



2017-18 AASA SUPERINTENDENT SALARY & BENEFITS STUDY

MEMBER VERSION

LESLIE A. FINNAN
ROBERT S. MCCORD

DANIEL A. DOMENECH, AASA EXECUTIVE DIRECTOR
© AASA, THE SCHOOL SUPERINTENDENTS ASSOCIATION
January 2018

2017-18 AASA SUPERINTENDENT SALARY & BENEFITS STUDY

EXECUTIVE SUMMARY

The 2017-18 AASA Superintendent Salary & Benefits Study marks the sixth edition of this study, employing a revised survey instrument. This survey tracks the demographics, salary, benefits, and other elements of the employment contracts of school superintendents throughout the country. This year's study is based on 1,172 responses (approximately a 14 percent response rate). The survey was distributed online and relied on superintendents responding to 50 items with the understanding that the report of findings would contain no personally identifiable information. Consequently, data must be considered descriptive and not necessarily representative of all superintendents. However, the report is rich with information and serves as a useful snapshot of the salary and benefits of superintendents for the 2017-18 school year. For a more detailed examination of the superintendency, *The Study of the American Superintendent: 2015 Mid-Decade Update* and its 2010 predecessor are available on the AASA website:

<http://www.aasa.org/pages/templates/gsearch.aspx?q=The%20study%20of%20the%20American%20Superintendent>

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

http://my.aasa.org/AASA/Toolbox/Other_Resources/Model_Contracts.aspx

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

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

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

INTRODUCTION

The 2017-18 AASA Superintendents Salary and Benefits Study is intended to provide superintendents with actionable information needed to manage and negotiate their compensation and benefits. This edition marks the sixth year the association has undertaken a comprehensive study on public school superintendent compensation benefits, employing a revised survey instrument. Prior to that, most school superintendents relied on the annual salary study sponsored by Education Research Service (ERS) to benchmark their compensation and benefits. With the closure of ERS, a void was created. AASA responded to this need by developing a comprehensive study of the salary and benefits of school superintendents that far exceeded previous studies undertaken on this topic. AASA is particularly well-suited for this task because it represents the vast majority of school superintendents in the country and has been most active in collecting and disseminating to its members critical data needed to inform decision making. AASA is committed to refining this work over time, thus maximizing the benefit to superintendents.

The earlier editions of this study are available on the AASA website and provide valuable retrospective data (<http://www.aasa.org/research.aspx>).

This work complements *The American School Superintendent: 2010 Decennial Study* (Kowalski et al. 2010), also sponsored by AASA, and available from Roman & Littlefield (<https://rowman.com/ISBN/9781607099963>). This study was updated in 2015 and is available on the AASA website (<http://www.aasa.org/research.aspx>).

The research team authoring this report of findings was led by Leslie A. Finnan, AASA senior legislative analyst, with the assistance Robert S. McCord, AASA research consultant. The research was conducted under the direct supervision of Noelle Ellerson Ng, AASA Associate Executive Director, Policy and Advocacy.

METHODOLOGY

An extensive survey instrument was developed in 2012 with the assistance of Professors Theodore J. Kowalski (University of Dayton), I. Phillip Young (University of South Carolina), Terry Orr (Bank Street College), and Christopher C. Stream (University of Nevada, Las Vegas). This survey instrument was further refined for use in each subsequent year as a result of input received. Using a commercially prepared mailing list of American public school superintendents, more than 9,000 email invitations to participate were distributed during the month of September 2017. At the same time, state association executive directors were contacted to encourage their members to respond to the online survey. Superintendents had the capacity to forward the link to their staff members for input in completing the survey in their area of expertise.

REPORT OF FINDINGS

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

As with any ambitious effort of this sort, there are limitations on the proper use of the data. For example, when the responses for certain items are disaggregated by racial/ethnic group, the number of responses is insufficient to support decision making. Care should be exercised in drawing conclusions or inferences on this particular 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 a particular element of this study beyond those reported herein or are interested in offering suggestions for improvement of this research undertaking are invited to directly contact Leslie Finnan at the American Association of School Administrators (AASA).

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

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

RSMc

LIST OF TABLES

Section #1: General Demographics of Respondents

Table 1.1	Respondents count by state (Q4)
Table 1.2	Gender (Q44) and racial/cultural group (Q45)
Table 1.3	Gender (Q44) and district enrollment (Q5)
Table 1.4	Gender (Q44) and district description (Q6)
Table 1.5	Gender (Q44) and age (Q43)
Table 1.6	Gender (Q44) and longevity in present position (Q8)
Table 1.7	Gender (Q44) and longevity as superintendent (Q9)
Table 1.8	Gender (Q44) and economic condition of district (Q13)
Table 1.9	Racial/cultural group of superintendents (Q45) and district enrollment (Q5)
Table 1.10	Racial/cultural group (Q45) and description of school district (Q6)
Table 1.11	Racial/cultural group (Q45) and age (Q43)
Table 1.12	Racial/cultural group (Q45) and years in present position (Q8)
Table 1.13	Racial/cultural group (Q45) and years as superintendent (Q9)
Table 1.14	Racial/cultural group (Q45) and economic condition of district (Q13)

Section #2: Salary

Table 2.1	Superintendent base salary 2017-18 (Q10) and district enrollment 2017-18 (Q5) by gender (Q44)
Table 2.2A	Assistant/associate superintendent base salary 2017-18 (Q11A) and district enrollment 2017-18 (Q5)
Table 2.2B	High school principal base salary 2017-18 (Q11B) and district enrollment 2017-18 (Q5)
Table 2.2C	Middle school principal base salary 2017-18 (Q11C) and district enrollment 2017-18 (Q5)
Table 2.2D	Elementary school principal base salary 2017-18 (Q11D) and district enrollment 2017-18 (Q5)
Table 2.2E	Beginning teacher base salary 2017-18 (Q11E) and district enrollment 2017-18 (Q5)
Table 2.3	Ratio of 2017-18 median superintendent salaries (Q10) with that of beginning teacher median base salary (Q11E) by district enrollment 2017-18 (Q5)

Section #3: Evaluation

Table 3.1	How often does your employment contract require performance evaluation? (Q29)
Table 3.2	Does your employment contract specify the process, measures, and indicators to be used for your formal performance evaluation? (Q27A)
Table 3.3	Is your formal performance evaluation linked to objectives or directions specified in the previous year's performance? (Q27B)
Table 3.4	Is your formal performance evaluation linked to a 360-degree feedback? (Q27C)
Table 3.5	Is your formal performance evaluation linked to student outcomes/performance? (Q27D)
Table 3.6	Is the outcome of your formal performance evaluation made public? (Q27E)

Section #4: Retirement Benefits

Table 4.1	Does the school district make a contribution to an annuity or private retirement account that you have? (Q33)
Table 4.2	Is your retirement plan/system contribution based on your salary? (Q31)

Section #5: Insurance Benefits

Table 5.1	What health insurance coverage do you receive in your contract? Coverage paid for superintendent: medical/hospital (Q35A)
Table 5.2	What health insurance coverage do you receive in your contract? Coverage paid for superintendent: dental (Q35B)
Table 5.3	What health insurance coverage do you receive in your contract? Coverage paid for superintendent: vision/optical (Q35C)
Table 5.4	What health insurance coverage do you receive in your contract? Coverage paid for superintendent: disability insurance (Q35D)
Table 5.5	What health insurance coverage do you receive in your contract? Coverage paid for superintendent's family: medical/hospital (Q36A)
Table 5.6	What health insurance coverage do you receive in your contract? Coverage paid for superintendent's family: dental (Q36B)
Table 5.7	What health insurance coverage do you receive in your contract? Coverage paid for superintendent's family: vision/optical (Q36C)

- Table 5.8 What health insurance coverage do you receive in your contract?
Coverage paid for superintendent's family: disability insurance
(Q36D)
- Table 5.9 What health insurance coverage do you receive in your contract?
Do you receive any post-retirement health insurance coverage?
(Q37)

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? (Q41)
- Table 6.2 Are you drawing retirement from one state and working as a
superintendent in another state? (Q42)
- Table 6.3 Do you participate in a state retirement system? (Q47)
- Table 6.4 How is your state retirement program best described? (Q48)
- Table 6.5 How many years of participation in the state retirement program
are required to vest? (Q49)
- Table 6.6 Is there a maximum salary cap on the calculation of your state
retirement benefits? (Q50)

Section #7: Miscellaneous Benefits

- Table 7.1 Which of the following contract benefits are provided in your
employment contract? Mark all that apply. (Q30)
- Table 7.2 Does the school district contribute to the premiums on a term
insurance policy apart from the insurance benefits provided for all
employees? (Q34)
- Table 7.3 Gender (Q44) and sick leave provision (Q17A/B)
- Table 7.4 Gender (Q44) and vacation leave provision (Q18A/B)
- Table 7.5 Gender (Q44) and personal leave provision (Q19A/B)
- Table 7.6 Gender (Q44) and upon departure from the district, how is sick
leave accrual handled? (Q20A-C)
- Table 7.7 Gender (Q44) and upon departure from the district, how is
vacation leave accrual handled? (Q21A-C)
- Table 7.8 Gender (Q44) and upon departure from the district, how is
personal leave accrual handled? (Q22A-C)
- Table 7.9 Gender (Q44) and what is the term of your 2016-17 employment
contract? (Q14)
- Table 7.10 Gender (Q44) and does your present employment contract have an
incentive/performance clause (i.e., a defined provision providing
for a reward for accomplishing a predetermined task or objective)?
(Q24)

Table 7.11	Gender (Q44) and does your contract have a severance (buy-out) clause? (Q17)
Table 7.12	Gender (Q44) and does your contract have a longevity clause (i.e., a lump sum payment you will receive for the number of years you remain in the position)? (Q25)
Table 7.13	Gender (Q44) and is your contract base salary subject to a "cap" imposed by any of the following? (Q26)
Table 7.14	Gender (Q44) and evergreen (rollover) provision (Q15)
Table 7.15	Racial/cultural group (Q45) and what is the term of your 2016-17 employment contract? (Q14)
Table 7.16	Racial/cultural group (Q45) and does your present employment contract have an incentive/performance clause (i.e., a defined provision providing for a reward for accomplishing a predetermined task or objective)? (Q23)
Table 7.17	Racial/cultural group (Q45) and does your contract have a severance (buy-out) clause? (Q24)
Table 7.18	Racial/cultural group (Q45) and does your contract have a longevity clause (i.e., a lump sum payment you will receive for the number of years you remain in the position)? (Q25)
Table 7.19	Racial/cultural group (Q45) and is your contract base salary subject to a "cap" imposed by any of the following? (Q26)
Table 7.20	Racial/cultural group (Q45) and evergreen (rollover) provision (Q15)

Section #8: Use of Legal Counsel

Table 8.1	Did the school district use legal counsel to assist it the development and/or negotiations of your contract? (Q40)
Table 8.2	Did you employ legal counsel to assist in the development and/or negotiations of your contract? (Q39)

Section #9: Memberships

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

Section #10: Creative Contract Revision

Section #11: Survey Instrument

SECTION #1: GENERAL DEMOGRAPHICS OF RESPONDENTS

Table 1.1 Respondents count by state (Q4)

<i>State</i>	<i>Number of Responses</i>	<i>Percent</i>
AK	12	1.0
AL	27	2.3
AR	70	6.0
AZ	13	1.1
CA	31	2.6
CO	9	0.8
CT	15	1.3
DE	0	0.0
FL	3	0.3
GA	9	0.8
HI	0	0.0
IA	26	2.2
ID	12	1.0
IL	72	6.1
IN	84	7.2
KS	21	1.8
KY	9	0.8
LA	2	0.2
MA	9	0.8
MD	4	0.3
ME	8	0.7
MI	23	2.0
MN	90	7.7
MO	35	3.0
MS	4	0.3
MT	16	1.4
NC	4	0.3

<i>State</i>	<i>Number of Responses</i>	<i>Percent</i>
ND	9	0.8
NE	16	1.4
NH	6	0.5
NJ	22	1.9
NM	22	1.9
NV	7	0.6
NY	58	4.9
OH	47	4.0
OK	20	1.7
OR	7	0.6
PA	38	3.2
RI	8	0.7
SC	2	0.2
SD	25	2.1
TN	7	0.6
TX	35	3.0
UT	2	0.2
VA	12	1.0
VT	3	0.3
WA	17	1.5
WI	179	15.3
WV	2	0.2
WY	12	1.0
No response	8	0.7
Total	1172	100.0

Findings:

- A total of 1,172 usable responses were received, representing an approximately 14 percent return rate. This return represents a substantial increase from that received in 2015-16 response (N=728) while somewhat of a reduction from the responses (N=1,392) received in 2016. Despite the swings in response rates, demographics of the respondents have changed very little over the years.
- All states except Hawaii (with a single superintendent) and Delaware are represented.

Table 1.2 Gender (Q44) and racial/cultural group (Q45)

Gender	Racial/Cultural Group								Total
	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or Pacific Islander	White (not Hispanic)	Other	Omitted Racial/Cultural Group	
Male	3 (0.3)	1 (0.1)	12 (1.3)	14 (1.6)	0 (0.0)	850 (95.4)	9 (1.0)	2 (0.2)	891 (100.0)
Female	3 (1.1)	1 (0.4)	10 (3.8)	7 (2.7)	1 (0.4)	239 (90.5)	3 (1.1)	0 (0.0)	264 (100.0)
Omitted Gender	0 (0.0)	0 (0.0)	2 (11.8)	0 (0.0)	0 (0.0)	5 (29.4)	1 (5.9)	9 (52.9)	17 (100.0)
Total	6 (0.5)	2 (0.2)	24 (2.0)	21 (1.8)	1 (0.1)	1094 (93.3)	13 (1.1)	11 (0.9)	1172 (100.0)

Findings:

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

Table 1.3 Gender (Q44) and district enrollment (Q5)

Gender	2017-18 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	92 (10.3)	538 (60.4)	190 (21.3)	40 (4.5)	24 (2.7)	7 (0.8)	891 (100.0)
Female	29 (11.0)	141 (53.4)	62 (23.5)	17 (6.4)	8 (3.0)	7 (2.7)	264 (100.0)
Omitted Gender	0 (0.0)	9 (52.9)	2 (11.8)	0 (0.0)	0 (0.0)	6 (35.3)	17 (100.0)
Total	121 (10.3)	688 (58.7)	254 (21.7)	57 (4.9)	32 (2.7)	20 (1.7)	1172 (100.0)

Finding:

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

Table 1.4 Gender (Q44) and district description (Q6)

Gender	District Description				Total
	Urban	Suburban	Rural	Omitted District Description	
Male	44 (4.9)	210 (23.6)	634 (71.2)	3 (0.3)	891 (100.0)
Female	22 (8.3)	66 (25.0)	175 (66.3)	1 (0.4)	264 (100.0)
Omitted Gender	1 (5.9)	1 (5.9)	15 (88.2)	0 (0.0)	17 (100.0)
Total	67 (5.7)	277 (23.6)	824 (70.3)	4 (0.3)	1172 (100.0)

Finding:

- When asked to describe the setting of their district, approximately 70 percent of the respondents, regardless of gender, indicated that their district is best described as rural while about a quarter describe their district as suburban. This is very closely aligned with data from the National Center on Education Statistics, which shows that 5.7 percent of districts are urban, 22.9 percent are suburban, and 71.5 percent are town or rural.

<https://nces.ed.gov/surveys/ruraled/tables/a.1.a.-1.asp>

Table 1.5 Gender (Q44) and age (Q43)

Gender	Descriptive Data on Age			
	Minimum	Maximum	Mean	Median
Male	31	80	51.7	52
Female	28	71	52.8	53
Omitted Gender	34	65	49.2	48.5
Total Across Genders	28	80	51.9	52

Finding:

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

Table 1.6 Gender (Q44) and longevity in present position (Q8)

Gender	Longevity in Present Position						Total
	1 Year or Less	1-5 Years	6-10 Years	11-15 Years	16 Years or More	Omitted Longevity	
Male	76 (8.5)	450 (50.5)	238 (26.7)	77 (8.6)	46 (5.2)	4 (0.4)	891 (100.0)
Female	28 (10.6)	154 (58.3)	57 (21.6)	18 (6.8)	7 (2.7)	0 (0.0)	264 (100.0)
Omitted Gender	2 (11.8)	9 (52.9)	4 (23.5)	1 (5.9)	1 (5.9)	0 (0.0)	17 (100.0)
Total	106 (9.0)	613 (52.3)	299 (25.5)	96 (8.2)	54 (4.6)	4 (0.3)	1172 (100.0)

Finding:

- More than half of respondents have served in their present position for 1-5 years, with less than 15 percent topping 10 years.

Table 1.7 Gender (Q44) and longevity as a superintendent (Q9)

Gender	Longevity as a Superintendent						Total
	1 Year or Less	1-5 Years	6-10 Years	11-15 Years	16 Years or More	Omitted Longevity	
Male	46 (5.2)	309 (34.7)	274 (30.8)	132 (14.8)	125 (14.0)	5(0.5)	891 (100.0)
Female	17 (6.4)	118 (44.7)	80 (30.3)	34 (12.9)	14 (5.3)	1(0.3)	264 (100.0)
Omitted Gender	2 (11.8)	6 (35.3)	7 (41.2)	1 (5.9)	1 (5.9)	0(0.0)	17 (100.0)
Total	65 (5.5)	433 (36.9)	361 (30.8)	167 (14.2)	140 (11.9)	6(0.5)	1172 (100.0)

Finding:

- Males report somewhat longer longevity in the superintendency than females, although the longevity of female superintendents has increased substantially as evidenced by earlier editions of this study and that of *The American School Superintendent: 2010 Decennial Study*.

Table 1.8 Gender (Q44) and economic condition of district (Q13)

Gender	Economic Condition of District				Total
	Strong Economic Condition	Stable Economic Condition	Declining Economic Condition	Omitted Economic Condition	
Male	113 (12.7)	492 (55.2)	282 (31.6)	4 (0.4)	891 (100.0)
Female	28 (10.6)	136 (51.5)	99 (37.5)	1 (0.4)	264 (100.0)
Omitted Gender	0 (0.0)	8 (47.1)	7 (41.2)	2 (11.8)	17 (100.0)
Total	141 (12.0)	636 (54.3)	388 (33.1)	7 (0.6)	1172 (100.0)

Findings:

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

Table 1.9 Racial/cultural group of superintendents (Q45) and district enrollment (Q5)

Racial/ Cultural Group of Superintendent	2017-18 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	2 (33.3)	4 (66.7)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	6 (100.0)
Asian	0 (0.0)	0 (0.0)	2 (100.0)	0 (0.0)	0 (0.0)	0 (0.0)	2 (100.0)
Black or African American	1 (4.2)	9 (37.5)	6 (25.0)	3 (12.5)	5 (20.8)	0 (0.0)	24 (100.0)
Hispanic or Latino	6 (28.6)	4 (19.0)	8 (38.1)	2 (9.5)	1 (4.8)	0 (0.0)	21 (100.0)
Native Hawaiian or Pacific Islander	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	1 (100.0)	0 (0.0)	1 (100.0)
White (not Hispanic)	111 (10.1)	658 (60.1)	234 (21.4)	51 (4.7)	26 (2.4)	14 (1.3)	1094 (100.0)
Other	2 (15.4)	8 (61.5)	2 (15.4)	1 (7.7)	0 (0.0)	0 (0.0)	13 (100.0)
Omitted Racial/ Cultural Group	1 (9.1)	8 (72.7)	2 (18.2)	0 (0.0)	0 (0.0)	0 (0.0)	11 (100.0)
Total	123 (10.5)	691 (59.0)	254 (21.7)	57 (4.9)	33 (2.8)	14 (1.2)	1172 (100.0)

Finding:

- As in the previously reported, white (not Hispanic) superintendents represent the vast majority of superintendents responding to the study regardless of district size, which is consistent with the findings of *The American School Superintendent: 2010 Decennial Study* as well as findings from the 2013-2017 salary studies. Note: As indicated in the introduction, care should be exercised in drawing conclusions or inferences from the very small numbers of respondents in some of the racial/cultural groups, other than the fact that white (not Hispanic) superintendents are the largest group represented in the study and minorities appear to be underrepresented in the superintendent ranks, especially when compared to the racial/cultural profile of American public school enrollment.

Table 1.10 Racial/cultural group (Q45) and description of school district (Q6)

<i>Racial/ Cultural Group</i>	<i>Description of School District</i>				
	Urban	Suburban	Rural	Omitted Description	Total
American Indian or Alaska Native	0 (0.0)	0 (0.0)	6 (100.0)	0 (0.0)	6 (100.0)
Asian	0 (0.0)	2 (100.0)	0 (0.0)	0 (0.0)	2 (100.0)
Black or African American	7 (29.2)	9 (37.5)	8 (33.3)	0 (0.0)	24 (100.0)
Hispanic or Latino	5 (23.8)	4 (19.0)	12 (57.1)	0 (0.0)	21 (100.0)
Native Hawaiian or Pacific Islander	1 (100.0)	0 (0.0)	0 (0.0)	0 (0.0)	1 (100.0)
White (not Hispanic)	52 (4.8)	260 (12.8)	778 (71.1)	4 (0.4)	1094 (100.0)
Other	2 (15.4)	2 (15.4)	9 (69.2)	0 (0.0)	13 (100.0)
Omitted Racial/Cultural Group	0 (0.0)	0 (0.0)	11 (100.0)	0 (0.0)	11 (100.0)
Total	67 (5.7)	277 (23.6)	824 (70.3)	4 (0.3)	1172 (100.0)

Finding:

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

Table 1.11 Racial/cultural group (Q45) and age (Q43)

<i>Racial/ Cultural Group</i>	<i>Descriptive Data on Age</i>			
	Minimum	Maximum	Mean	Median
American Indian or Alaska Native	38	58	51.4	53
Asian	57	58	57.5	57.5
Black or African American	43	62	51.4	50
Hispanic or Latino	32	67	50.1	50
Native Hawaiian or Pacific Islander	62	62	62.0	62
White (not Hispanic)	28	80	52.0	52
Other	40	64	50.3	49.5
Omitted Racial/Cultural Group	44	52	48.0	48
Total	28	80	51.9	52

Finding:

- When the number of respondents is considered, not a great variation is found between the mean or median age of those responding when disaggregated by racial/cultural group. This is consistent with previous editions of this study.

Table 1.12 Racial/cultural group (Q45) and years in present position (Q8)

<i>Racial/ Cultural Group</i>	<i>Years in Present Position</i>						<i>Total</i>
	<i>1 year or Less</i>	<i>1-5 Years</i>	<i>6-10 Years</i>	<i>11 -15 Years</i>	<i>16 Years or More</i>	<i>Omitted Years</i>	
American Indian or Alaska Native	0 (0.0)	4 (66.7)	0 (0.0)	0 (0.0)	2 (33.3)	0 (0.0)	6 (100.0)
Asian	0 (0.0)	1 (50.0)	1 (50.0)	0 (0.0)	0 (0.0)	0 (0.0)	2 (100.0)
Black or African American	5 (20.8)	14 (58.3)	5 (20.8)	0 (0.0)	0 (0.0)	0 (0.0)	24 (100.0)
Hispanic or Latino	1 (4.8)	11 (52.4)	8 (38.1)	0 (0.0)	1 (4.8)	0 (0.0)	21 (100.0)
Native Hawaiian or Pacific Islander	0 (0.0)	1 (100.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	1 (100.0)
White (not Hispanic)	96 (8.8)	569 (52.0)	280 (25.6)	96 (8.8)	49 (4.5)	4 (0.4)	1094 (100.0)
Other	2 (15.4)	8 (61.5)	2 (15.4)	0 (0.0)	1 (7.7)	0 (0.0)	13 (100.0)
Omitted Racial/ Cultural Group	2 (18.2)	5 (45.5)	3 (27.3)	0 (0.0)	1 (9.1)	0 (0.0)	11 (100.0)
Total	106 (9.0)	613 (52.3)	299 (25.5)	96 (8.2)	54 (4.6)	4 (0.3)	1172 (100.0)

Findings:

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

Table 1.13 Racial/cultural group (Q45) and years as superintendent (Q9)

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	0 (0.0)	2 (33.3)	1 (16.7)	2 (33.3)	1 (16.7)	0 (0.0)	6 (100.0)
Asian	0 (0.0)	0 (0.0)	2 (100.0)	0 (0.0)	0 (0.0)	0 (0.0)	2 (100.0)
Black or African American	2 (8.3)	11 (45.8)	8 (33.3)	3 (12.5)	0 (0.0)	0 (0.0)	24 (100.0)
Hispanic or Latino	1 (4.8)	9 (42.9)	9 (42.9)	0 (0.0)	2 (9.5)	0 (0.0)	21 (100.0)
Native Hawaiian or Pacific Islander	0 (0.0)	1 (100.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	1 (100.0)
White (not Hispanic)	59 (5.4)	400 (36.6)	333 (30.4)	162 (14.8)	134 (12.2)	6 (0.5)	1094 (100.0)
Other	1 (7.7)	6 (46.2)	5 (38.5)	0 (0.0)	1 (7.7)	0 (0.0)	13 (100.0)
Omitted Racial/ Cultural Group	2 (18.2)	4 (36.4)	3 (27.3)	0 (0.0)	2 (18.2)	0 (0.0)	11 (100.0)
Total	65 (5.5)	433 (36.9)	361 (30.8)	167 (14.2)	140 (11.9)	6 (0.5)	1172 (100.0)

Finding:

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

Table 1.14 Racial/cultural group (Q45) and economic condition of district (Q13)

<i>Racial/ Cultural Group</i>	<i>Economic Condition of District</i>				Total
	Strong Economic Condition	Stable Economic Condition	Declining Economic Condition	Omitted Economic Condition	
American Indian or Alaska Native	0 (0.0)	3 (50.0)	3 (50.0)	0 (0.0)	6 (100.0)
Asian	0 (0.0)	1 (50.0)	1 (50.0)	0 (0.0)	2 (100.0)
Black or African American	1 (4.2)	11 (45.8)	12 (50.0)	0 (0.0)	24 (100.0)
Hispanic or Latino	2 (9.5)	10 (47.6)	9 (42.9)	0 (0.0)	21 (100.0)
Native Hawaiian or Pacific Islander	0 (0.0)	1 (100.0)	0 (0.0)	0 (0.0)	1 (100.0)
White (not Hispanic)	137 (12.5)	599 (54.8)	353 (32.3)	5 (0.5)	1094 (100.0)
Other	1 (7.7)	6 (46.2)	6 (46.2)	0 (0.0)	13 (100.0)
Omitted Racial/ Cultural Group	0 (0.0)	5 (45.5)	4 (36.4)	2 (18.2)	11 (100.0)
Total	141 (12.0)	636 (54.3)	388 (33.1)	7 (0.6)	1172 (100.0)

Finding:

- When superintendents self-reported the economic condition of their district, about half indicated that their district is in stable condition regardless of the racial/cultural identity of the superintendent. Still, one third of districts are in declining economic condition. Again, care should be taken with over interpreting the data due to the limited number of minority superintendents responding to the survey.

SECTION #2: SALARY

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

Table 2.1 Superintendent base salary 2017-18(Q10) and district enrollment 2017-18 (Q5) by gender (Q44)

2017-18 Super. Base Salary	2017-18 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	32,710	39,400	30,000	47,379	102,648	93,559	140,000	154,500	130,650	89,831
10%	63,000	65,000	93,200	90,163	125,000	130,000	147,000	159,000	133,000	89,831
25%	78,056	73,185	103,200	105,000	145,000	140,000	165,000	165,000	205,180	193,500
Median	96,750	94,000	117,523	124,240	165,000	165,000	182,227	185,000	260,000	259,892
75%	109,061	100,000	134,000	139,634	190,000	189,000	227,245	198,000	295,694	285,000
90%	130,000	121,447	155,000	166,428	218,100	229,000	238,523	220,000	340,000	295,000
Maximum	242,328	133,000	299,000	298,135	297,000	295,000	272,000	243,000	405,000	316,820
N	92	29	538	141	190	62	40	17	24	8

Findings:

- As previously reported, the limited response rate by gender in the largest student enrollment districts makes it difficult to identify trends in these districts; the salaries of male and female superintendents in similar sized districts do not differ significantly.
- Consistent with previous years, salaries increase as district enrollment increases.

Table 2.2A Assistant/associate superintendent base salary 2017-18 (Q11A) and district enrollment 2017-18 (Q5)

2017-18 Assistant/Associate Superintendent Base Salary	2017-18 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	75,000	30,000	60,000	85,000	100,000
10%		79,541	101,000	99,081	110,000
25%		90,500	112,000	119,000	134,000
Median	107,000	104,021	127,525	135,000	151,023
75%		125,000	150,000	156,000	180,541
90%		152,000	184,000	175,000	200,000
Maximum	236,571	240,000	233,868	187,000	215,000
N	5	120	202	53	30

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, while the maximum salaries in some of the small enrollment districts appear to be inflated.

Table 2.2B High school principal base salary 2017-18 (Q11B) and district enrollment 2017-18 (Q5)

2017-18 High School Principal Base Salary	2017-18 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	23,000	30,000	78,000	72,500	85,000
10%	50,000	70,047	90,000	87,000	90,000
25%	55,500	78,933	102,687	102,285	104,064
Median	70,500	90,000	115,000	116,000	120,000
75%	85,000	100,000	132,631	127,690	135,000
90%	93,000	110,900	160,000	149,317	145,805
Maximum	190,000	192,000	220,007	173,091	175,000
N	46	610	240	53	33

Finding:

- As the district student enrollment grows so do the mean base salaries of high school principals, although the maximum salaries in some of the small enrollment districts appear to be inflated.

Table 2.2C Middle school principal base salary 2017-18 (Q11C) and district enrollment 2017-18 (Q5)

2017-18 Middle School Principal Base Salary	2017-18 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	27,500	30,000	60,000	68,000	75,000
10%		68,000	82,000	79,043	88,000
25%		76,000	92,000	90,000	95,000
Median	71,250	86,950	105,205	105,000	110,000
75%		98,000	123,000	115,000	120,000
90%		112,000	142,000	126,382	128,000
Maximum	115,000	193,700	201,130	155,000	155,000
N	2	352	241	55	31

Finding:

- Similar to their high school counterparts, middle school principal base median salaries generally increase as district enrollment increases, while the maximum salaries in some of the small enrollment districts appear to be inflated.

Table 2.2D Elementary school principal base salary 2017-18 (Q11D) and district enrollment 2017-18 (Q5)

2017-18 Elementary School Principal Base Salary	2017-18 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	27,500	30,000	44,106	65,000	65,000
10%	37,500	65,000	76,000	70,000	80,000
25%	50,000	74,000	85,000	80,000	88,950
Median	62,000	84,000	98,000	98,000	100,000
75%	73,500	93,156	112,000	106,260	110,000
90%	93,000	103,000	135,000	120,000	122,000
Maximum	115,362	192,000	200,000	145,000	160,000
N	30	605	244	55	31

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 finally crossed the \$100,000 line. The maximum salaries in some of the small and intermediate enrollment districts appears to be inflated.

Table 2.2E Beginning teacher base salary 2017-18 (Q11E) and district enrollment 2017-18 (Q5)

2017-18 Beginning Teacher Base Salary	2017-18 District Enrollment				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Minimum	24,183	25,725	30,450	32,000	33,000
10%	29,000	32,144	35,500	34,106	37,000
25%	32,000	34,500	37,500	37,000	39,100
Median	35,000	37,000	40,000	41,000	42,686
75%	38,800	39,512	44,906	44,000	52,000
90%	44,000	43,504	50,000	46,000	52,900
Maximum	55,429	88,000	75,000	55,101	65,400
N	117	678	251	56	33

Finding:

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

Table 2.3 Ratio of 2017-18 median superintendent base salaries (Q10) with that of beginning teacher median base salary (Q11E) by district enrollment 2017-18 (Q5)

2017-18 Superintendent/ Beginning Teachers	2017-18 Median Base Salaries (Number of Respondent Superintendents)				
	Less than 300	300 to 2,499	2,500 to 9,999	10,000 to 24,999	25,000 or more
Superintendent Median Salary	94,000	118,000	165,000	182,900	260,000
Beginning Teacher Median Base Salary	35,000	37,000	40,000	41,000	42,686
Ratio 2017-18	1:2.7	1:3.2	1:4.1	1:4.5	1:6.1
Ratio 2016-17	1:2.7	1:3.4	1:4.2	1:4.7	1:5.4
Ratio 2015-16	1:2.8	1:3.4	1:4.2	1:4.7	1:6.0
Ratio 2014-15	1:2.5	1:3.2	1:3.9	1:4.5	1:5.0

Finding:

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

SECTION #3: EVALUATION

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

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Annually	1061	90.5
Biennially	32	2.7
Other	56	4.8
Never	18	1.5
Omitted	5	0.4
Total	1172	100.0

Finding:

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

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

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	531	45.3
No	632	53.9
Omitted	12	1.0
Total Responses	1172	100.0

*3 responded both yes and no

Finding:

- Less than half of the respondent superintendents indicate that they have measures and indicators to be used in their formal evaluation included in their employment agreement.

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

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	613	52.3
No	547	46.7
Omitted	12	1.0
Total Responses	1172	100.0

Finding:

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

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

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	188	16.0
No	971	82.8
Omitted	14	1.2
Total Responses	1172	100.0

*1 responded both yes and no

Finding:

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

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

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	411	35.1
No	763	65.1
Omitted	13	1.1
Total Responses	1172	100.0

*15 responded both yes and no

Finding:

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

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

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	373	31.8
No	787	67.2
Omitted	13	1.1
Total Responses	1172	100.0

*1 responded both yes and no

Finding:

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

SECTION #4: RETIREMENT BENEFITS

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

<i>School District Contribution</i>	<i>Data</i>	
	Count	Percent
Yes (Less than \$1,000)	22	1.9
Yes, (\$1,000 -\$5,000)	223	19.0
Yes, (\$5,001-\$10,000)	92	7.8
Yes, More than \$10,000	112	9.6
No	684	58.4
Omitted	39	3.3
Total Responses	1172	100.0

Finding:

- Slightly less than 4 in 10 of the superintendents responding to the survey 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? (Q31)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	952	81.2
No	119	10.2
Omitted	12	1.0
District Does Not Make Contribution	89	7.6
Total Responses	1172	100.0

Finding:

- Similar to previous findings, nearly 8 out of 10 of the respondents indicated that the district contribution to the retirement plan/system is based on salary.

SECTION #5: INSURANCE BENEFITS

Table 5.1 What health insurance coverage do you receive in your contract? Coverage paid for superintendent: medical/hospital (Q35A)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	811	69.2
No	184	15.7
Omitted	178	15.2
Total	1172	100.0

*1 responded both yes and no

Finding:

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

Table 5.2 What health insurance coverage do you receive in your contract? Coverage paid for superintendent: dental (Q35B)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	640	54.6
No	342	29.2
Omitted	192	16.4
Total	1172	100.0

*2 responded both yes and no

Finding:

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

Table 5.3 What health insurance coverage do you receive in your contract? Coverage paid for superintendent: vision/optical (Q35C)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	421	35.9
No	539	46.0
Omitted	212	18.1
Total	1172	100.0

Finding:

- A small decrease in vision/optical coverage has occurred. Again, a significant number of superintendents omitted this item.

Table 5.4 What health insurance coverage do you receive in your contract? Coverage paid for superintendent: disability insurance (Q35D)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	533	45.5
No	454	38.7
Omitted	186	15.9
Total	1172	100.0

*1 responded both yes and no

Finding:

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

Table 5.5 What health insurance coverage do you receive in your contract? Coverage paid for superintendent’s family: medical/hospital (Q36A)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	681	58.1
No	324	27.6
Omitted	169	14.4
Total	1172	100.0

*2 responded both yes and no

Finding:

- Somewhat more than half of the families of superintendents who responded to the survey are covered by medical/hospital insurance paid by the district. Again, a significant number of superintendents omitted this item.

Table 5.6 What health insurance coverage do you receive in your contract? Coverage paid for superintendent’s family: dental (Q36B)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	588	50.2
No	397	33.9
Omitted	188	16.0
Total	1172	100.0

*1 responded both yes and no

Finding:

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

Table 5.7 What health insurance coverage do you receive in your contract? Coverage paid for superintendent’s family: vision/optical (Q36C)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	371	31.7
No	587	50.1
Omitted	216	18.4
Total	1172	100.0

*2 responded both yes and no

Finding:

- Somewhat more than three in ten families of superintendents who responded receive district-paid vision/optical coverage. Again, a significant number of superintendents omitted this item.

Table 5.8 What health insurance coverage do you receive in your contract? Coverage paid for superintendent’s family: disability insurance (Q36D)

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	220	18.8
No	664	56.7
Omitted	291	24.8
Total	1172	100.0

*3 responded yes and no

Finding:

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

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

<i>Response</i>	<i>Data</i>	
	Count	Percent
Yes	325	27.7
No	836	71.3
Omitted	11	0.9
Total Responses	1172	100.0

Finding:

- The issue of post-retirement insurance coverage is an important matter for district leaders. In the 2012-13 study, 17.6 percent of the respondents reported having post-retirement health coverage in their employment agreement. This has risen significantly over the years to nearly 28 percent this year. The impact of Medicare participation is not included in the survey.

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? (Q41)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	83	7.1
No	1084	92.5
Omitted	5	0.4
Total Responses	1172	100.0

Finding:

- Fewer than 1 in 10 superintendents indicated that they have been rehired as a superintendent after retiring from that state's or another state's retirement system.

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

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	59	5.0
No	1106	94.4
Omitted	7	0.6
Total Responses	1172	100.0

Finding:

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

Note: Tables 6.3 – 6.6 represent new survey items.

Table 6.3 Do you participate in a state retirement system? (Q47)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	1026	87.5
No	141	12.0
Omitted	5	0.4
Total Responses	1172	100.0

Finding:

- Nearly 9 out of 10 superintendents participate in a state retirement system.

Table 6.4 How is your state retirement program best described? (Q48)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Defined Benefit	519	44.3
Defined Contribution	257	21.9
Hybrid of the Two	224	19.1
Omitted	172	14.7
Total Responses	1172	100.0

Finding:

- Defined benefit programs dominate state retirement programs.

Table 6.5 How many years of participation in the state retirement program are required to vest? (Q49)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
1-3	119	10.2
4-6	40	3.4
7-10	327	27.9
More than 10	277	23.6
Omitted	236	20.1
Total Responses	1172	100.0

Finding:

- Vesting requirements are clustered around the 10-year mark.

Table 6.6 Is there a maximum salary cap on the calculation of your state retirement benefits? (Q50)

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	127	10.8
No	565	48.2
Not Sure	327	27.9
Omitted	153	13.1
Total Responses	1172	100.0

Finding:

- Nearly half of the respondents indicate that no cap exists on their retirement benefits. More than a quarter were not certain of the existence of a cap.

SECTION #7: MISCELLANEOUS BENEFITS

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

<i>Benefit</i>	<i>Data</i>	
	Count	Percent
Conference Attendance Fees Paid	1012	86.3
Guaranteed Vesting in Retirement Plan	470	40.1
Paid Physical Exam	397	33.9
Provision for Conduction Outside Consulting	314	26.8
Professional Liability Coverage	309	26.4
Provision for Conduction Outside Teaching	233	19.9
Tuition Reimbursement	352	30.0
Whole Life Insurance (Accumulates to employee)	247	21.1
Deferred Compensation	105	9.0
Support for Coach/Mentor for Superintendent	85	7.3
College Savings Plan	3	0.3
Provision allowing you to engage in outside consulting	314	26.8
Support of an automobile through use of district vehicle, lease of a vehicle, or a stipend to the superintendent	422	36.0

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 previous surveys, there is little change in the contract benefits received by superintendents.

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

Response	Data	
	Count	Percent
Yes	519	44.3
No	629	53.7
Omitted	24	2.0
Total	1172	100.0

Finding:

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

Table 7.3 Gender (Q44) and sick leave provision (Q17A/B)

Gender	Annual Allowance - Sick Leave							Mean
	0-3 Days	4-6 Days	7-10 Days	11-15 Days	16-20 Days	21-25 Days	26+ Days	
Male	26	16	173	564	60	9	12	12.8
Female	3	6	47	171	19	2	3	12.8

Gender	Maximum Accrual Allowance - Sick Leave							Mean
	0-25 Days	26-50 Days	51-75 Days	76-100 Days	101-150 Days	151-200 Days	201+ Days	
Male	51	0	68	123	172	246	148	157.6
Female	21	12	16	34	35	70	46	154.6

Finding:

- Sick leave allowances by gender show little difference year-over-year, while accrual levels decreased by slightly less than 10 percent.

Table 7.4 Gender (Q44) and vacation leave provision (Q18A/B)

Gender	<i>Annual Allowance - Vacation Leave</i>							Mean
	0-3 Days	4-6 Days	7-10 Days	11-15 Days	16-20 Days	21-25 Days	26+ Days	
Male	43	3	90	109	302	216	100	19.4
Female	10	2	21	28	79	80	37	20.7

Gender	<i>Maximum Accrual Allowance - Vacation Leave</i>							Mean
	0-25 Days	26-50 Days	51-75 Days	76-100 Days	101-150 Days	151-200 Days	201+ Days	
Male	418	208	26	14	2	2	6	22.9
Female	180	62	8	2	2	0	3	24.5

Finding:

- The findings for vacation leave demonstrate little or no difference when arrayed by gender year-over-year.

Table 7.5 Gender (Q44) and personal leave provision (Q19A/B)

Gender	<i>Annual Allowance - Personal Leave</i>							Mean
	0-3 Days	4-6 Days	7-10 Days	11-15 Days	16-20 Days	21-25 Days	26+ Days	
Male	590	182	37	14	7	2	7	3.5
Female	153	65	4	8	1	0	2	3.6

Gender	<i>Maximum Accrual Allowance - Personal Leave</i>							Mean
	0-25 Days	26-50 Days	51-75 Days	76-100 Days	101-150 Days	151-200 Days	201+ Days	
Male	643	9	2	8	5	1	0	4.9
Female	158	1	4	1	3	1	3	10.4

Finding:

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

Table 7.6 Gender (Q44) and upon departure from the district, how is sick leave accrual handled? (Q20A-C)

Handling of Sick Leave Accrual	Gender/Response							
	Male				Female			
	Yes	No	N/A or Omit	Total	Yes	No	N/A or Omit	Total
Credited to Retirement	283 (31.8)	495 (55.6)	113 (12.7)	891 (100.0)	100 (37.9)	129 (48.9)	35 (13.3)	264 (100.0)
Payment Made to Super.	401 (45.0)	392 (44.0)	98 (11.0)	891 (100.0)	124 (47.0)	107 (40.5)	33 (12.5)	264 (100.0)
Credit/ Payment Made at Daily Rate	232 (26.0)	504 (56.6)	155 (17.4)	891 (100.0)	83 (31.4)	117 (44.3)	64 (24.2)	264 (100.0)

Finding:

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

Table 7.7 Gender (Q44) and upon departure from the district, how is vacation leave accrual handled? (Q21A-C)

Handling of Vacation Leave Accrual	Gender/Response							
	Male				Female			
	Yes	No	N/A or Omit	Total	Yes	No	N/A or Omit	Total
Credited to Retirement	109 (12.2)	649 (72.8)	133 (14.9)	891 (100.0)	37 (14.0)	184 (69.7)	43 (16.3)	264 (100.0)
Payment Made to Super.	468 (52.5)	321 (36.0)	102 (11.4)	891 (100.0)	156 (59.1)	75 (28.4)	33 (12.5)	264 (100.0)
Credit/ Payment Made at Daily Rate	390 (43.8)	346 (38.8)	155 (17.4)	891 (100.0)	131 (49.6)	81 (30.7)	52 (19.7)	264 (100.0)

Finding:

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

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

Handling of Personal Leave Accrual	Gender/Response							
	Male				Female			
	Yes	No	Omit	Total	Yes	No	Omit	Total
Credited to Retirement	108 (12.1)	577 (64.8)	206 (23.1)	891 (100.0)	41 (15.5)	155 (58.7)	68 (25.8)	264 (100.0)
Payment Made to Super.	202 (22.7)	488 (54.8)	201 (22.6)	891 (100.0)	56 (21.2)	136 (51.5)	72 (27.3)	264 (100.0)
Credit/ Payment Made at Daily Rate	124 (13.9)	502 (56.3)	265 (29.7)	891 (100.0)	49 (18.6)	117 (44.3)	98 (37.1)	264 (100.0)

Finding:

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

Table 7.9 Gender (Q44) and what is the term of your 2017-18 employment contract? (Q14)

Gender	Term of 2017-18 Contract							Total
	Less than 1 Year	1 Year	2 Years	3 Years	4 Years	5+ Years	Omit	
Male	30 (3.4)	102 (11.4)	257 (28.8)	356 (40.0)	71 (8.0)	73 (8.2)	2 (0.2)	891 (100.0)
Female	5 (1.9)	37 (14.0)	84 (31.8)	93 (35.2)	22 (8.3)	23 (8.7)	0 (0.0)	264 (100.0)
Omit	1 (5.9)	1 (5.9)	5 (29.4)	8 (47.1)	0 (0.0)	1 (5.9)	1 (5.9)	17 (100.0)
Total	36 (3.1)	140 (11.9)	346 (29.5)	457 (39.0)	93 (7.9)	97 (8.3)	3 (0.2)	1172 (100.0)

Finding:

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

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

Gender	Incentive/Performance Clause			Total
	Yes	No	Omitted Clause	
Male	88 (9.9)	794 (89.1)	9 (1.0)	891 (100.0)
Female	34 (12.9)	229 (86.7)	1 (0.4)	264 (100.0)
Omitted Gender	0 (0.0)	16 (94.1)	1 (5.9)	17 (100.0)
Total	122 (10.4)	1039 (88.7)	11 (0.9)	1172 (100.0)

Finding:

- Only about 1 in 10 superintendents have an incentive provision in their contract. The year-over-year comparison shows a trend of small decreases in the use of this provision in contracts for superintendents.

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

Gender	Severance Clause			Total
	Yes	No	Omitted Clause	
Male	179 (20.1)	707 (79.3)	5 (0.6)	891 (100.0)
Female	60 (22.7)	203 (76.9)	1 (0.4)	264 (100.0)
Omitted Gender	2 (11.8)	14 (82.4)	1 (5.9)	17 (100.0)
Total	241 (20.6)	924 (78.8)	7 (0.6)	1172 (100.0)

Finding:

- A little less than a quarter of superintendents, regardless of gender, report having a severance clause in their employment agreement.

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

Gender	Longevity Clause			Total
	Yes	No	Omitted Clause	
Male	87 (9.8)	797 (89.5)	7 (0.8)	891 (100.0)
Female	16 (6.1)	248 (93.9)	0 (0.0)	264 (100.0)
Omitted Gender	1 (6.3)	15 (93.8)	1 (0.0)	17 (100.0)
Total	104 (8.9)	1060 (90.5)	7 (0.6)	1172 (100.0)

Finding:

- Longevity clauses are even less common than severance clauses, with fewer than 1 in 10 males and even fewer female superintendents including this provision in their employment agreements.

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

Gender	Subject to "Cap"					Total
	Yes - Based on State Law	Yes - Based on District Policy, Reg. or Practice	No	Other	Omitted Cap	
Male	42 (4.7)	22 (2.5)	803 (90.1)	18 (2.0)	6 (0.7)	891 (100.0)
Female	17 (6.4)	7 (2.7)	234 (88.6)	6 (2.3)	0 (0.0)	264 (100.0)
Omitted Gender	0 (0.0)	2 (11.8)	14 (82.4)	0 (0.0)	1 (5.9)	17 (100.0)
Total	59 (5.0)	31 (2.6)	1051 (89.8)	24 (2.0)	7 (0.5)	1172 (100.0)

Finding:

- Relatively few superintendents report being subject to salary caps.

Table 7.14 Gender (Q44) and evergreen (rollover) provision (Q15)

Gender	<i>Evergreen Provision</i>			
	Yes	No	Omitted Provision	Total
Male	320 (35.9)	566 (63.5)	5 (0.6)	891 (100.0)
Female	98 (37.1)	165 (62.5)	1 (0.4)	264 (100.0)
Omitted Gender	5 (29.4)	11 (64.7)	1 (5.9)	17 (100.0)
Total	423 (36.1)	742 (63.3)	8 (0.5)	1172 (100.0)

Finding:

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

Table 7.15 Racial/cultural group (Q45) and what is the term of your 2017-18 employment contract? (Q14)

Term of 2017-18 Contract	Racial/Cultural Group							Total
	Less than 1 year	1 Year	2 Years	3 Years	4 years	5+ Years	Omitted Term	
American Indian or Alaska native	0 (0.0)	2 (33.3)	1 (16.7)	3 (50.0)	0 (0.0)	0 (0.0)	0 (0.0)	6 (100.0)
Asian	0 (0.0)	0 (0.0)	0 (0.0)	1 (50.0)	0 (0.0)	1 (50.0)	0 (0.0)	2 (100.0)
Black or African American	1 (4.2)	2 (8.3)	6 (25.0)	11 (45.8)	2 (8.3)	2 (8.3)	0 (0.0)	24 (100.0)
Hispanic or Latino	1 (4.8)	3 (14.3)	5 (23.8)	9 (42.9)	2 (9.5)	1 (4.8)	0 (0.0)	21 (100.0)
Native Hawaiian or other Pacific Islander	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	1 (100.0)	0 (0.0)	0 (0.0)	1 (100.0)
White (not Hispanic or Latino)	33 (3.1)	130 (11.9)	328 (30.0)	420 (38.4)	88 (8.0)	93 (8.5)	2 (0.2)	1094 (100.0)
Other	0 (0.0)	1 (7.7)	4 (30.8)	8 (61.5)	0 (0.0)	0 (0.0)	0 (0.0)	13 (100.0)
Omitted Racial/Cultural Group	1 (9.1)	2 (18.2)	2 (18.2)	4 (36.4)	0 (0.0)	0 (0.0)	2 (18.2)	11 (100.0)
Total	36 (3.1)	140 (11.9)	346 (29.5)	456 (38.9)	93 (8.3)	97 (8.3)	4 (0.3)	1172 (100.0)

Finding:

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

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

<i>Incentive/ Performance Provision</i>	<i>Racial/Cultural Group</i>			
	Yes	No	Omitted Provision	Total
American Indian or Alaska native	0 (0.0)	6 (100.0)	0 (0.0)	6 (100.0)
Asian	0 (0.0)	2 (100.0)	0 (0.0)	2 (100.0)
Black or African American	4 (16.7)	20 (83.3)	0 (0.0)	24 (100.0)
Hispanic or Latino	5 (23.8)	16 (76.2)	0 (0.0)	21 (100.0)
Native Hawaiian or other Pacific Islander	0 (0.0)	1 (100.0)	0 (0.0)	1 (100.0)
White (not Hispanic or Latino)	110 (10.1)	974 (89.0)	10 (0.9)	1094 (100.0)
Other	3 (23.1)	10 (76.9)	0 (0.0)	13 (100.0)
Omitted Racial/Cultural Group	0 (0.0)	0 (0.0)	1 (9.1)	11 (100.0)
Total	122 (10.4)	1039 (88.7)	11 (0.9)	1172 (100.0)

Finding:

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

Table 7.17 Racial/cultural group (Q45) and does your contract have a severance (buy-out) clause? (Q24)

<i>Incentive/ Performance Provision</i>	<i>Racial/Cultural Group</i>			
	Yes	No	Omitted Provision	Total
American Indian or Alaska native	2 (33.3)	3 (50.0)	1 (16.7)	6 (100.0)
Asian	1 (50.0)	1 (50.0)	0 (0.0)	2 (100.0)
Black or African American	8 (33.3)	16 (66.7)	0 (0.0)	24 (100.0)
Hispanic or Latino	9 (42.9)	12 (57.1)	0 (0.0)	21 (100.0)
Native Hawaiian or other Pacific Islander	1 (100.0)	0 (0.0)	0 (0.0)	1 (100.0)
White (not Hispanic or Latino)	217 (19.8)	872 (79.7)	5 (0.5)	1094 (100.0)
Other	2 (15.4)	11 (84.6)	0 (0.0)	13 (100.0)
Omitted Racial/Cultural Group	1 (9.1)	9 (81.8)	1 (9.1)	11 (100.0)
Total	241 (20.6)	924 (78.8)	7 (0.6)	1172 (100.0)

Finding:

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

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

<i>Incentive/ Performance Provision</i>	<i>Racial/Cultural Group</i>			
	Yes	No	Omitted Provision	Total
American Indian or Alaska native	0 (0.0)	6 (100.0)	0 (0.0)	6 (100.0)
Asian	0 (0.0)	2 (100.0)	0 (0.0)	2 (100.0)
Black or African American	1 (4.2)	23 (95.8)	0 (0.0)	24 (100.0)
Hispanic or Latino	3 (14.3)	18 (85.7)	0 (0.0)	21 (100.0)
Native Hawaiian or other Pacific Islander	0 (0.0)	1 (100.0)	0 (0.0)	1 (100.0)
White (not Hispanic or Latino)	99 (9.0)	988 (90.3)	7 (0.6)	1094 (100.0)
Other	1 (7.7)	12 (92.3)	0 (0.0)	13 (100.0)
Omitted Racial/Cultural Group	0 (0.0)	10 (90.9)	1 (9.1)	11 (100.0)
Total	104 (8.9)	1060 (90.4)	8 (0.7)	1172 (100.0)

Finding:

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

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

Racial/Cultural Group	Incentive/Performance Provision					
	Yes - Based on State Law	Yes - Based on District Policy, Reg. or Practice	No	Other	Omitted	Total
American Indian or Alaska native	0 (0.0)	0 (0.0)	6 (100.0)	0 (0.0)	0 (0.0)	6 (100.0)
Asian	0 (0.0)	0 (0.0)	2 (100.0)	0 (0.0)	0 (0.0)	2 (100.0)
Black or African American	2 (8.3)	2 (8.3)	19 (79.2)	1 (4.2)	0 (0.0)	24 (100.0)
Hispanic or Latino	1 (4.8)	0 (0.0)	20 (95.2)	0 (0.0)	0 (0.0)	21 (100.0)
Native Hawaiian or other Pacific Islander	0 (0.0)	0 (0.0)	1 (100.0)	0 (0.0)	0 (0.0)	1 (100.0)
White (not Hispanic or Latino)	56 (5.1)	29 (2.7)	981 (89.7)	23 (2.1)	5 (0.5)	1094 (100.0)
Other	0 (0.0)	0 (0.0)	13 (100.0)	0 (0.0)	0 (0.0)	13 (100.0)
Omitted Racial/Cultural Group	0 (0.0)	0 (0.0)	9 (81.8)	0 (0.0)	2 (18.2)	11 (100.0)
Total	59 (5.0)	31 (2.6)	1051 (89.7)	24 (2.0)	7 (0.6)	1172 (100.0)

Finding:

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

Table 7.20 Racial/cultural group (Q45) and evergreen (rollover) provision (Q15)

Racial/Cultural Group	Incentive/Performance Provision			
	Yes	No	Omitted Provision	Total
American Indian or Alaska native	2 (33.3)	3 (50.0)	1 (16.7)	6 (100.0)
Asian	0 (0.0)	2 (100.0)	0 (0.0)	2 (100.0)
Black or African American	5 (20.8)	19 (79.2)	0 (0.0)	24 (100.0)
Hispanic or Latino	6 (28.6)	15 (71.4)	0 (0.0)	21 (100.0)
Native Hawaiian or other Pacific Islander	1 (100.0)	0 (0.0)	0 (0.0)	1 (100.0)
White (not Hispanic or Latino)	402 (36.7)	687 (62.8)	5 (0.5)	1094 (100.0)
Other	4 (30.8)	9 (69.2)	0 (0.0)	13 (100.0)
Omitted Racial/Cultural Group	3 (27.3)	7 (63.6)	1 (9.1)	11 (100.0)
Total	423 (36.1)	742 (63.3)	7 (0.6)	1172 (100.0)

Finding:

- Where sufficient numbers of respondent superintendents exist, viewed by racial/ethnic group, the presence of an evergreen provision occurred in slightly more than one in three contracts. This has changed only slightly both up and down over the years.

SECTION #8: USE OF LEGAL COUNSEL

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

<i>Responses</i>	<i>Data</i>	
	Count	Percent
Yes	596	50.9
No	566	48.3
Omitted Response	10	0.9
Total	1172	100.0

Finding:

- Slightly more than half of boards used legal counsel in the development and/or negotiation of contracts. While lower than last year’s findings, this shows an increase from the first iteration of this study.

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	282	24.1
No	878	74.9
Omitted Response	12	1.0
Total	1172	100.0

Finding:

- While half of boards use legal counsel to assist in negotiating the superintendent’s employment agreement, only one in four superintendents seeks legal assistance concerning the negotiations of their employment agreement. The disparity is best described as striking.

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
Regional Professional Organizations (e.g., state association)	1120	95.6
National Professional Organizations (e.g., American Association of School Administrators)	811	69.2

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

Finding:

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

SECTION #10: CREATIVE CONTRACT PROVISIONS

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.

Note: The report research team has reviewed the contract clauses submitted and edited them to remove any identifying information (see: XXX).

- The Superintendent may engage in professional consulting work provided that such consulting work does not interfere with or detract from his work as Superintendent and provided that the Superintendent uses his vacation leave to cover his absences, if any, for such consulting work. The Committee shall not reimburse the Superintendent for any expenses associated with such consulting work.
- 100 sick days.
- If I decide not to take health insurance I am given a stipend. I had this at both districts that I was a superintendent. The one district paid me the full amount of the cost for health insurance. The other district paid a flat amount.
- This is my first superintendent contract. I moved to a new state from an urban district to a rural district. I did not need health insurance, I have a retirement benefit from my past district. I could have negotiated a better contract, but I did not know better at the time. I will be negotiating another contract this year. I anticipate another 3-year contract. I am considering negotiating a greater amount to be contributed to deferred compensation. They currently match up to \$7500.
- The Superintendent may serve as a paid consultant or undertake speaking engagements, writing, teaching or other professional duties and obligations outside the District (referred to collectively herein as "Consulting Services") that do not conflict or interfere with the Superintendent's professional responsibilities to the District. The Superintendent may accept pay or reimbursement of expenses for such Consulting Services at no expense to the District. Consulting Services provided by the Superintendent under the terms and conditions of this paragraph must be consistent with state and federal law.
- School district pays for all of my dues, membership fees, and travel expenses to state and national organizations that help build capacity for our rural school district.
- In odd numbered years the Superintendent will attend the National AASA or NASSP conference to be paid by the District.
- I have 30 vacation days and am required to take at least 15. If I am compensated at my daily rate for the vacation days I do not use, it yields about \$10,000 in additional salary every year.

- The District automatically contributes a monthly payment to my 403(b) account that is equal to 10% of my salary.
- Providing housing with all utilities paid.
- Merit Compensation. Consistent with the requirements of applicable legislation, the Superintendent shall receive an annual merit pay bonus based upon her performance of up to \$2000 which shall be paid following the annual evaluation. The Superintendent shall receive the full amount of such bonus if she is rated Highly Effective on her annual evaluation; one half of this amount if she is rated Effective on her annual evaluation, and shall not receive any bonus if she is rated Minimally Effective or Ineffective on her annual evaluation.
- **AUTHORITY OF THE SUPERINTENDENT:**
 The Superintendent serves as the chief executive and administrative officer of the Board. As such, the Superintendent has the responsibility and authority to organize, reorganize and arrange the administrative and supervisory staff, in a manner which, in his judgment, best serves the System, in accordance with state and federal law. The Superintendent shall administer the System's instructional and business affairs in such manner as, in his judgment, best serves the System. The responsibility for recommending selection, placement, and transfer of all personnel shall be vested in the Superintendent, in accordance with state and federal law. The Superintendent shall also serve as Secretary of the Board, with responsibility for all of its official correspondence and communications.
 - b) No later than February 1, 2018, the Board will review the Superintendent's employment status to determine whether to offer the Superintendent a new three-year contract effective at the end of the 2017-2018 contract year or, alternatively, to allow this Contract to continue toward its expiration date. Unless the Board notifies the Superintendent in writing no later than February 1, 2017, that a new three-year contract will not issue, the Board will be deemed to have issued a new three-year contract effective on the day following the last day of the 2017-2018 contract year;
 - c) The District shall make a tax-sheltered annuity contribution, as an addition to the Superintendent's base salary and in the form of a salary reduction agreement, in an amount equal to \$800.00 per month (payable in twelve monthly installments). The amount of the salary reduction shall be used by the School District to purchase retirement annuities selected by the Superintendent to benefit the Superintendent.
- The District Superintendent may elect the option of working in lieu of taking vacation time and be paid his/her per diem rate for a maximum of five (5) unused vacation days each year during the term of this agreement.
- The District Superintendent may elect to be paid his/her per diem rate for up to five (5) sick days per fiscal year.
- Annual vacation time for the district superintendent shall be twenty-five (25) days. For each year the superintendent works for the district during the term hereof, he/she will receive one additional day, to a maximum annual vacation allotment of thirty (30) days. Except to the extent that a greater benefit is provided herein, the district superintendent shall receive all other fringe benefits that are granted to other professional employees of the district pursuant to the collective bargaining agreement with the XXX Education Association and or the administrative compensation plan in effect during the XXX school year.

- Communication with the community - The superintendent is the sole spokesperson for the school district.
- The Superintendent will be paid for any unused leave upon leaving the district up to the maximum amount allowed under the current salary of the superintendent.
- My District pays for my portion of state retirement system.
- 4. (ORGANIZATION OF STAFF) The Superintendent shall have freedom to organize, reorganize, and arrange the administrative and supervisory staff in such manner as in his judgment best serves the interest of education and the school district. The Superintendent shall handle the administration of instruction and the business affairs of the District with the assistance of the staff. It is the responsibility of the Superintendent to recommend to the Board of Directors the selection, placement, and transfer of all personnel within the District in accordance with state statutes and the policies and regulations adopted by the Board. Nothing contained in this paragraph shall authorize the Superintendent to perform any act, which under the statutes of the State of XXX cannot be delegated by the Board of Directors to the Superintendent.
- As part of this Contract, the Superintendent shall be authorized to work remotely as follows: The Superintendent may work up to 20 days per year. Unless otherwise agreed upon, remote work days shall occur between October 1 and December 5 in the first semester and February 1 and April 15 in the second semester. If the Superintendent decides to work remotely as provided by this provision, the Superintendent shall obtain prior approval by the Board for the actual days to be used. The Superintendent shall make himself available during normal working hours (Alaska Time) on remote work days. With Board approval, the Superintendent may use accrued but not used leave days as and to the extent applicable. To facilitate remote work, the District shall provide up to one (1) round trip ticket from XXX to XXX. The Board may cancel this provision (Para. 3, b.) on 10 days written notice to the Superintendent.
- Moving benefit (To the community and out of the community); Housing benefit.
- I retired after 38 years as an educator who has collected a pension from the (state retirement) for these past 12 years. I am limited by State of XXX mandates by the Attorney General to the amount of time and salary that I can work to keep on receiving my pension. If I move to another state then I will not be subjected to these special (state) requirements.
- Pay out up to 40 days unused vacation days at current salary; Pay out all unused sick days at \$100 per day.
- The Board shall provide the Superintendent with a laptop computer, and a monthly stipend of \$45 for cell phone expenses to use in the performance of his duties. The computer, if purchased by the district, shall remain the Board's property and must be returned upon termination of employment.
- Longevity bonus; retirement benefits; additional compensation for additional roles
- Due Process.
- Guaranteed position in the school district if Supt.'s contract is terminated as long as there is no crime of moral turpitude.
- School does not provide a cell phone to me, but they do pay me \$30 a month toward my plan due to the use of the phone for school purposes regarding District parent notifications, etc.

- Negotiating housing since I had to move over 100 miles from where I was living. Built-in increases in my pay scale based on student success rates, including test data, growth in multiple categories, and development of staff.
- I receive a cash add on that is not considered part of salary for the term of the contract. It is a set amount for the duration of the contract and I can choose to take that money any way I wish, salary, insurance, additional investment.
- I receive payment for up to 10 un-used sick days every year at per diem.
- The bonus upon retirement; it encourages longevity and provides a large lump sum as the superintendent enters a phase of life with presumably less money.
- Contract allows for up to 10 days per year of vacation buy back which increases pensionable salary and is especially helpful first few years when it is difficult to be gone. Contract has dollar for dollar 403B match. Please note on insurance, that the district covers 70% of family, the same benefit provided to teachers which is a good optic.
- 2% annual end of year payment for "goal accomplishment."
- (Name of state) Superintendent contracts are very controlled and so they are almost identical. We work under a salary cap so the strongest language I have is around that cap. 'In the event that the regulations governing maximum salaries for superintendents are repealed, overturned or rendered inapplicable in any way, the parties agree to meet and negotiate over the Superintendent's salary. We can also receive extra stipend for having dual roles. I have no HR/Personnel department so I am able to receive \$5000 annually over the salary cap. 'For all years, salary includes base plus \$5,000 stipend for Director of Personnel position.'
- The Board shall also provide the Superintendent with the following additional fringe benefits: b) Long-term care insurance for the Superintendent - (I have a life-time policy that will be fully paid for after ten years of premiums. The insurance is only activated with qualifying event and the insurance provides for the reimbursement of LTC expenses up to \$8,000/ month (indexed to inflation for the life of the policy).
- Full reimbursement for doctoral degree.
- Receive daily rate for unused personal and vacation days when I leave the district. (max. 230)
- 10K annuity that they pay annually for me and my buy back of unused vacation days up to five days at my daily rate that year.
- The annual salary of the Superintendent may be adjusted or increased by amendment for any subsequent fiscal year during the term of this Agreement. In no event, however, shall the salary adjustment reduce the annual salary below the salary of the preceding fiscal year unless otherwise agreed to by the Superintendent and the Board in writing.
- Index a (%) growth in year two and three of a contract. For example, (6.5%) of the base salary goes toward performance pay or annuity...this then goes up as the base goes up annually...instead of having to revisit each year.
- Allowance for annual cash-in of sick, annual, or personal leave at my daily rate with notification to the Board Chair by April 30.
- The Superintendent shall devote his/her time, attention and energy to the business of the School District. However, the Superintendent may engage in teaching, lecturing, writing, consulting, testifying, serving on education-related committees, or serving as a mediator or referee in education-related matters, as long as such activities do not require more than five (5) days of regular work time during any calendar year. Such activities by

the Superintendent, because they serve to broaden the Superintendent's knowledge and experience, and to enhance his/her effectiveness in his/her position, are hereby determined by the Board to be of material value to the School District and to serve a public purpose.

- We are a very successful district, with highest test scores and graduation rates in the state. Our school board believes we have an obligation to share "Best Practices," and I am allowed up to 15 days per school year to present to educator groups (and have done so in five states).
- I have a bank of 60 sick days to be used for illness but cannot be cashed out upon retirement. I received that the first day I started, along with health in retirement. This I think is important for superintendents who often start leaving these benefits behind in the past district.
- 30 days of coaching from a retired superintendent is included in my contract as this is my first year as a superintendent. also included for support is 40 hours of county time with a retired superintendent to lead the board and myself through my first of evaluation and check points
- I earn another \$12000 annually for car, computer and expenses.
- I have a clause where I can earn up to 2% incentive per year, if I meet goals agreed upon by myself and the BOE.
- Administrators are not required to work on non-staff work days during the school year. In other words, no staff, no students - means optional day off without using leave.
- The board desires that the Superintendent hold membership in state and national professional organizations as well as local civic organizations. Whenever possible, the membership shall be entered in the District's name, and the Superintendent shall serve as the district representative. For professional and community organizations that require individual membership, the board agrees to pay the membership dues as part of this contract; provided however, that the Superintendent must remain in good standing with these organizations. The district as provided by policy shall pay expenses for the Superintendent to attend professional meetings at the local, state and national level. The Superintendent should also attend local civic functions as time permits.
- My contract is very open with very few stipulations other than termination for cause statement.
- Each year during the term of this Contract the Superintendent shall be provided an annual increase in salary of at least three percent (3%) of the then current salary of the Superintendent.
- My predecessor had a great deal of strong, creative language, which was taken out of my contract since the board felt they had been duped by the previous superintendent.
- My contract is a pretty basic one. My salary increases are the same increases the certificated unit gets in negotiations. My health benefits are the same as the teaching staff.
- Annual sick leave conversion to a HCSP after 60 days accrued at daily rate. Full Family Health and Dental after 10 years and age 60 until Medicare age. Long Term Care Insurance paid by the district. Performance Pay = 10% of base pay for meeting mutually determined objectives
- District paid reimbursement for student loans as long as I am employed by the District.

- 8. PROFESSIONAL GROWTH OF SUPERINTENDENT - District encourages the continuing professional growth of the Superintendent as he might decide in light of his responsibilities as Superintendent through his participation in: A. The operations, programs, and other activities, conducted by local, state, and national school administrator and school board associations; B. Seminars and courses offered by public or private educational institutions; C. Informational meetings with other persons whose particular skills or background will serve to improve the capacity of the Superintendent to perform his professional responsibilities for the District; D. Visits to other institutions; and E. District shall pay Superintendent's membership charges to the Nevada Association of School Administrators, The American Association of School Administrators, Phi Delta Kappa, Association for Supervision of Curriculum Development, and other professional groups in which the Superintendent feels.
- A built in 1% increase each year based on a positive evaluation from the School Board.
- Housing and Utilities is written into the contract. Days off same as the certified staff during the school year. During the summer, the time is: as needed.
- As an alternative to a Board's demand to have the superintendent inform the board when applying for another position, I offered the following language instead and it was accepted and agreed to: "Notice of Finalist in Search. The Superintendent shall immediately notify the Board should he become the top finalist in the selection process for any position with any other employer." My agreement is posted on the District's website.
- I have two items to share. 1. In my State, the employee contributes a designated percentage of his/her salary to retirement and the district matches that 101% of that amount. My district pays its share AND my share. 2. I have a 220-day contract. Essentially, I am required to work the teacher contract (185 days) plus 35 more. I also receive 12 paid time off days per year. When it comes right down to it, I have a 208-day contract. While I usually always put in way more days than my contract requires, it is nice to have the flexibility allowed in my contract. I can take time for my family and friends when it makes sense to do so, which is a huge benefit for me. In the words of Mastercard, this benefit is "priceless".
- Match of 5% for annuity.
- Job security is one item that must be ensured within a contract. Superintendents are asked to move into a district and turn their lives upside down for a 3-year contract. Thus, the salary and benefit package must be very good to offset this risk. Elections change boards and things can change in one short year.
- Board shall provide Superintendent with a laptop computer and cell phone, and shall pay the Superintendent an allotment equal to One Hundred Fifty Dollars (\$150.00) per month for expenses related to the Superintendent's monthly internet and cell phone service.
- Payment for unused sick days; payment for semester hours needed to renew my state license mileage reimbursement for travel.
- It's not a clause but I worked hard to seek a 5-year contract with my district. I have young children and would like to remain in this district for the remainder of my career. 12-15 more years.
- The ability to have the option at the end of my employment with the system to use my accrued sick leave (up to 90 days) and vacation days (up to 30 days) to have the system pay me my daily rate for these days OR apply those toward retirement.

- If the state salary cap is lifted, salary can be re-negotiated.
- Buyback of accumulated sick and vacation days: sick days at 50% of the daily rate in effect at the time of leaving the district; 100% of vacation days.
- The superintendent will receive any and all benefits afforded each individual employee.
- 2.2 Appropriations: The Board and Superintendent intend that this Contract comply with XXX law and, in particular, with the provisions of Article X, Section 20 of the Constitution of the State of XXX. To the extent this Contract constitutes a multiple-fiscal year financial obligation of the District, therefore, the Board agrees that it has irrevocably pledged and holds present cash reserves in an amount that is adequate to pay any obligations under this Contract in future fiscal years, and that it will pledge any additional amounts as may be required in the event the Contract is extended under that paragraph.
- The district moved away from contractual language that provided a base salary + retirement provisions (TRS/THIS) + insurance clauses. I am provided a single aggregate salary allocation. All employee needs and contributions are paid out of the salary allocation. All conditions of employment are outlined in the contract, if not listed in the contract, no expectation of acceptance should be provided.
- (State association) assisted with the development of my contract - the XXX office & lawyer can share the templates/variations - it is best to contact them.
- I have off all holiday breaks without using vacation days. 10 for winter break, 4 for thanksgiving, 4 for Easter and 4 for county fair. 22 total days outside of the 20 vacation days.
- Housing paid for plus utilities, 4-day work week in summer, extra personal days.
- Vacation Time-25 days of vacation with the ability to carry over 5 days is more generous than most superintendent contracts I've reviewed.
- The system also supports my social security payments and total cost health insurance premiums.
- The Board shall contribute annually an amount equal to the amount provided to administrators under the XXX Administrative Personnel Agreement towards a tax-sheltered annuity (403b) plus the sum of three thousand dollars (\$3,000.00).
- (Contract provisions for) communication between superintendent and board.
- The Board has agreed that the District will provide for the Superintendent to attend the National AASA conference on at least every other year basis beginning with the 2016-17 school year. The Superintendent shall be entitled to the same days off as the teaching staff during the school year as identified in the adopted school calendar, provided, however, that such days off shall not accumulate or carryover, nor shall they be subject to cash payout upon retirement, resignation, or Contract termination.
- I took a five-year contract as a first-year superintendent - I felt very blessed to be able to do that - it protects my daughter to attend the high school in our district as we chose to move to this district and she switched schools. Board has been very supportive of me and our family. I may ask them to each year in July add the year back to my contract that I just lost so I can be on a continual 5-year contract with them. I feel this is necessary to create more stability in this district for them and me.
- Automatic rollover with positive evaluation combined with a one-year (or more) buyout at least provides some fiscal protection and alleviates stress.

- The Superintendent shall receive annual leave in accordance with the then-current version of Regulation XXX and subject to the provisions of Paragraph 9(E) of this Contract, except that: (1) he shall accrue 24 days' vacation annually, for each year of this Contract; and (2) in June of each year, the Superintendent may elect to receive a cash payment equivalent to a daily rate of pay for each vacation day of accrued leave in excess of the maximum amounts allowable, not to exceed 12 days.
- Vacation pay; conference pay; college pay to work.
- Salary and benefits shall not be reduced in subsequent years of employment.
- Contract requires that I live in district provided housing.
- No surprise clause. If a board member becomes aware of a concern in regards to the superintendent and his duties as superintendent, the board member must notify the superintendent within 24 hours.
- District pays my insurance premiums and funds my HSA at 100%.
- District provides housing and utilities.
- Reimburse for security measures if in imminent danger.
- Up to 10 unused vacation days can be converted annually to sick days.
- Indemnification language
- My contract States that the Superintendent shall be granted all benefits of the negotiated agreement unless otherwise noted. This provides me with an additional 7 personal days in addition to my vacation leave.
- District provides a cell phone with data.
- My contract provision requires the Board of Education to meet regularly in Board-Superintendent retreats and engage in Board-Superintendent Relationship Building, Strategic Planning, Superintendent Evaluation.
- At the mid-term of 4 years, a 2-year contract extension will be discussed so I'm always 2 years out if I am not being renewed. It's our version of a rollover clause.
- Payout of up to 12 vacation days at daily rate of pay.
- DEFERRED COMPENSATION. DISTRICT shall provide the following benefits: (1) Beginning with the first (1st) year of employment, the DISTRICT will contribute annually, in the name of the ADMINISTRATOR, a sum equal to six percent (6%) of the base salary the first year and, thereafter for each year of employment with the DISTRICT, a sum equal to six percent (6%) of the base salary, into a Health Reimbursement Arrangement (HRA) account. Semi-annual deposits will be made by January 31 and June 30 of each year. The HRA accounts will be managed by the DISTRICT or the DISTRICT'S third-party account management firm. (2) Upon the Board non-renewing this contract in accordance with XXX Statutes XXX, or upon the completion of the seventh (7th) year with the DISTRICT and with a contractual commitment for year eight (8), ADMINISTRATOR shall be vested, and become owner of his/her HRA account. (3) In the event of death of ADMINISTRATOR, the earned HRA account benefit would be transferable to
- Post-employment insurance plan.
- The Administrator will receive 10% of base salary to be paid to a pre-tax, deferred compensation option of his choosing (HSA, TSA, 403b, IRA). Said percentage will go up one percent (1%) annually upon the Administrator staying in the District not to exceed 15%. The Administrator will receive \$3,000 per year for maintaining residency within the District. The District shall pay a stipend in the amount of \$300 per month for the

authorized use of the Administrator's personal car for work within the District. Authorized use of the Administrator's personal car outside the District will be reimbursed at the applicable IRS per mile.

- Can be paid out each summer for up to 15 days of unused vacation time at daily rate of pay.
 - We are a small rural school district. I am the superintendent and I work 4 days a week. I am presently retired. All of our administrators have more than one job. For example: I am the superintendent, elementary principal, and curriculum director. Our second administrator is the Assistant superintendent, high school principal and middle school principal. Our third administrator is the special education director, reading specialist, Title I coordinator, and District Assessment Coordinator. We also have a part-time Dean of Students who also teaches. When you ask for salaries they are dispersed among the various positions. For example, I make 90,000 dollars a year, but it is divided between all the different jobs. The same with other administrators.
 - While I only get 20 days vacation, Xmas break and spring break are set up so as long as I have my work done, I do not need to come into the office, nor do I need to take vacation time. Therefore, I truly have approximately 30 days of vacation.
 - In lieu of health insurance I have district contribution of a family plan placed into a 403b.
 - Upon reaching 55 years of age and having a minimum of 25 years in education, at least 12 of which has been as an administrator in XXX. The Board shall pay the premium for said health insurance coverage for a period of six years commencing upon resignation or until the Administrator becomes eligible for Medicare, whichever occurs first. The percentage of premium paid by Board shall be identical to that percentage paid on behalf of Administrator at the time of his/her resignation.
 - Vested after 1 year.
 - I am currently negotiating a post-employment benefit to cover health insurance costs for a limited number of years based on the number of years I remain in this district. I don't know that it is all that creative but it will be nice.
 - My contract is neither strong nor creative. I am the lowest paid superintendent (based upon school size) in the area. While I have a contribution towards health insurance, it is actually costing me money beginning this year as health insurance has increased. There is no longevity or incentive to create it. This is my first superintendent contract and I made some huge mistakes with it.
 - Nothing is particularly creative. Vacation days can be used up to 12 months after a school year ends. The model/standard contract used in XXX requires unused vacation days to be used within 6 months of the end of the year.
 - The comparison of neighboring superintendence salary. (State association) average and state average. (based on) size of district and experience. Our teacher's average salary is the highest in CESA 8. As an administrator I was in the bottom 5. Getting to average status and using the teacher comparison helped drive my salary.
 - This contract shall cover a period of two (2) years beginning on July 1, 2017 and ending on June 30, 2019. Each year shall be for 12 consecutive months. Each July 1st shall be designated as the anniversary date of the contract. This contract shall automatically be extended an additional year each year on the anniversary date of the contract, unless the Board gives notice prior to February 1st to discontinue the automatic extension process.
- AND; CONTRACT TERMINATION:**

The board may terminate this contract and discharge the administrator from

employment during the term of this contract for just cause, provided that the administrator has received prior notice in writing from the board of its intent and the alleged reason or reasons for such discharge. Upon written request, a hearing shall be conducted with full regard for due process.

- The Board shall give written notice twelve (12) months in advance of expiration of contract if is the Board's intention not to renew the contract of the Superintendent. Failure to give such notice automatically extends the contract for a period of one (1) year.
- . . . shall be paid for up to ten unused vacation days each year and carry over up to ten unused vacation days each year... and then be paid out unused vacation days at current daily rate when retire/leave the district.
- My retirement package to help pay for health care costs while being non-taxable has been a great benefit to me.
- \$500 per month auto stipend. Allowed to conduct personal business during the school day when necessary. Professional Consultation Leave: 5 days for purposes of professional consultation with other districts, universities, civic organizations, professional entities. May receive monetary compensation from the entity.
- Incentive Pay: Up to 3.0% of the salary of the Superintendent is to be awarded as a one-time Incentive Pay payment at the end of each contract year. The payment is based upon the establishment of annual goals (developed by the Superintendent and approved by the School Board), regular reporting on the progress toward those goals, and completion of the Superintendent's individual performance review by the School Board.
- I have been afforded a 3-year contract. This provides stability in the efforts we are trying to implement in our district.
- In my contract, I was able to negotiate a 75% payout of my family health insurance if I did not take it through the district. This allowed me to stay on wife's insurance plan and collect \$15,000.00 annually.
- Board/Superintendent Relationship and Communications:
No later than August 1, 2016, the Board and the Superintendent shall meet to develop and discuss the process and procedures for communications between the Board and the Superintendent. No later than August 1 of each year under this Contract, the Board and Superintendent will meet to discuss their working relationship and communications. The Board and the Superintendent agree that it is important that there be transparency in their working relationship and communications. In carrying out this transparency, the Board shall refer to the Superintendent complaints and criticisms, as appropriate, regarding the District, its students and its employees for investigation by the Superintendent and report to the Board. In addition, the Superintendent shall share with the Board, as appropriate, complaints and criticisms regarding the District, its students and its employees that may come to the attention of the Superintendent.
- Total retirement contribution by the district 100%.
- The district provides a home on campus for me to live in free of charge. I also am a member of the local country club at no charge to me.
- Three-year contract. Yearly salary increase calculated by percentage.
- The parties understand that changes in federal law may create liability for the District if benefits provided for in this contract result in penalties, fees, or excise tax payments. The parties agree that the following process should be used to address that situation. The

Administrator and the Board agree that within 30 days of determination that one or more provisions in the Administrative contract may subject the Board and/or the District to liability for penalties, fees, or excise tax payments, or the potential for same, under any provision of the Patient Protection and Affordable Care Act or the Health Care and Reconciliation Act, or any regulations formulated pursuant to either such act or otherwise, the parties will reopen this Administrative contract for the purpose of renegotiating the contract to eliminate the potential liability for the Board and/or the District. It is the Board's stated intent that it will maintain the value of the benefits provided of in this contract.

- This contract will automatically renew for an additional one-year period on the 30th day of June of each year of the primary or extended term, unless the district chooses, through the board of directors by a majority vote to not extend the contract.
- The total base salary paid to the Superintendent for each year of this contract shall be the sum of the salary, tax sheltered annuities (401a and 403b) and Teachers' Retirement Board contributions made by the Board, as described herein.
The following items shall be included in the Superintendent's Base Salary for the purposes of Teacher Retirement Board contributions:
 - i. Base Salary (4A)
 - ii. A matching amount equivalent to the approved Vehicle Allowance (4D) (\$6,000)
 - iii. The contribution made to match the required TRB contribution (C.1)
 - iv. The 1% TSA contribution (4A)
 - v. The matching TSA contribution based on the XXX Administrative Personnel Contract (\$5,000)
- For removal of position without cause, I have in my contract that it takes more than a simple majority of the Board to accomplish. This prevents a shift of power during an election cycle when a majority of the Board is up for re-election.
- Three-year rollover contract is important.
- I received a \$20,000 relocation stipend.
- Post-Employment Health Reimbursement Arrangement (HRA): The School District shall annually contribute \$5,000 to a Post-Employment Health Reimbursement Arrangement (HRA) for the Superintendent to use upon termination of employment to reimburse for health insurance premiums. The School District's contributions to an HRA shall be made on an annual basis beginning with the 2017-2018 contract year.
- Generous vacation days with the opportunity to annually cash out. This is a reaction away from big pay outs when superintendents leave. Smaller annual amounts.
- Housing provided with maintenance, and utilities paid.
- I can be reimbursed for up to ten unused vacation days.
- Buy back 10 vacation days per year at daily rate. May put all or any portion TSA into salary.
- I receive \$100 each month for my personal cell phone.
- The Superintendent shall be able to apply previously accumulated administrative experience toward the District early retirement plan.
- No residency requirement. Daily rate includes retirement contribution both Board and employee shares. 10 extra workdays at daily rate. All vacation days may be exchanged for cash at daily rate. Buyout contract with benefits included with 90-day notice with Superintendent's concurrence.

SECTION #11: 2017-18 SURVEY INSTRUMENT

General Demographics

1. Name of the school district.
2. Name of city/town where district is located.
3. Zip code (five digits) which your district office is located.
4. In which state is your school district located?
5. 2017-18 District Enrollment.
6. My school district is best described as:
 - Rural
 - Suburban
 - Urban
7. Number of:
 - Full-time teachers
 - Full-time administrators
 - Full-time classified/support staff

Profile - Superintendent

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

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

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

10. What is your present (2017-18) annual base salary?

Workforce Profile

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

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

Fiscal Profile

12. What is the amount of your district's 2017-18 annual general operating budget?

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

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

Contract Terms

14. What is the term of your 2017-18 employment contract?
- Less than 1 year
 - 1 year
 - 2 years
 - 3 years
 - 4 years
 - 5+ years
15. Does your present employment contract have a rollover (evergreen) provision?
- Yes
 - No
16. Please describe the details of the severance provision in your employment contract.
17. How many days of sick leave are you provided annually?
- A. Annual allowance
 - B. Maximum accrual overall years of employment
18. How many days of vacation leave are you provided annually?
- A. Annual allowance
 - B. Maximum accrual overall years of employment
19. How many days of personal leave are you provided annually?
- A. Annual allowance
 - B. Maximum accrual overall years of employment
20. Upon your departure from the school district, how are sick day accrual handled?
- A. Credited to retirement (Select one option)
 - B. Payment made to superintendent (Select one option)
 - C. Credits/payments calculated at daily rate (Select one option)
21. Upon your departure from the school district, how are vacation day accrual handled?
- A. Credited to retirement (Select one option)
 - B. Payment made to superintendent (Select one option)
 - C. Credits/payments calculated at daily rate (Select one option)

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

Performance Evaluation

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

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

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

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

Miscellaneous Benefits

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

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

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

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

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

- 0-10%
- 11-20%
- 21-30%
- 31-40%
- 41-50%
- 51-60%

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

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

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

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

- Yes
- No

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

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

36. Coverage Paid for Family

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

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

- Yes
- No

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

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

Legal Counsel Use

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

- Yes
- No

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

- Yes
- No

Hire/Rehire

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

- Yes
- No

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

- Yes
- No

Personal Information

43. Your age?

44. Your gender?

- Male
- Female

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

- American Indian or Alaska native
- Asian
- Black or African American

- Hispanic or Latino
- Native Hawaiian or other Pacific Islander
- White (not Hispanic or Latino)
- Other

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

- Yes
- No

47. Do you participate in a state retirement system?

- Yes
- No

48. How is the state retirement program best described?

- Defined benefit
- Defined contribution
- Hybrid of the two

49. How many years of participation in the state retirement program are required to vest?

- 1-3
- 4-6
- 7-10
- More than 10

50. Is there a maximum salary cap on the calculation of your state retirement benefits?

- Yes
- No
- Not sure