21.4)	2(50.0)	10(23.3)	12(34.3)	0(0.0)	534(24.1)	3(13.6)	5(21.7)	572(24.2)
3 Years	14(50.0)	1(25.0)	14(32.6)	10(28.6)	2(100.0)	855(38.7)	9(40.9)	7(30.4)	912(38.5)
4 Years	0(0.0)	0(0.0)	4(9.3)	3(8.6)	0(0.0)	183(8.3)	1(4.6)	2(8.7)	193(8.2)
5 Years	1(3.6)	0(0.0)	4(9.3)	4(11.4)	0(0.0)	177(8.0)	2(9.1)	1(4.4)	189(8.0)
6 Years	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	2(0.1)	0(0.0)	0(0.0)	2(0.8)
7 Years	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)
8 Years	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	1(4.6)	0(0.0)	0(0.0)	1(0.1)
9 Years	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)
10+ Years	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	2(0.1)	0(0.0)	0(0.0)	2(0.1)
Omitted Term	0(0.0)	0(0.0)	1(2.3)	0(0.0)	0(0.0)	24(1.1)	1(4.6)	6(26.1)	32(1.4)
Total	28(100.0)	4(100.0)	43(100.0)	35(100.0)	2(100.0)	2,212(100.0)	22(100.0)	23(100.0)	2,369(100.0)

*Term is often determined by state law

Finding:

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

Table 7.16 Racial/cultural group (Q44) and does your present employment contract have an incentive/performance clause (i.e., a defined provision providing for a reward for accomplishing a predetermined task or objective)? (Q22)

Incentive/ Performance Provision	Racial/Cultural Group								Total
	American Indian or Alaska native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or other Pacific Islander	White (not Hispanic or Latino)	Other	Omitted Racial/Cultural Group	
Yes	2(7.4)	0(0.0)	5(11.6)	6(17.1)	0(0.0)	295(13.3)	1(4.6)	4(17.4)	313(13.2)
No	26(92.9)	4(100.0)	38(88.4)	29(82.9)	2(100.0)	1,901(85.9)	21(95.5)	12(52.2)	2,033(85.8)
Omit	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	16(0.7)	0(0.0)	7(30.4)	23(0.97)
Total	28(100.0)	4(100.0)	43(100.0)	35(100.0)	2(100.0)	2,212(100.0)	22(100.0)	23(100.0)	2,369(100.0)

Finding:

- Consistent with similar disaggregation of the data, the presence of incentive/performance clauses appear not to favor any racial/cultural group.

Table 7.17 Racial/cultural group (Q44) and does your contract have a severance (buyout) clause? (Q23)

Severance Provision	Racial/Cultural Group								Total
	American Indian or Alaska native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or other Pacific Islander	White (not Hispanic or Latino)	Other	Omitted Racial/Cultural Group	
Yes	7(25.0)	3(75.0)	11(25.6)	17(48.6)	2(100.0)	478(21.6)	6(27.3)	6(26.1)	530(22.37)
No	21(75.0)	1(25.0)	32(74.4)	18(51.4)	0(0.0)	1,716(77.6)	15(68.2)	8(34.8)	1,811(76.5)
Omitted Provision	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	18(0.8)	1(4.6)	9(39.1)	28(1.2)
Total	28(100.0)	4(100.0)	43(100.0)	35(100.0)	2(100.0)	2,212(100.0)	22(100.0)	23(100.0)	2,369(100.0)

Finding:

- Where a sufficient number of respondents exists, about a quarter of superintendent respondents in each racial/cultural group had a severance provision.

Table 7.18 Racial/cultural group (Q44) and does your contract have a longevity clause (i.e., a lump sum payment you will receive for the number of years you remain in the position)? (Q24)

Longevity Provision	Racial/Cultural Group								
	American Indian or Alaska native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or other Pacific Islander	White (not Hispanic or Latino)	Other	Omitted Racial/Cultural Group	Total
Yes	3(10.7)	2(50.0)	0(0.0)	4(11.4)	0(0.0)	156(7.1)	2(7.1)	2(9.1)	170(7.2)
No	25(89.3)	2(50.0)	43(100.0)	31(88.6)	2(100.0)	2,027(91.6)	20(90.9)	12(52.2)	2,162(91.26)
Omitted Provision	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	29(1.3)	0(0.0)	8(34.8)	37(1.6)
Total	28(100.0)	4(100.0)	43(100.0)	35(100.0)	2(100.0)	2,212(100.0)	22(100.0)	23(100.0)	2,369(100.0)

Finding:

- As with the severance provision, only about 10 percent of the superintendent respondents by racial/cultural group have a longevity clause.

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

Salary Cap Provision	Racial/Cultural Group								
	American Indian or Alaska native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or other Pacific Islander	White (not Hispanic or Latino)	Other	Omitted Racial/Cultural Group	Total
Yes - Based on State Law	1(3.6)	1(25.0)	7(16.3)	0(0.0)	0(0.0)	175(7.9)	2(9.1)	1(4.4)	187(7.9)
Yes - Based on District Policy, Reg. or Practice	1(3.6)	0(0.0)	4(9.3)	6(17.1)	0(0.0)	68(3.1)	1(4.6)	0(0.0)	80(3.4)
No	25(89.2)	3(75.0)	31(72.1)	29(82.9)	2(100.0)	1,934(87.4)	19(86.4)	12(52.2)	2,055(86.8)
Other	1(3.6)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	23(1.0)	0(0.0)	2(8.7)	26(1.1)
Omitted Provision	0(0.0)	0(0.0)	1(2.3)	0(0.0)	0(0.0)	12(0.5)	0(0.0)	8(34.8)	21(0.9)
Total	28(100.0)	4(100.0)	43(100.0)	35(100.0)	2(100.0)	2,212(100.0)	22(100.0)	23(100.0)	2,369(100.0)

Finding:

- Caps on salary do not favor any racial/cultural group.

Table 7.20 Racial/cultural group (Q44) and evergreen (rollover) provision (Q15)

Racial/ Cultural Group	Evergreen Provision			Total
	Yes	No	Omit	
American Indian or Alaska Native	8(28.6)	20(71.4)	0(0.0)	28
Asian	3(75.0)	1(25.0)	0(0.0)	4
Black or African American	5(11.6)	35(81.4)	3(7.0)	43
Hispanic or Latino	8(22.8)	27(77.1)	0(0.0)	25
Native Hawaiian or Pacific Islander	1(50.0)	1(50.0)	0(0.0)	2
White (not Hispanic)	711(32.8)	1,460(66.0)	41(1.9)	2,212
Other	7(31.8)	13(59.1)	2(9.1)	22
Omitted Racial/ Cultural Group	4(17.4)	12(52.2)	7(30.4)	23
Total	747(31.5)	1,569(66.2)	53(2.2)	2,369(100.0)

Finding:

- Where sufficient number of respondent superintendents exist, the presence of an evergreen provision occurred in less than one in three contracts, when arrayed by racial/cultural group.

Table 7.21 Does the governing body provide you with a district-owned vehicle? (Q37)

Responses	Data	
	Count	Percent
Yes	318	13.4%
No	2,022	85.4%
Omitted Response	29	1.2%
Total	2,369	100.0%

Finding:

- There was a slight increase from last year in the percent of superintendents receiving the benefit of a district-owned vehicle, with slightly over one in 10 enjoying that benefit.

SECTION #8: USE OF LEGAL COUNSEL

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

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	1,275	53.8%
No	1,074	45.3%
Omitted Response	20	0.8%
Total	2,369	100.00%

Finding:

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

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

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	575	24.3%
No	1,773	74.8%
Omitted Response	21	0.9%
Total	2,369	100.0%

Finding:

- In contrast to the use of legal counsel by the district, only about a quarter of respondent superintendents use the services of legal counsel to negotiate their own employment agreement.

SECTION #9: MEMBERSHIPS

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

<i>Responses</i>	<i>Data*</i>	
	Count	Percent
Business (e.g., Chamber of Commerce)	924	39.0%
Civic (e.g., Rotary)	808	34.1%
Regional Professional Organizations (e.g., state association)	2,193	92.6%
National Professional Organizations (e.g., American Association of School Administrators)	1,695	71.6%
Omitted Response	104	4.4%
Total	5,724	241.7%

*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 the professional membership for the superintendent.

SECTION #10: SURVEY INSTRUMENT

General Demographics - District

Q1: Name of the school district

Q2: Zip code (five digits) which your district office is located

Q3: State (Dropdown)

Q4:2013-14 District Enrollment

Q5: How do you characterize your district? (Dropdown: Urban, Suburban, or Rural)

Profile - Superintendent

Q6: How many years have you been employed in your present position?
(Dropdown: 0-40)

Q7: How many years of experience do you have as a superintendent?
(Dropdown: 0-40)

Q8a: What was your 2012-13 annual base salary?

Q9a: What is your present (2013-14) annual base salary?

Workforce Profile - District

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

Q10a. Assistant superintendent/director of **instruction** (2012-13)

Q10b: Assistant superintendent/director of **human resources** (2012-13)

Q10c: Assistant superintendent/director of **business/ finance** (2012-13)

Q10d: **High school principal** (2012-13)

Q10e: **Middle school principal** (2012-13)

Q10f: **Elementary school principal** (2012-13)

Q10g: **Teacher** annual beginning base salary for 9-month teacher with bachelor's degree, no advanced degree, and no experience (2012-13)

Q11a. Assistant superintendent/director of **instruction** (2013-14)

Q11b: Assistant superintendent/director of **human resources** (2013-14)

Q11c: Assistant superintendent/director of **business/ finance** (2013-14)

Q11d: **High school principal** (2013-14)

Q11e: **Middle school principal** (2013-14)

Q11f: **Elementary school principal** (2013-14)

Q11g: **Teacher** annual beginning base salary for 9-month teacher with bachelor's degree, no advanced degree, and no experience (2013-14)

Fiscal Profile - District

Q12: What is the amount of your district's 2013-2014 **annual general operating budget**?

Q13: What is your perception of the **general economic condition** in the area in which the district is located? (Dropdown: strong economic condition; stable economic condition; declining economic condition)

Contract Term - Superintendent

- Q14: What is the **term of your 2013-2014 employment contract?** (Dropdown: 0-10 Years)
- Q15: Does your present employment contract have a **rollover** (evergreen) provision? (Dropdown: Yes No)
- Q16a: How many days of **sick leave** are you provided annually?
- Q16b: Maximum **sick leave** accrual for all years of employment?
- Q17a: How many days of **vacation leave** are you provided annually?
- Q17b: Maximum **vacation leave** accrual for all years of employment?
- Q18a: How many days of **personal leave** are you provided annually?
- Q18b: Maximum **personal leave** accrual for all years of employment?
- Q19a: Upon your departure from the school district, is unused **sick leave** credited to retirement?
- Q19b: Upon your departure from the school district, is unused **sick leave** made in the form of a payment to the superintendent?
- Q19c: Upon your departure from the school district, is unused **sick leave** credit/payment calculated at daily rate?
- Q20a: Upon your departure from the school district, is unused **vacation leave** credited to retirement?
- Q20b: Upon your departure from the school district, is unused **vacation leave** made in the form of a payment to the superintendent?
- Q20c: Upon your departure from the school district, is unused **vacation leave** credit/payment calculated at daily rate?
- Q21a: Upon your departure from the school district, is unused **personal leave** credited to retirement?
- Q21b: Upon your departure from the school district, is unused **personal leave** made in the form of a payment to the superintendent?

- Q21c: Upon your departure from the school district, is unused **personal leave** credit/payment calculated at daily rate?
- Q22: Does your present employment contract have an **incentive/performance clause** (i.e., a defined provision providing for a reward for accomplishing a predetermined task or objective)?
- Q23: Does your contract have a **severance (buy out) clause**?
- Q24: Does your contract have a **longevity clause** (i.e., a lump sum payment you will receive for the number of years you remain in the position)?
- Q25: Is your contract base **salary subject to a "cap"** imposed by any of the following?
(Yes, based on state law; Yes, based on district policy, regulation, or practice; No)
-

Performance Evaluation Procedures - Superintendent

- Q26a: Does your employment contract require an **annual performance evaluation**?
- Q26b: Does your employment contract specify the **process, measures and indicators** used for your formal performance evaluation?
- Q26c: Is your formal performance evaluation linked to **objectives or directions specified in the previous year's performance evaluation**?
- Q26d: Is your formal performance evaluation linked to a **360 degree feedback**?
- Q26e: Is your formal performance evaluation linked to **student outcomes/performance**?
- Q26f: Is your formal performance evaluation **made public**?
- Q27: How **frequently** are you evaluated?
(Annually; Biennially; Never; Other)
-

Q28: **Who formally evaluates your performance?** (Dropdown: Entire board; board president; board or executive committee; outside consultant; other)

Benefits - Superintendent

Q29: Which of the following **benefits** are provided in your employment contract? (Check 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
- Tuition reimbursement
- College savings plan
- Provision allowing you to engage in outside consulting
- Provision allowing you to engage in outside teaching

Q30: Is your **retirement plan/system contribution based on your salary?**

- Yes (please answer 31)
- No (please skip to 32)

Q31: **Percentage of total retirement contribution paid by the school district**
(Dropdown 0-100%)

Q32: Does the **school district make a contribution to an annuity or private retirement account** that you have?

- Yes, please specify the annual terms (dropdown: Less than \$1,000; \$1,000-\$5,000; \$5,000-\$10,000; More than \$10,000; Other)
- No

- Q33: Does the school district contribute to the premiums on a **term insurance policy** apart from the insurance benefits provided for all employees?
- Q34a: Does the school district pay **medical/hospital insurance coverage** for the superintendent?
- Q34b: Does the school district pay **dental insurance coverage** for the superintendent?
- Q34c: Does the school district pay **vision/optical insurance coverage** for the superintendent?
- Q34d: Does the school district pay **disability insurance coverage** for the superintendent?
- Q35a: Does the school district pay **medical/hospital insurance coverage** for the superintendent's family?
- Q35b: Does the school district pay **dental insurance coverage** for the superintendent's family?
- Q35c: Does the school district pay **vision/optical insurance coverage** for the superintendent's family?
- Q35d: Does the school district pay **disability insurance coverage** for the superintendent's family?
- Q36: Do you receive any **post-retirement health insurance coverage**?
- Q37: Does the school district provide you with **district-owned or leased vehicle**?
- Q38: Which of your **professional association membership dues** are paid by the school district? (Mark all that apply)
- Business (e.g., Chamber of Commerce)
 - Civic (e.g., Rotary)
 - Regional Professional Organizations (e.g., state association)
 - National Professional Organizations (e.g., American Association of School Administrators)

Contract Development and Negotiations - Superintendent

- Q39: Did **you employ legal counsel** to assist in the development and/or negotiations of your contract?
- Q40: Did the **school district use legal counsel** to assist in the development and/or negotiations of your contract?
- Q41: Have you been **rehired for your present position as superintendent** after retiring in the state system?
- Q42. **Are you drawing retirement from one state** and working as a superintendent in another state?

Personal Information - Superintendent

- Q43: Your **gender**?
- Q44: Your **race/cultural group**?
- Q45: Do you presently belong to the **AASA, The School Superintendents Association**?
- Q46. 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.