

Results from the 2013-2014 ISM Faculty & Management Compensation Survey – Summary of Results (All Respondents)

March 2014



In the following report, Hanover Research summarizes results from the 2013-2014 *Faculty and Management Compensation Survey*, administered on behalf of Independent School Management (ISM) to 262 independent schools in the United States. Analysis in this report includes univariate summary statistics of each question included in the survey as well as a bivariate and multivariate analysis examining predictors of faculty salary at independent schools.

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SECTION I: SCHOOL INFORMATION

In this section, Hanover Research summarizes the demographic characteristics of schools participating in the 2013-2014 *Faculty and Management Compensation Survey*. Information in this section includes geographic region of participating schools (as described in the categorizations in Figure 1.1), school type, grade levels taught, school gender distribution, student enrollment, and faculty headcount.

Figure 1.1: Geographic Region

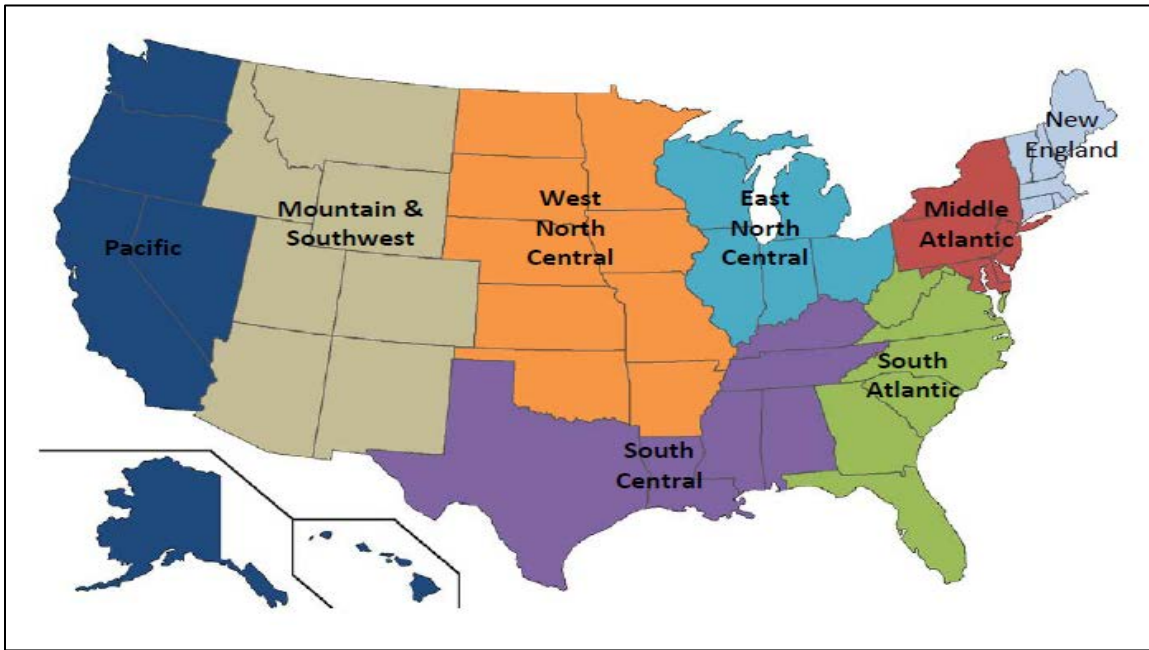


Figure 1.2: Demographic Characteristics of Responding Schools

<i>SCHOOL TYPE</i>	<i>COUNT</i>	<i>PERCENT</i>
Day School Only	228	87.02%
Day and Boarding School	31	11.83%
Boarding School Only	3	1.15%
Total	262	100.00%

<i>GEOGRAPHIC REGION</i>	<i>COUNT</i>	<i>PERCENT</i>
Middle Atlantic	37	14.12%
South Atlantic	51	19.47%
Pacific	44	16.79%
South Central	49	18.70%
East North Central	29	11.07%
West North Central	12	4.58%
Mountain and Southwest	9	3.44%
New England	31	11.83%
Total	262	100.00%

Figure 1.3: Grade Levels Taught in Responding Schools

<i>GRADE LEVELS TAUGHT</i>	<i>COUNT</i>	<i>PERCENT</i>
Pre-Kindergarten	153	58.40%
Kindergarten	186	70.99%
1 st Grade	191	72.90%
2 nd Grade	192	73.28%
3 rd Grade	194	74.05%
4 th Grade	198	75.57%
5 th Grade	198	75.57%
6 th Grade	205	78.24%
7 th Grade	198	75.57%
8 th Grade	202	77.10%
9 th Grade	154	58.78%
10 th Grade	151	57.63%
11 th Grade	150	57.25%
12 th Grade	149	56.87%
Total	262	100.00%

Figure 1.4: Grade Level Classifications in Responding Schools

<i>GRADE LEVEL CLASSIFICATIONS</i>	<i>COUNT</i>	<i>PERCENT</i>
Pre-School	2	0.76%
Pre-School – Lower School	23	8.78%
Pre-School – Middle School	58	22.14%
Pre-School – Upper School	70	26.72%
Lower School	2	0.76%
Lower School – Middle School	18	6.87%
Lower School – Upper School	28	10.69%
Middle School	4	1.53%
Middle School – Upper School	24	9.16%
Upper School	33	12.60%
Total	262	100.00%

Figure 1.5: Co-Ed or Single Sex School (School Gender Distribution) in Responding Schools

<i>GENDER OF STUDENTS</i>	COUNT	PERCENT
Co-Educational	241	91.98%
Single Sex: Female	11	4.20%
Single Sex: Male	10	3.82%
Total	262	100.00%

Figure 1.6: Student Enrollment in Responding Schools, 2013-2014

<i>NUMBER OF STUDENTS</i>	COUNT	PERCENT
Fewer than 50	6	2.29%
50 – 149	43	16.41%
150 – 299	60	22.90%
300 – 499	68	25.95%
500 – 749	41	15.65%
750 – 999	20	7.63%
1,000 – 1,499	16	6.11%
1,500 or More	8	3.05%
Total	262	100.00%

Figure 1.7: Number of Full-Time Employees in Responding Schools, 2013-2014

<i>NUMBER OF EMPLOYEES</i>	COUNT	PERCENT
0 – 25	49	19.44%
26 – 50	55	21.83%
51 – 75	46	18.25%
76 – 100	34	13.49%
101 – 125	26	10.32%
126 – 150	19	7.54%
151 or More	23	9.13%
Total	252	100.00%

SECTION II: SCHOOL OPERATING BUDGET

Information in this section includes the total operating budget for 2013-2014 and the percent of the operating budget spent on expenditures such as faculty salaries, benefits, and professional development.

Figure 2.1: Operating Budget, 2013-2014

<i>OPERATING BUDGET</i>	<i>COUNT</i>	<i>PERCENT</i>
Less than \$500,000	1	0.38%
\$500,001 - \$999,999	15	5.73%
\$1,000,000 - \$1,999,999	30	11.45%
\$2,000,000 - \$4,999,999	57	21.76%
\$5,000,000 - \$7,999,999	45	17.18%
\$8,000,000 - \$9,999,999	25	9.54%
\$10,000,000 - \$14,999,999	50	19.08%
\$15,000,000 - \$19,999,999	17	6.49%
\$20,000,000 - \$25,000,000	7	2.67%
More than \$25,000,000	15	5.73%
Total	262	100.00%

Figure 2.2: Percent of Budget Spent on Faculty Salaries, 2013-2014

<i>PERCENT OF BUDGET SPENT ON FACULTY SALARY</i>	<i>COUNT</i>	<i>PERCENT</i>
0% to 20%	11	4.28%
21% to 30%	39	15.18%
31% to 40%	65	25.29%
41% to 50%	44	17.12%
51% to 60%	49	19.07%
61% to 70%	31	12.06%
71% or More	18	7.00%
Total	257	100.00%

Figure 2.3: Percent of Budget Spent on Faculty Benefits, 2013-2014

<i>PERCENT OF BUDGET SPENT ON FACULTY BENEFITS</i>	<i>COUNT</i>	<i>PERCENT</i>
0.0% - 4.0%	36	14.34%
4.01% - 8.0%	95	37.85%
8.01% - 12.0%	71	28.29%
12.01% - 16.0%	38	15.14%
16.01% or More	11	4.38%
<i>Total</i>	251	100.00%

Figure 2.4: Percent of Budget Spent on Professional Development, 2013-2014

<i>PERCENT OF BUDGET SPENT ON PROFESSIONAL DEVELOPMENT</i>	<i>COUNT</i>	<i>PERCENT</i>
0% to 0.40%	47	18.73%
0.401% to 0.80%	65	25.90%
0.801% to 1.0%	7	2.79%
1.0% or More	132	52.59%
<i>Total</i>	251	100.00%

Note that for the figures above (Figure 2.2, Figure 2.3, and Figure 2.4), schools that provided percentages in decimal format instead of whole numbers or schools that provided percentages for these three expenditures that summed to more than 100 percent were contacted by Hanover Research to clarify the correct percentage of the total operating budget spent on each expenditure. Schools that did not respond to our follow-up questions were excluded from the calculations above.

SECTION III: FACULTY SALARY AND EXPERIENCE

In this section, Hanover Research describes the average salaries, years at current institution, and total years of experience of staff in various administrative positions at participating schools. Additional information regarding full-time faculty salaries and experience is presented in *Section VII: Compensation Census*

ADMINISTRATOR SALARY

Figure 3.1, below and on the following page, shows the average and quartile salary values for nineteen administrative positions based on data provided by survey participants.

Note that schools only provided a salary for each position if the position currently exists and is currently filled at their school; as such, the average salary for some positions is based on salary input from more schools than other positions. For example, nearly all schools ($N = 260$) provided salaries for the Head of School position. However, few schools ($N = 22$) provided salaries for the Director of Parent Relations position. Therefore, the salary figures for the Director of Parent Relations are based on fewer schools' data and may not be as representative of independent schools in general.

Figure 3.1: Average Salaries by Administrative Position

KEY ADMINISTRATOR	COUNT	AVERAGE SALARY	25 TH PERCENTILE	50 TH PERCENTILE	75 TH PERCENTILE
Head of School	259	\$170,944	\$100,000	\$160,835	\$227,000
Assistant Head of School	99	\$103,022	\$76,000	\$96,824	\$125,000
Business Manager/CFO	240	\$100,632	\$68,553	\$91,925	\$129,652
Upper School Head	105	\$92,480	\$65,650	\$89,000	\$113,550
Middle School Head	114	\$90,313	\$65,800	\$89,132	\$111,000
Lower School Head	113	\$86,909	\$65,000	\$84,000	\$106,090
Dean of Academics	86	\$75,686	\$62,000	\$72,500	\$87,525
Dean of Faculty	37	\$79,615	\$68,000	\$81,500	\$88,100
Director of Human Relations	50	\$65,080	\$47,048	\$63,250	\$77,000
Admissions Director	213	\$69,453	\$48,899	\$66,000	\$85,200
Marketing/Communications Director	140	\$62,607	\$45,800	\$62,444	\$75,475
Development Director/Advancement Director ¹	201	\$87,753	\$60,000	\$80,208	\$112,000

¹ Reports to Head

<i>KEY ADMINISTRATOR</i>	<i>COUNT</i>	<i>AVERAGE SALARY</i>	<i>25TH PERCENTILE</i>	<i>50TH PERCENTILE</i>	<i>75TH PERCENTILE</i>
Development Director²	51	\$63,456	\$39,025	\$55,935	\$87,718
Director of Parent Relations	22	\$50,343	\$38,500	\$48,998	\$58,558
Athletic Director	168	\$68,074	\$52,704	\$67,739	\$83,665
Director of Technology – Academics	80	\$71,042	\$57,615	\$68,745	\$85,934
Director of Technology – Infrastructure	135	\$73,996	\$58,000	\$73,500	\$87,347
Facilities Manager³	154	\$69,290	\$53,960	\$65,750	\$80,373
Head’s Assistant	176	\$48,989	\$35,800	\$45,959	\$59,092

HEAD OF SCHOOL SALARY

Figures 3.2 and 3.3, below, show the average salary for the Head of School by the total operating budget and student enrollment at the school at which the Head of School is employed. These tables show potential salary differences based on school size and budget.

Figure 3.2: Head of School’s Average Salary, by Operating Budget

<i>SCHOOL OPERATING BUDGET</i>	<i>COUNT</i>	<i>HEAD OF SCHOOL’S AVERAGE SALARY</i>
Less than \$500,000	1	\$42,000
\$500,001 - \$999,999	15	\$71,019
\$1,000,000 - \$1,999,999	30	\$84,557
\$2,000,000 - \$4,999,999	56	\$125,710
\$5,000,000 - \$7,999,999	45	\$166,761
\$8,000,000 - \$9,999,999	25	\$183,475
\$10,000,000 - \$14,999,999	50	\$224,351
\$15,000,000 - \$19,999,999	17	\$232,454
\$20,000,000 - \$25,000,000	7	\$263,767
More than \$25,000,000	14	\$325,364
<i>Average</i>	<i>260</i>	<i>\$170,944</i>

² Reports to Advancement Director

³ If separate from Business Manager

Figure 3.3: Head of School's Average Salary, by Student Enrollment

<i>STUDENT ENROLLMENT</i>	<i>COUNT</i>	<i>HEAD OF SCHOOL'S AVERAGE SALARY</i>
Fewer than 50	6	\$88,363
50 – 149	42	\$109,706
150 – 299	60	\$148,803
300 – 499	67	\$183,223
500 – 749	41	\$210,496
750 – 999	20	\$182,287
1,000 – 1,499	16	\$211,432
1,500 or More	8	\$297,924
<i>Average</i>	<i>260</i>	<i>\$170,944</i>

ADMINISTRATOR EXPERIENCE

Figure 3.4 shows the average years at current institution and total years of experience of the employee filling each full-time administrative position. Schools only provided this information for positions currently filled at their school. As such, the averages presented may be more representative of independent schools for some positions than others.

Figure 3.4: Key Administrators' Average Years at Institution & Years of Experience

KEY ADMINISTRATOR	YEARS AT INSTITUTION		TOTAL YEARS OF EXPERIENCE	
	COUNT	AVERAGE	COUNT	AVERAGE
Head of School	256	11.20	240	18.29
Assistant Head of School	95	12.49	89	14.45
Business Manager/CFO	238	8.56	224	16.66
Upper School Head	102	9.10	96	13.62
Middle School Head	111	9.66	103	13.08
Lower School Head	109	11.10	102	14.72
Dean of Academics	84	11.45	79	14.01
Dean of Faculty	36	12.81	34	11.56
Director of Human Relations	48	6.93	44	9.72
Admissions Director	208	8.75	193	10.33
Development Director/Advancement Director ⁴	196	5.76	176	10.22
Development Director ⁵	49	4.49	43	7.67
Marketing/Communications Director	134	5.34	121	8.09
Director of Parent Relations	20	4.54	19	8.16
Athletic Director	164	9.35	154	13.06
Director of Technology – Academics	76	8.63	68	13.28
Director of Technology – Infrastructure	132	8.72	124	12.53
Facilities Manager ⁶	148	9.76	135	15.31
Head's Assistant	171	9.84	157	13.71

⁴ Reports to Head

⁵ Reports to Advancement Director

⁶ If separate from Business Manager

DETERMINATION OF SALARY

Figure 3.5: Determination of Salary Increases at Participating Schools

<i>SALARY INCREASE SYSTEM</i>	COUNT	PERCENT
Ladder – Based on Years of Experience	33	12.74%
Ladder – Based on Years of Experience/Degree Attained	131	50.58%
Box System	27	10.42%
Cost of Living	119	45.95%
Merit	86	33.20%
Collective Bargaining	5	1.93%
Broad Banding	21	8.11%
Other	38	14.67%
Total	259	100.00%

Figure 3.6: Determination of Salary Increases – Other Responses

OTHER RESPONSE CATEGORY	VERBATIM RESPONSES
Market Comparison (8)	“Cost of living plus an additional rate to keep up with market.”
	“Market comparison.”
	“Benchmarking data from comparable schools.”
	“Review of three neighboring public school districts schedule and trying to attain 90 percent average parity of schedule.”
	“Survey of other schools.”
	“Try to line up with NAIS salaries.”
	“Use the public school range and try to reach 75 percent.”
	“Combination schedule comparing 80 percent at public schools.”
Percentage Increase (7)	“4% annual across the board.”
	“Across the board percentage increase.”
	“Across the board percentage.”
	“Current year – same percentage increase for all.”
	“In general, everyone receives same percentage increase.”
	“Straight percentage.”

OTHER RESPONSE CATEGORY	VERBATIM RESPONSES
	"We are all paid the same amount."
Budget (5)	"Additional duties, available budget."
	"Budget constraints."
	"Determined by the budget."
	"Recommendations from Dioceses and tuition increase."
	"Expenses versus charitable giving."
	Total Qualifications (6)
"Educational degrees attained during employment."	
"Based on experience, length of service, certifications, and education."	
"Experience, merit, education."	
"We give credit for equivalent experience and education, not just degree and direct teaching."	
"We have a new compensation system that is a blend of high base, with layers for skill, professional development, role, and longevity."	
Performance Review (5)	"Employee review."
	"Head of School determination."
	"Head of School Discretion."
	"Professional Designation based on portfolio, plus achieved work plan points."
	"The Headmaster and the Assistant Heads evaluate performance and award salary increases."
School Board Pay Scale (4)	"90% of Lafayette Parish School Board pay scale."
	"Board-approved percentage."
	"Board approved. Same percentages apply to all FT positions."
	"Board input."
Job Requirements (2)	"Additional duties, available budget."
	"Performance of additional duties (coaching, study hall monitoring, dorm parenting.)"
Other (3)	"Negotiated on a teacher by teacher basis; we do use years of experience to help guide it, but there is no "steps" or bands."
	"Salary increase methodology under review."
	"We are all underpaid."

SALARY/SCALE SYSTEM

Figure 3.7, below, shows the salary/scale system used by participating schools. Schools that selected “other” were subsequently asked to explain their salary/scale system, and verbatim responses to this question are presented in Figure 3.8.

Figure 3.7: Salary/Scale System Used at Participating Schools

<i>SALARY/SCALE SYSTEM</i>	COUNT	PERCENT
Formalized	83	32.05%
Formalized and Kept by Head	61	23.55%
No Formal Scale	100	38.61%
Public	27	10.42%
Non-Public	51	19.69%
Other	13	5.02%
Total	259	100.00%

Figure 3.8: Salary/Scale System Used – Other Responses

VERBATIM RESPONSES
“An older, formalized scale is used as a starting point.”
“Available to all employees upon request, as long as given with salary contract each year.”
“Contract each year.”
“Based on cost of living and performance review.”
“Based on the parish.”
“Full-time faculty [members] receive same salary.”
“Goal is 80 percent public...not there yet.”
“Meet reasonable needs.”
“Not public, but available to faculty for their review.”
“Old, traditional salary scale under review.”
“Professional Designation based on portfolio, plus achieved work plan.”
“Points range from \$300 to \$2700 annually depending on achievement.”
“Salary ranges based on years of experience.”
“Shared internally with staff and with board.”
“We are all paid the same amount.”

CERTIFICATIONS

Schools were also asked if they consider employee certifications when determining compensation levels. Certifications under consideration when determining employee salary are listed in Figure 3.9, below. The number in parentheses indicates the number of mentions.

Figure 3.9: Certifications Used in Considering Compensation Levels

CERTIFICATIONS CONSIDERED	
Teaching Credential/State Certification (17)	Montessori Certification (12)
ACSI Certification (5)	Waldorf Training Certificate (3)
Specialized Certificate in Subject Area (3)	Archdiocesan Religious Teaching Certificate (2)
ACCS Teaching Certification	Therapist Certifications
NBPTS Certificates	Wilson Reading Certificate
IB Credentials	Generalist Endorsement
Academy of Orton-Gillingham Certifications	

SECTION IV: EMPLOYEE BENEFITS

In this section, Hanover Research presents an overview of employee health, insurance, and retirement benefits offered by schools in the survey sample. Information presented in this section includes the benefits offering philosophy of participating schools, types of health, insurance, and retirement plans offered, and school coverage of each of these plans.

Note that many of the independent schools participating in the survey offer several types of health, insurance, and retirement benefits to their employees. As such, percentages presented in tables in this section often sum to more than 100 percent.

BENEFITS PHILOSOPHY

Figures 4.1 through 4.5 address the benefits philosophy of participating schools. Information includes the primary factors affecting purchasing decisions of employee benefits, primary reasons for offering employee benefits, employee eligibility for benefits, and overall school benefits philosophy.

Figure 4.1: Primary Factors Affecting Purchasing Decision of Employee Benefits

<i>PURCHASING DECISION</i>	<i>COUNT</i>	<i>PERCENT</i>
Quality of Coverage	125	48.64%
Cost	122	47.47%
Agent's Knowledge	8	3.11%
Location of Agent	2	0.78%
Total	257	100.00%

Figure 4.2: Primary Reasons for Offering Employee Benefits

<i>REASONS FOR OFFERINGS</i>	<i>COUNT</i>	<i>PERCENT</i>
Attract and Retain Faculty/Staff	178	69.53%
It's the "Right Thing to Do"	68	26.56%
It's Expected	10	3.91%
Total	256	100.00%

Figure 4.3: Work Requirements for Benefits Eligibility

<i>ELIGIBILITY FOR BENEFITS</i>	COUNT	PERCENT
19 Hours or Less per Week	9	3.52%
20-29 Hours per Week	68	26.56%
30-39 Hours per Week	150	58.59%
40 Hours per Week	29	11.33%
<i>Total</i>	256	100.00%

Figure 4.4, below, shows the overall school benefits philosophy of participating schools. Schools who indicated they had a benefits philosophy different from the selections below were subsequently asked to elaborate on their school philosophy. These responses are presented in Figure 4.5, on the following page.

Figure 4.4: Overall School Benefit Philosophy

<i>OVERALL BENEFITS PHILOSOPHY</i>	COUNT	PERCENT
All employees get the same benefits package.	142	55.04%
Except for support staff, everyone gets the same benefits package.	5	1.94%
Except for the Head and administrators, everyone gets the same benefits package.	38	14.73%
Except for the Head, everyone gets the same benefits package.	56	21.71%
Head, faculty, administrators, and support staff get different benefits packages.	6	2.33%
Other	11	4.26%
<i>Total</i>	258	100.00%

Figure 4.5: School Benefits Philosophy – Other Responses

VERBATIM RESPONSE
“Administrative get a different package from faculty.”
“All same with the exception of Administrators starting out with one week more vacation than others, and Head of School has life insurance of full salary (all other [positions] have only up to \$50,000.”
“All full-time employees get the same package.”
“All get the same package, except life and accidental death/dismemberment, [offered] for full-time faculty only.”
“Salaried employees have the added benefit of LTD and STD.”
“Presently we do not have enough students to be able to afford benefits.”
“Part-time and full-time faculty receives different tuition discounts.”
“All get the same package, but the Head and top.”
“No employee received benefits.”
“All benefited employees receive the same benefits package.”
“Benefits eligibility is the same for all employees. Package for faculty includes a greater level of tuition remission. The Head receives a different level of Paid Time Off plus disability insurance.”

EMPLOYEE HEALTH PLANS

Figures 4.6, below, shows the health insurance plans offered to employees at participating schools. Note that schools were asked to select all health insurance plans offered, so percentages presented in the figure below sum to more than 100 percent. Figure 4.7, on the following page, shows the percentage range of each health insurance benefit paid by the school. It is important to note that few schools offer certain types of plans (e.g., POS and HRA) so these percentages may not be representative of independent schools in general.

Figure 4.6: Health Insurance Plans Offered to Employees

HEALTH INSURANCE OFFERED	COUNT	PERCENT
HMO	114	49.78%
PPO	178	72.95%
POS	45	20.83%
HSA	81	35.68%
HRA	46	21.30%

Figure 4.7: Percent of Health Insurance Plans Paid by School

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	HMO		PPO		POS		HSA		HRA	
	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT
100%	30	13.10%	39	15.98%	9	4.17%	19	8.37%	19	8.80%
99% - 76%	39	17.03%	65	26.64%	23	10.65%	19	8.37%	10	4.63%
75% - 50%	40	17.47%	66	27.05%	11	5.09%	19	8.37%	11	5.09%
49% - 1%	6	2.62%	12	4.92%	3	1.39%	8	3.52%	2	0.93%
Employee 100%	0	0.00%	0	0.00%	0	0.00%	14	6.17%	3	1.39%
Cafeteria Style	7	3.06%	9	3.69%	2	0.93%	7	3.08%	1	0.46%
Not Offered	115	50.22%	66	27.05%	171	79.17%	146	64.32%	170	78.70%
Total	229	100.00%	244	100.00%	216	100.00%	227	100.00%	216	100.00%

Schools with a high deductible plan were asked to indicate the dollar amount of the deductible—shown in Figure 4.8, below—and how much of this deductible is passed on to employees, shown in Figure 4.9 that follows. Note that when schools provided both the individual and family deductible amount, only the individual deductible amount was used for percentage calculations in the figures below.

Figure 4.8: Dollar Amount of Deductible – Schools with High Deductibles

<i>AVERAGE DEDUCTIBLE AMOUNT</i>	COUNT	PERCENT
Less than \$1,000	3	2.61%
\$1,000 - \$1,999	25	21.74%
\$2,000 - \$2,999	38	33.04%
\$3,000 - \$3,999	24	20.87%
\$4,000 or More	25	21.74%
Total	115	100.00%

Figure 4.9: Amount of Deductible Paid by Employee – Schools with High Deductibles

<i>AMOUNT OF DEDUCTIBLE PAID BY EMPLOYEE</i>	COUNT	PERCENT
Less than \$1,000	18	16.98%
\$1,000 - \$1,999	33	31.13%
\$2,000 - \$2,999	31	29.25%
\$3,000 - \$3,999	17	16.04%
\$4,000 or More	7	6.60%
Total	106	100.00%

Additional questions asked if schools offer a health care Flexible Spending Account (FSA) and whether or not the school contributes to an employee's FSA.

Figure 4.10: Health Care Flexible Spending Account (FSA) Benefits

<i>FSA BENEFITS</i>	SCHOOL OFFERS FSA		SCHOOL CONTRIBUTES TO FSA	
	COUNT	PERCENT	COUNT	PERCENT
Yes	170	67.73%	11	4.62%
No	77	30.68%	224	94.12%
Under Consideration	4	1.59%	3	1.26%
Total	251	100.00%	238	100.00%

EMPLOYEE INSURANCE PLANS

Figures 4.11, on the following page, shows the additional insurance plans offered to employees at participating schools. Note that schools were asked to select all insurance plans offered, so percentages presented in the figure below sum to more than 100 percent.

Figure 4.12 shows the percentage range of each life, dental, and vision insurance benefit paid by the school; Figure 4.13 shows the percentage range of each short-term disability, long-term disability, and long term care insurance benefit paid by the school. As few schools offer certain types of plans, these percentages may not be representative of independent schools in general.

Figure 4.11: Additional Insurance Plans Offered to Employees

<i>ADDITIONAL INSURANCE OFFERED</i>	COUNT	PERCENT
Life	227	89.72%
Dental	231	90.59%
Vision	180	71.71%
Short-Term Disability	175	70.85%
Long-Term Disability	221	87.70%
Long Term Care	54	22.41%

Figure 4.12: School Contribution to Life, Dental, and Vision Insurance

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	LIFE		DENTAL		VISION	
	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT
100%	188	74.31%	63	24.71%	39	15.54%
99% - 76%	5	1.98%	33	12.94%	20	7.97%
75% - 50%	5	1.98%	45	17.65%	24	9.56%
49% - 1%	0	0.00%	7	2.75%	7	2.79%
Employee 100%	26	10.28%	78	30.59%	89	35.46%
Cafeteria Style	9	3.56%	16	6.27%	10	3.98%
Not Offered	26	10.28%	24	9.41%	71	28.29%
Total	253	100.00%	255	100.00%	251	100.00%

Figure 4.13: School Contribution to Disability and Care Insurance

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	SHORT-TERM DISABILITY		LONG-TERM DISABILITY		LONG-TERM CARE	
	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT
100%	113	45.75%	167	66.27%	10	4.15%
99% - 76%	5	2.02%	3	1.19%	0	0.00%
75% - 50%	3	1.21%	2	0.79%	2	0.83%
49% - 1%	1	0.40%	1	0.40%	0	0.00%
Employee 100%	49	19.84%	45	17.86%	37	15.35%
Cafeteria Style	8	3.24%	6	2.38%	7	2.90%
Not Offered	72	29.15%	31	12.30%	187	77.59%
Total	247	100.00%	252	100.00%	241	100.00%

EMPLOYEE RETIREMENT PLANS

Figures 4.14 and 4.15 show the retirement plans offered to employees by survey participants and whether these contributions vary based on employees' years of service or other criteria. Figure 4.16 illustrates if schools offer matched contributions, fixed contributions, or matched and fixed contributions for 403(b) and 401(k) plans offered to school heads, administrators, school faculty, and support staff.

Figure 4.14: Retirement Plans Offered to Employees

<i>RETIREMENT PLANS OFFERED</i>	COUNT	PERCENT
403(b)	206	82.07%
401(k)	28	11.16%
Neither 403(b) nor 401(k)	19	7.57%
Total	251	100.00%

Figure 4.15: Variation of Retirement Plans by Position

<i>VARIATION IN RETIREMENT PLANS</i>	COUNT	PERCENT
Administrator's Plan Vary	48	21.43%
Faculty's Plan Vary	52	23.21%
Support Staff's Plan Vary	47	20.98%
None of Them Vary	170	75.89%
Total	224	100.00%

Figure 4.16: Retirement Plan Contributions for Each School Position

<i>PLAN CONTRIBUTIONS</i>	SCHOOL HEADS		ADMINISTRATORS		FACULTY		SUPPORT STAFF	
	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT
403(B) Retirement Plans								
Matched Contribution	85	48.85%	86	50.59%	87	50.58%	87	51.48%
Fixed Contribution	61	35.06%	57	33.53%	58	33.72%	57	33.73%
Both Matched and Fixed	28	16.09%	27	15.88%	27	15.70%	25	14.79%
Total	174	100.00%	170	100.00%	172	100.00%	169	100.00%
401(K) Retirement Plans								
Matched Contribution	13	65.00%	13	65.00%	13	65.00%	13	65.00%
Fixed Contribution	6	30.00%	6	30.00%	6	30.00%	6	30.00%
Both Matched and Fixed	1	5.00%	1	5.00%	1	5.00%	1	5.00%
Total	20	100.00%	20	100.00%	20	100.00%	20	100.00%

Figure 4.17 shows the average percentage of each school position’s salary contributed by the school to a 403(b) or 401(k) plan. Note that significantly more schools participating in the survey offer a 403(b) retirement plan than a 401(k) retirement plan, so percentages presented in the figure below may not be representative of all independent schools offering a 401(k) plan. Additionally, some schools indicated that the percentage contribution varies by position or years of experience. In such cases where schools indicated a range of percentages, the average percentage of the range was used.

Figure 4.17: Average Percentage of Each School Position Salary Contributed by School

<i>SCHOOL POSITION</i>	403(B) PLAN		401(K) PLAN	
	COUNT	AVERAGE PERCENT	COUNT	AVERAGE PERCENT
School Head	178	5.51%	18	4.50%
Administrators	173	5.41%	18	4.50%
Faculty	175	5.38%	18	4.50%
Support Staff	173	5.38%	18	4.50%

Figure 4.18, below, shows whether or not additional retirement plans other than a 403(b) or 401(k) are offered to employees. Figure 4.19 indicates whether or not health insurance is offered to retirees at participating schools.

Figure 4.18: Other Retirement Plans Offered to Employees

<i>OTHER RETIREMENT PLANS OFFERED</i>	COUNT	PERCENT
Yes⁷	30	19.48%
No	124	80.52%
Total	154	100.00%

Figure 4.19: Health Insurance Plan Offered to Retirees

<i>HEALTH INSURANCE FOR RETIREES</i>	COUNT	PERCENT
Yes	27	11.07%
No	217	88.93%
Total	244	100.00%

⁷ Most schools (17 out of 30) indicating they offered additional retirement plans reported that they offer a 457(b) plan to school heads or other senior-level administrators. Other retirement plans offered include a basic IRA plan, 401(a), pension plan, or state teacher’s retirement plan.

SECTION V: DEPENDENTS' BENEFITS

Information presented in this section includes the individuals considered dependents by participating schools, types of health and insurance plans offered, and school coverage of each of these plans.

Note that many of the independent schools participating in the 2013-2014 survey offer several types of health, insurance, and retirement benefits to their employees. As such, percentages presented in tables in this section often sum to more than 100 percent.

Figure 5.1: Definition of Dependent When Considering Employee Benefits

<i>DEFINITION OF DEPENDENT</i>	COUNT	PERCENT
Spouse	228	93.06%
Domestic Partner (Opposite Sex)	98	40.00%
Domestic Partner (Same Sex)	102	41.63%
Children Under 21 (Living with Employee)	173	70.61%
Children Under 21 (Not Living with Employee)	136	55.51%
Children Under 21 (Students)	221	90.20%
Dependent Grandchildren	36	14.69%
<i>Total</i>	245	100.00%

Figure 5.2: Dependents' Health and Insurance Plans Offered

<i>DEPENDENT HEALTH PLANS</i>	COUNT	PERCENT
<i>Health Plans</i>		
HMO	111	49.12%
PPO	177	72.84%
POS	41	19.25%
HSA	75	33.33%
HRA	44	20.00%
Health FSA	136	59.13%
Dependent Care FSA	127	55.95%
Wellness Program	49	21.97%
<i>Insurance Plans</i>		
Life Insurance	112	47.86%
Dental Insurance	208	85.25%
Vision Insurance	162	67.22%
Long-Term Care Insurance	43	18.70%

Figure 5.3: Dependents' Health and Insurance Plans by Contribution Percentage

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	HMO		PPO		POS		HSA		HRA	
	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT
50% or More	54	23.89%	60	24.69%	20	9.39%	29	12.89%	33	15.00%
49% or Less	10	4.42%	27	11.11%	4	1.88%	5	2.22%	3	1.36%
Employee 100%	48	21.24%	87	35.80%	17	7.98%	42	18.67%	7	3.18%
Cafeteria Style	6	2.65%	9	3.70%	2	0.94%	5	2.22%	1	0.45%
Not Offered	115	50.88%	66	27.16%	172	80.75%	150	66.67%	176	80.00%
Total	226	100.00%	243	100.00%	213	100.00%	225	100.00%	220	100.00%

Figure 5.4: Dependents' Health and Insurance Plans by Contribution Percentage

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	FSA		DEPENDENT CARE FSA		WELLNESS PROGRAM	
	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT
50% or More	3	1.30%	2	0.88%	30	13.45%
49% or Less	5	2.17%	3	1.32%	3	1.35%
Employee 100%	119	51.74%	114	50.22%	15	6.73%
Cafeteria Style	12	5.22%	11	4.85%	1	0.45%
Not Offered	94	40.87%	100	44.05%	174	78.03%
Total	230	100.00%	227	100.00%	223	100.00%

Figure 5.5: Dependents' Health and Insurance Plans by Contribution Percentage

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	LIFE		DENTAL		VISION		LONG-TERM CARE	
	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT
50% or More	18	7.69%	51	20.90%	33	13.69%	0	0.00%
49% or Less	1	0.43%	17	6.97%	13	5.39%	0	0.00%
Employee 100%	87	37.18%	133	54.51%	111	46.06%	38	16.52%
Cafeteria Style	7	2.99%	15	6.15%	11	4.56%	5	2.17%
Not Offered	122	52.14%	36	14.75%	79	32.78%	187	81.30%
Total	234	100.00%	244	100.00%	241	100.00%	230	100.00%

SECTION VI: ADDITIONAL EMPLOYEE BENEFITS

In this section, Hanover Research describes additional employee benefits offered. Additional questions provide more detail regarding the specific child care and tuition remission benefits offered by schools to full-time employees.

Figure 6.1: Additional Benefits Offered to Employees at Participating Schools

<i>BENEFITS OFFERED</i>	ALL EMPLOYEES		FACULTY		EXEMPT STAFF		NON-EXEMPT STAFF		NOT OFFERED	
	COUNT	%	COUNT	%	COUNT	%	COUNT	%	COUNT	%
Flextime	20	7.97%	7	2.79%	25	9.96%	9	3.59%	201	80.08%
Compressed Work Week	2	0.81%	1	0.40%	12	4.86%	7	2.83%	230	93.12%
Sabbatical Leave	12	4.86%	30	12.15%	2	0.81%	0	0.00%	203	82.19%
Family Leave (Beyond Federal)	53	21.29%	3	1.20%	2	0.80%	1	0.40%	192	77.11%
Family Leave (Beyond State)	44	17.89%	2	0.81%	1	0.41%	0	0.00%	199	80.89%
Parental Leave (Beyond Federal)	47	19.18%	1	0.41%	1	0.41%	0	0.00%	196	80.00%
Parental Leave (Beyond State)	42	17.14%	1	0.41%	1	0.41%	0	0.00%	201	82.04%
Elder Care Leave (Beyond Federal)	32	13.11%	0	0.00%	1	0.41%	0	0.00%	211	86.48%
Elder Care Leave (Beyond State)	31	12.76%	0	0.00%	1	0.41%	0	0.00%	211	86.83%
Financial Planning	73	28.85%	0	0.00%	0	0.00%	0	0.00%	180	71.15%
Full Tuition Remission	42	16.73%	14	5.58%	11	4.38%	3	1.20%	189	75.30%
Partial Tuition Remission	146	57.94%	24	9.52%	15	5.95%	8	3.17%	78	30.95%
Tuition Remission at Other School	10	4.03%	1	0.40%	1	0.40%	0	0.00%	236	95.16%
Guaranteed Financial Aid	38	15.26%	2	0.80%	0	0.00%	0	0.00%	209	83.94%
Child Care On-Site	65	26.00%	5	2.00%	2	0.80%	1	0.40%	180	72.00%
Child Care Referral Service	5	2.00%	0	0.00%	0	0.00%	0	0.00%	245	98.00%
Lunch Provided	82	32.67%	0	0.00%	0	0.00%	1	0.40%	168	66.93%
Other Meals Provided	32	12.80%	8	3.20%	4	1.60%	0	0.00%	210	84.00%
Free Housing	4	1.60%	19	7.60%	8	3.20%	0	0.00%	227	90.80%
Housing/Mortgage Allowance	0	0.00%	11	4.44%	4	1.61%	0	0.00%	236	95.16%
Housing – Employee Paid	7	2.82%	2	0.81%	1	0.40%	0	0.00%	239	96.37%

<i>BENEFITS OFFERED</i>	<i>ALL EMPLOYEES</i>		<i>FACULTY</i>		<i>EXEMPT STAFF</i>		<i>NON-EXEMPT STAFF</i>		<i>NOT OFFERED</i>	
Professional Development	203	79.61%	40	15.69%	23	9.02%	3	1.18%	10	3.92%
Reimbursement of Tuition	75	29.64%	63	24.90%	13	5.14%	3	1.19%	113	44.66%
Adoption Assistance	5	2.02%	0	0.00%	0	0.00%	0	0.00%	242	97.98%
Legal Consultation	26	10.36%	0	0.00%	0	0.00%	0	0.00%	225	89.64%
Employee Assistance (EAP)	96	38.55%	3	1.20%	4	1.61%	1	0.40%	149	59.84%
Wellness Program	69	27.71%	2	0.80%	2	0.80%	0	0.00%	178	71.49%
Health Club	25	10.00%	0	0.00%	0	0.00%	0	0.00%	225	90.00%

Schools were also asked if they provided any additional employee benefits other than those listed in Figure 6.1, above. Responses are provided in the figure below—Figure 6.2—and organized by type of benefit offered to employees.

Figure 6.2: Additional Benefits Offered to Employees – Other Responses

BENEFIT OFFERED	VERBATIM RESPONSE
Additional Health/Insurance Benefits (6)	“Accidental Death and Dismemberment.”
	“Compass Health Assistance.”
	“Critical illness policy, supplemental accident policy, and identity theft protection.”
	“Flu shots.”
	“Flu shots if employee does not have insurance coverage.”
	“We offer a benefit subsidy to offset the cost of vision, dental, short-term disability, and 403(b). The employee can use it toward any or all of these items, or simply take it as additional pay.”
Commuter Benefits (5)	“Commuter Benefits, including parking.”
	“Discount on community center membership located next door.”
	“Qualified transportation program.”
	“Transportation.”
	“Transportation benefits – either parking, bus pass, or bicycle commute reimbursement.”
Additional Child Care (4)	“After School child care is free for all employees.”
	“Child care is only offered for school-aged children.”
	“Free extended day or supervised study for employee children enrolled at the school.”
	“Full-time employees have free Early Room and Extended Day program; full-time year-round employees also have free camp for their children.”

BENEFIT OFFERED	VERBATIM RESPONSE
<p>Cafeteria Credit (3)</p>	<p>“\$100.00 per employee in the cafeteria.”</p>
	<p>“50 percent discount for school cafeteria lunch program.”</p>
	<p>“Lunch is 50 percent.”</p>
<p>Continuing Education (3)</p>	<p>“Book allowance for continuing education.”</p>
	<p>“Summer Hours – pay 8 hours for 6 hours worked during June and July. Graduate Degree Program – opportunity to apply for \$2,000 per year funding.”</p>
	<p>“Sponsorship for Montessori teacher training.”</p>
<p>Tuition Remission Policies (2)</p>	<p>“Tuition Remission benefit changed in 2008. Prior to 2008, the school gave 90 percent remission. Post 2008, to receive any assistance employees must file a financial aid application. Employees hired before policy change are grandfathered into the pre-2008 benefit.”</p>
	<p>“Tuition Remission is only offered to faculty/staff who were hired prior to September 1, 2009. After that the faculty/staff member can apply for financial aid. Faculty/staff children can attend the after school program free of charge.”</p>
<p>Housing Benefits (2)</p>	<p>“Housing allowance to the head only.”</p>
	<p>“Housing and all meals for Residential Instructors only.”</p>
<p>Fitness Benefits (2)</p>	<p>“Employees have full access to our fitness center.”</p>
	<p>“On-site workout center; on-site fitness and yoga classes.”</p>
<p>Misc. Benefits</p>	<p>“Coaching faculty get a \$100 per year reimbursement for gear needed for their sport.”</p>
	<p>“Costco membership.”</p>
	<p>“If any of our employees had to have an extended leave benefit, we would work it out with them on an individual basis.”</p>
	<p>“School covers 100% of faculty/staff participation in retreat experiences.”</p>
	<p>“Small loans available to employee.”</p>
	<p>“While we do not have a formal policy for flextime, compressed work week, and leave over FMLA and sabbatical, we do try to accommodate requests whenever possible.”</p>

Figures 6.3 through 6.6, below and on the following page, provide an additional level of detail regarding the specific child-care and tuition remission policies at participating schools. Note that for the questions asking the percentage of tuition remission offered, some schools specified that different percentages were provided based on the employee position or number of children. In cases in which multiple percentages were provided, the *average amount of tuition remission provided by the school* was used in calculations below.

Figure 6.3: School Offers Subsidized Cost of On-Site Child Care

<i>SUBSIDIZED CHILD CARE</i>	COUNT	PERCENT
Yes	52	65.00%
No	28	35.00%
Total	80	100.00%

Figure 6.4: Percent of Tuition Remitted at Schools Offering Tuition Remission

<i>PERCENT OF TUITION REMITTED</i>	TUITION REMISSION AT SCHOOL		TUITION REMISSION AT ANOTHER SCHOOL	
	COUNT	PERCENT	COUNT	PERCENT
0% - 20%	13	6.63%	10	50.00%
21% - 40%	27	13.78%	2	10.00%
41% - 60%	79	40.31%	4	20.00%
61% - 80%	16	8.16%	2	10.00%
81% - 100%	61	31.12%	2	10.00%
Total	196	100.00%	20	100.00%

Figure 6.5: Percent of Budget Spent on Tuition Remission at School

<i>BUDGET SPENT ON REMISSION</i>	COUNT	PERCENT
0.00% - 1.00%	54	31.40%
1.01% - 3.00%	44	25.58%
3.01% - 5.00%	39	22.67%
5.01% - 7.00%	13	7.56%
7.01% - More	22	12.79%
Total	172	100.00%

Figure 6.6: Percent of Budget Spent on Tuition Remission at Another School

<i>BUDGET SPENT ON REMISSION</i>	<i>COUNT</i>	<i>PERCENT</i>
0.00% - 0.200%	2	25.00%
0.201% - 0.400%	1	12.50%
0.401% to 0.800%	2	25.00%
0.801% or More	3	37.50%
Total	8	100.00%

VARIATION IN BENEFITS

Figure 6.7 shows additional benefits provided to the Head of School if the Head of School received a benefits package that is *different* from the standard benefits package offered to all employees. Figure 6.8 shows additional benefits provided to the Head of School and senior-level administrators if employees in these positions received a benefits package that is *different* from the standard benefits package. The number in parentheses indicates the number of mentions.

Figure 6.7: Variation of Benefits Package for Head

ADDITIONAL BENEFITS OFFERED	
Full Tuition Remission (27)	School Vehicle/Car Allowance (24)
Full Insurance Coverage/Greater Coverage (23)	457(b) Plan/Deferred Compensation (23)
Housing Allowance (21)	Full Family Coverage of Insurance (14)
Additional Life Insurance (9)	Membership at Community Center/Club (7)
Bonuses (5)	Supplemental Disability/Care (4)
Additional Paid Time Off (3)	Travel Allowance (3)
Moving Expenses/Allowance (2)	Phone Allowance (2)
Pension Plan (2)	Reimbursement of Mentoring Expenses (1)
Professional Organization Memberships (1)	Guaranteed Salary Increase (1)
Additional 401(k) Benefits (1)	Higher Professional Development Budget (1)
Horse Boarding (1)	Entertainment & Education Budget (1)
Expense Account (1)	Computer Allowance (1)
Transportation Benefits (1)	Housekeeping Assistance (1)

Figure 6.8: Variation of Benefits Package for Head and Senior Administrators

ADDITIONAL BENEFITS OFFERED	
Higher Tuition Remission (19)	Greater Insurance Coverage (8)
Higher Family Insurance Coverage (6)	457(b)/Deferred Compensation (4)
Housing Allowance (4)	School Vehicle/Car Allowance (3)
Additional Disability/Care Plans (2)	Additional Life Insurance (2)
Additional Paid Time Off/Vacation (2)	Bonuses (1)

HIRING AND RECRUITMENT BENEFITS

Schools indicating they have experienced a teacher shortage within the last year answered a series of questions regarding hiring and recruitment benefits offered to new hires. The results are presented in Figures 6.9 through 6.11, below. Note that ‘other’ responses in regards to Figure 6.11—e.g., other incentives for new teacher hires provided by schools— included bonuses for hard-to-fill positions, reimbursement for Montessori training, educational or personal loans, additional stipends, and additional tuition remission.

Figure 6.9: Teacher Shortage/Shortage of Qualified Applicants at School

<i>TEACHER SHORTAGE</i>	<i>COUNT</i>	<i>PERCENT</i>
Yes	28	11.16%
No	223	88.84%
Total	251	100.00%

Figure 6.10: Percent of Budget Allocated for Faculty Recruitment

<i>BUDGET SPENT ON RECRUITMENT</i>	<i>COUNT</i>	<i>PERCENT</i>
0.00% - 0.200%	173	74.25%
0.201% - 0.400%	12	5.15%
0.401% to 0.600%	12	5.15%
0.601% to 0.800%	0	0.00%
0.801% or More	36	15.45%
Total	233	100.00%

Figure 6.11: Incentives Provided for New Teacher Hires during Teacher Shortage

<i>INCENTIVES FOR NEW HIRES</i>	COUNT	PERCENT
Moving Expenses	28	77.78%
Temporary Housing	1	2.78%
Housing Rental from School	2	5.56%
Hiring/Signing Bonus	6	16.67%
Assistance with College Loans	2	5.56%
Other	8	22.22%
<i>Total</i>	36	100.00%

SECTION VII: COMPENSATION CENSUS

In this section, Hanover Research describes the average salaries and years of experience of each full-time faculty member employed at participating schools in the 2013-2014 *Faculty and Management Compensation Survey*.

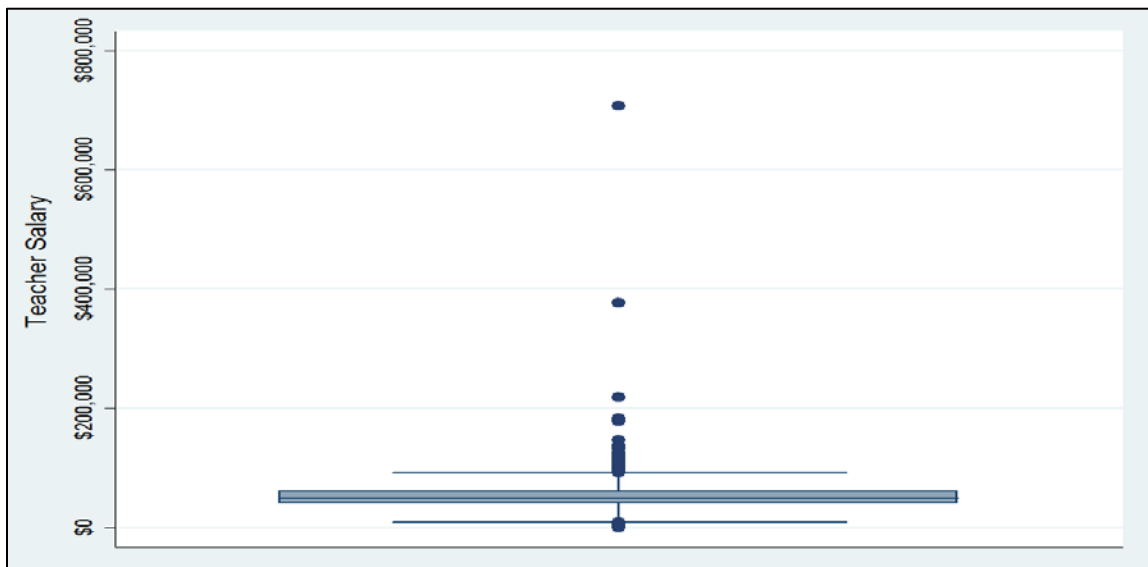
DATA OVERVIEW

Data analyzed in this section originates from the Compensation Census portion of the survey. Schools were asked to fill in a census chart for all full-time faculty members employed at their school in the 2013-2014 academic year. For each full-time faculty member, schools provided information regarding the primary grade level taught, employee gender, number of years at institution, total years of experience, and the highest degree held. Additionally, information from the school at which each faculty member teachers—such as geographic region, operating budget, and student enrollment—was linked to each teacher data point. This information could subsequently be used to show if full-time faculty salaries vary based on school or teacher characteristics.

IDENTIFICATION OF EXTREME CASES

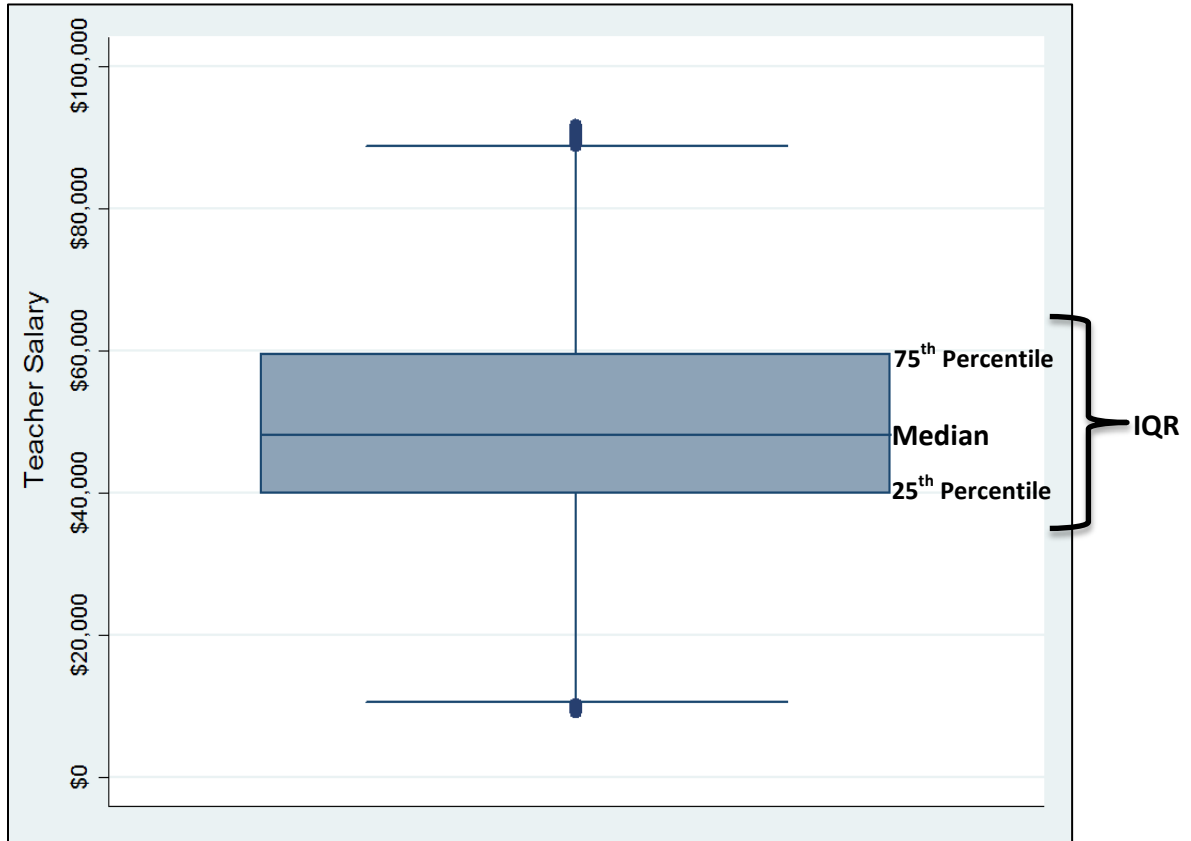
Salaries of full-time faculty members—as provided by participating schools—range from \$350 to \$707,001 per year. However, most salaries (95 percent) fall between \$40,000 and \$73,784 per year. Figure 7.1, below, shows that several extreme cases, or outliers, may exist in the salary compensation census data. Notably, several salaries at the upper end appear to be substantially higher than the majority of faculty salaries.

Figure 7.1: Range of Full-Time Faculty Salaries



Using Figure 7.1 as a guide, salaries were identified as extreme cases if they were more than 1.5 times the Interquartile Range (IQR). In other words, extreme cases were identified if they were 1.5 times the range of the box portion of the boxplot shown in Figure 7.1, which is made up of the middle 50 percent of salaries. This is illustrated in Figure 7.2, below, in which outlier salaries have been removed.⁸ Based on this identification of extreme cases, salaries less than \$9,000 and more than \$91,689 were excluded from subsequent analyses.

Figure 7.2: Range of Full-Time Faculty Salaries, Extreme Cases Removed



OVERVIEW OF FACULTY SALARY

Figures 7.3 through 7.9, on the following pages, provide descriptive statistics regarding the average salary for full-time faculty members—excluding identified extreme values—based on a variety of faculty and school demographic characteristics. The tables show the average full-time faculty member salary based on the geographic region in which the school is located (Figure 7.3), school gender distribution (Figure 7.4), total student enrollment (Figure 7.5), school operating budget (Figure 7.6), primary grade level taught (Figure 7.7), teacher gender (Figure 7.8), and highest level of educational attainment (Figure 7.9).

⁸ Note that Figure 7.2 shows the 25th percentile, median, 75th percentile, and IQR for the range of salaries *excluding* identified extreme cases. However, extreme cases were identified based on the IQR as shown in Figure 7.1

Figure 7.3: Average Teacher Salary in Each Geographic Region

<i>GEOGRAPHIC REGION</i>	COUNT	AVERAGE TEACHER SALARY
Middle Atlantic	1,230	\$51,795
South Atlantic	1,984	\$45,889
Pacific	1,172	\$59,926
South Central	2,121	\$45,514
East North Central	857	\$52,183
West North Central	454	\$48,194
Mountain and Southwest	317	\$49,617
New England	953	\$52,332
Total	9,008	\$49,926

Figure 7.4: Average Teacher Salary in Each School Type⁹

<i>SCHOOL GENDER DISTRIBUTION</i>	COUNT	AVERAGE TEACHER SALARY
Co-Educational	8,076	\$49,291
Single Sex: Female	449	\$57,125
Single Sex: Male	434	\$56,697
Total	9,008	\$49,926

Figure 7.5: Average Teacher Salary by School's Student Enrollment¹⁰

<i>STUDENT ENROLLMENT</i>	COUNT	AVERAGE TEACHER SALARY
Fewer than 50	49	\$36,479
50 – 149	497	\$42,135
150 – 299	1,084	\$46,697
300 – 499	2,101	\$49,362
500 – 749	1,710	\$51,344
750 – 999	1,257	\$51,803
1,000 – 1,499	1,318	\$46,664
1,500 or More	943	\$60,291
Total	9,008	\$49,926

⁹ School gender distribution information not provided for *N* = 129 school staff.

¹⁰ Student enrollment information not provided for *N* = 129 school staff.

Figure 7.6: Average Teacher Salary by School Operating Budget¹¹

<i>SCHOOL OPERATING BUDGET</i>	<i>COUNT</i>	<i>AVERAGE TEACHER SALARY</i>
Less than \$500,000	2	\$42,000
\$500,001 - \$999,999	111	\$29,273
\$1,000,000 - \$1,999,999	265	\$36,764
\$2,000,000 - \$4,999,999	1,016	\$43,228
\$5,000,000 - \$7,999,999	1,304	\$46,046
\$8,000,000 - \$9,999,999	1,002	\$51,137
\$10,000,000 - \$14,999,999	2,528	\$50,209
\$15,000,000 - \$19,999,999	1,160	\$48,983
\$20,000,000 - \$25,000,000	386	\$55,359
More than \$25,000,000	1,185	\$63,235
Total	9,008	\$49,926

Figure 7.7: Average Teacher Salary by Primary Grade Level Taught

<i>GRADE LEVEL TAUGHT</i>	<i>COUNT</i>	<i>AVERAGE TEACHER SALARY</i>
Pre-School	553	\$42,986
Lower School	2,542	\$46,422
Middle School	1,542	\$50,577
Upper School	3,009	\$53,262
Specialist/Multiple Grades	1,211	\$51,690
Non-Teaching Faculty	229	\$48,005
Total	9,008	\$49,926

Figure 7.8: Average Teacher Salary by Teacher Gender¹²

<i>TEACHER GENDER</i>	<i>COUNT</i>	<i>AVERAGE TEACHER SALARY</i>
Male	2,600	\$53,834
Female	6,369	\$48,297
Total	9,008	\$49,926

¹¹ School operating budget information not provided for *N* = 129 school staff.

¹² Gender information not provided for *N* = 119 school staff.

Figure 7.9: Average Teacher Salary by Highest Degree Obtained¹³

<i>HIGHEST DEGREE OBTAINED</i>	COUNT	AVERAGE TEACHER SALARY
Less than Bachelor's	133	\$39,201
Bachelor's Degree	3,876	\$45,373
Master's/Professional Degree	4,452	\$54,071
Doctoral Degree	311	\$59,770
Total	9,008	\$49,926

OVERVIEW OF FACULTY EXPERIENCE

Figure 7.10 and 7.11 provide descriptive statistics regarding the total number of years faculty members have been employed at the school (e.g., years of service) and total number of years of experience.

Figure 7.10: Number of Years Teachers Have Been at School, 2013-2014

<i>NUMBER OF YEARS AT SCHOOL</i>	COUNT	PERCENT
0 – 2	2,375	25.98%
3 – 4	1,224	13.39%
5 – 6	1,077	11.78%
7 – 8	908	9.93%
9 – 10	639	6.99%
11 – 12	556	6.08%
13 - 15	726	7.94%
16 – 20	722	7.90%
21 or More	916	10.02%
Total	9,143	100.00%

¹³ Highest degree obtained information not provided for $N = 325$ school staff.

Figure 7.11: Total Years of Experience for Teachers, 2013-2014

<i>YEARS OF EXPERIENCE</i>	<i>COUNT</i>	<i>PERCENT</i>
0 – 2	808	9.08%
3 – 4	707	7.95%
5 – 6	818	9.19%
7 – 8	773	8.69%
9 – 10	745	8.37%
11 – 12	659	7.41%
13 - 15	942	10.59%
16 – 20	1,216	13.67%
21 - 25	814	9.15%
26 – 30	599	6.73%
31 or More	817	9.18%
<i>Total</i>	<i>8,898</i>	<i>100.00%</i>

CORRELATES OF FACULTY SALARY

Univariate statistics of faculty salary—presented in the tables above—may be misleading or fall short of explaining the actual factors driving differences in employee salary. Differences could potentially be explained by correlations between variables. For example, if male teachers are more likely than female teachers to teach at the upper school level, and upper school teachers earn higher salaries than lower school teachers, the male teachers’ average salaries would be higher than female teachers’ salaries. While this appears as if there is a direct gender difference in salary, there might actually be a direct gender difference in the primary grade level employees are most likely to teach (e.g., upper school for male teachers and lower school for female teachers); this, in turn, could cause an indirect gender difference in salary that can be explained by looking at the direct effect of grades taught.

Figures 7.12 and 7.13, on the following page, show the bivariate relationship between faculty salary and primary grade level taught by the employee (Figure 7.12) and the bivariate relationship between faculty salary and the geographic region of the school at which the faculty member is employed (Figure 7.13). Interpreting these tables is simple: each dollar amount shows the difference between the row category and the column category. So, for example, the first box in Figure 7.12 (\$3,436***) tells us that lower school teachers earn, on average, approximately \$3,436 more than pre-school teachers, and this difference is statistically significant at the 99 percent confidence level. Likewise, the first box in Figure 7.13 (\$-389) tells us that teachers in the Middle Atlantic region earn, on average, \$389 less than teachers in the East North Central region, though this difference is not statistically significant.

Figure 7.12: ANOVA Test of Differences in Mean Salary by Primary Grade Level Taught

<i>PRIMARY GRADE LEVEL TAUGHT</i>	PRE-SCHOOL	LOWER SCHOOL	MIDDLE SCHOOL	UPPER SCHOOL	SPECIALIST
LOWER SCHOOL	\$3,436***	---	---	---	---
MIDDLE SCHOOL	\$7,591***	\$4,155***	---	---	---
UPPER SCHOOL	\$10,276***	\$6,840***	\$2,685***	---	---
SPECIALIST	\$8,704***	\$5,268***	\$1,113	-\$1,572*	---
NON-TEACHING STAFF	\$5,019***	\$1,583	-\$2,572	-\$5,257***	-\$3,685**

* p<0.05; ** p<0.01; *** p<0.001

Figure 7.13: ANOVA Test of Differences in Mean Salary by Geographic Region

<i>PRIMARY GRADE LEVEL TAUGHT</i>	EAST NORTH CENTRAL	MIDDLE ATLANTIC	MOUNTAIN / SOUTHWEST	NEW ENGLAND	PACIFIC	SOUTH ATLANTIC	SOUTH CENTRAL
MIDDLE ATLANTIC	-\$389	---	---	---	---	---	---
MOUNTAIN / SOUTHWEST	-\$2,566	-\$2,177	---	---	---	---	---
NEW ENGLAND	\$149	\$537	\$2,715	---	---	---	---
PACIFIC	\$7,743***	\$8,132***	\$10,309***	\$7,594***	---	---	---
SOUTH ATLANTIC	-\$6,294***	-\$5,906***	-\$3,729***	-\$6,443***	-\$14,037***	---	---
SOUTH CENTRAL	-\$6,669***	-\$6,280***	-\$4,103***	-\$6,818***	-\$14,412***	-\$375	---
WEST NORTH CENTRAL	-\$3,990***	-\$3,601***	-\$1,424	-\$4,138***	-\$11,733***	\$2,305*	\$2,679**

* p<0.05; ** p<0.01; *** p<0.001

REGRESSION ANALYSIS

A linear regression analysis can further show the factors that are correlated with differences in faculty salary, while taking into account potential correlations among predictive variables. This section presents a linear regression model examining predictors of faculty salary at independent schools. This model shows the impact of various factors—such as teacher gender—on faculty salary while holding all other variables in the model constant. In other words, this allows us to observe the direct effect of gender on faculty salary while holding the effect of educational attainment, grade level taught, school characteristics, and geographic region constant.

Figure 7.14, below, describes the independent variables used to examine differences in teacher salary. This table provides a summary of each independent variable examined, the variable type, and details regarding any transformations performed on the variable prior to inclusion in the model. Transformations of categorical variables were performed by recoding the variable in binary form (i.e., coded as 0 or 1). Note that in prior versions of this report, the total operating budget per student was included as a predictor variable. However, we were unable to calculate this variable due to the nature of the total operating budget and total student enrollment variables; in this iteration of the survey, schools reported this information in a range (e.g., “Less than 50 students” or “\$1,000,000 to \$1,999,999”) instead of a numeric value.

Figure 7.14: Independent Variables Examined in Multivariate Analysis

VARIABLE	SUMMARY	TRANSFORMATIONS	VARIABLE TYPE ¹⁴
Teacher Gender	Teacher’s gender	None	Categorical
Years of Experience	Total number of years of experience an employee has working in a school setting	None	Continuous
Highest Level of Educational Attainment	The highest educational degree earned by the faculty member	Recoded into four distinct dichotomous groups: (1) Less than Bachelor’s Degree; (2) Bachelor’s Degree; (3) Master’s/Professional Degree; (4) Doctorate Degree	Categorical
Primary Grade Level Taught	The primary grade level taught by the faculty member	Recoded into five distinct dichotomous groups: (1) Pre-School; (2) Lower School; (3) Middle School; (4) Upper School; (5) Specialist/Multiple Grades; and (6) Non-Teaching Faculty.	Categorical

¹⁴ The “Variable Type” column reflects the final variable type included in the linear probability models and *not* the original variable type. In other words, if a continuous variable was regrouped into dichotomous groups for analyses, it is described as a categorical variable in the table above.

VARIABLE	SUMMARY	TRANSFORMATIONS	VARIABLE TYPE ¹⁴
School Gender Distribution	Whether or not the school is co-educational or single sex	Recoded into two distinct dichotomous groups: (1) Co-Educational; and (2) Single Sex (Male and Female)	Categorical
Number of Full-Time Employees	The number of faculty members employed full-time at the school	None	Continuous
Geographic Region	The geographic region of the school at which the faculty member is employed	Recoded into eight distinct dichotomous groups: (1) South Atlantic; (2) East North Central; (3) Middle Atlantic; (4) Mountain and Southwest; (5) New England; (6) Pacific; (7) South Central; and (8) West North Central	Categorical

Examining these variables simultaneously in a linear regression model allows us to see which of these factors may be predictive of faculty salary, while holding all other factors constant. In the linear regression model presented on the following page (Figure 7.15), a positive regression coefficient for a numeric independent variable—such as years of experience—would show the *increase* in faculty salary for every one-unit increase in the independent variable; likewise, a negative regression coefficient for a numeric independent variable would show the *decrease* in faculty salary for every one-unit increase in the independent variable. For example, the coefficient for “Years of Experience” tells us that for every one additional year of experience a faculty member has, compensation increases by roughly \$663 per year, holding all other variables constant.

The regression coefficients for categorical variables—such as teacher gender—can be interpreted in relation to the reference group, which is specified in the footnotes of the table. A positive regression coefficient for a categorical variable would show the *increase* in faculty salary for that group, in comparison to the reference group. Likewise, a negative regression coefficient for a categorical variable would show the *decrease* in faculty salary for that group, in comparison to the reference group. For example, the coefficient for “East North Central” tells us that, on average, faculty members working in the East North Central region earn, on average, \$3,443 more per year than faculty members working in the South Atlantic (the reference group for geographic region), holding all other variables constant.

Additionally, asterisks next to each coefficient shows whether or not the impact of each independent variable on faculty salary is statistically significant, or, not likely to be due to random chance alone. Coefficients with one star (*) can be said to be marginally statistically significant at the 90 percent confidence level, coefficients with two stars (**) can be said to be statistically significant at the 95 percent confidence level, and coefficients with three stars (***) can be said to be statistically significant at the 99 percent confidence level.

Figure 7.15: Predictors of Teacher Salary at Independent Schools

VARIABLE	PREDICTORS OF TEACHER SALARY
<i>Teacher Demographics</i>	
Teacher Gender: Male ¹⁵	2,618.48***
Years of Experience	663.04***
<i>Highest Degree Obtained¹⁶</i>	
Bachelor's Degree	4,470.61***
Master's/Professional Degree	9,254.95***
Doctoral Degree	13,414.34***
<i>Primary Grade Level Taught¹⁷</i>	
Lower School	-686.53
Middle School	1,196.33**
Upper School/High School	1,083.95*
Specialist/Multiple Grades	1,145.50*
Non-Teaching Faculty	2,996.44**
<i>School Characteristics</i>	
School Gender Distribution: Co-Educational ¹⁸	-4,563.22***
Number of Full-Time Employees	51.80***
<i>Geographic Region¹⁹</i>	
East North Central	3,442.58***
Middle Atlantic	3,999.58***
Mountain and Southwest	1,985.40***
New England	3,282.05***
Pacific	11,983.03***
South Central	-3,631.30***
West North Central	-437.38
Constant	28,627.99***
N	7,787
R ²	0.494

* p<0.10; ** p<0.05; *** p<0.01. Coefficients estimated using Ordinary Least Squares with a linear regression model, with robust standard errors .

¹⁵ Reference Group: Female

¹⁶ Reference Group: Less than Bachelor's Degree

¹⁷ Reference Group: Pre-School

¹⁸ Reference Group: Single Sex

¹⁹ Reference Group: South Atlantic

It is important to note that some observed relationships, particularly in regards to geographic region, highest degree obtained, and primary grade level taught, may not be generalizable to all teachers with similar characteristics. In particular, few schools from the Mountain and Southwest and West North Central regions completed the survey.

As such, relationships observed for these regions are based on the faculty salaries of only nine schools in the Mountain and Southwest region and only 12 schools in the West North Central region. In regards to the highest degree obtained, only 1.48 percent of teachers in the sample have less than a Bachelor's degree and only 3.79 percent of teachers have a doctorate degree. Additionally, in regards to the primary grade level taught, only 6.02 percent of teachers teach pre-school and only 2.82 percent of teachers are non-teaching faculty. Due to the *extremely small* percentage of the sample in each of these categories, it is recommended that readers interpret relationships for geographic region, highest degree obtained, and primary grade level taught with caution.

APPENDIX: DIFFERENCES BY GEOGRAPHIC LOCATION

In this section, Hanover Research presents all questions to the 2013-2014 survey, segmented by the geographic region of each participating school.

SCHOOL INFORMATION

Figure A1: Demographic Characteristics of Responding Schools, by Geographic Location

<i>SCHOOL CHARACTERISTICS</i>	EAST NORTH CENTRAL	MIDDLE ATLANTIC	MOUNTAIN / SOUTHWEST	NEW ENGLAND	PACIFIC	SOUTH ATLANTIC	SOUTH CENTRAL	WEST NORTH CENTRAL
SCHOOL TYPE	N = 29	N = 37	N = 9	N = 31	N = 44	N = 51	N = 49	N = 12
Day School Only	26 90%	31 84%	6 67%	19 61%	42 95%	47 92%	46 94%	11 92%
Day and Boarding School	2 7%	6 16%	2 22%	12 39%	2 5%	3 6%	3 6%	1 8%
Boarding School Only	1 3%	0 0%	1 11%	0 0%	0 0%	1 2%	0 0%	0 0%
SCHOOL GENDER DISTRIBUTION	N = 29	N = 37	N = 9	N = 31	N = 44	N = 51	N = 49	N = 12
Co-Educational	28 97%	32 86%	9 100%	27 87%	40 91%	50 98%	44 90%	11 92%
Single Sex: Female	0 0%	2 5%	0 0%	1 3%	4 9%	1 2%	2 4%	1 8%
Single Sex: Male	1 3%	3 8%	0 0%	3 10%	0 0%	0 0%	3 6%	0 0%

Figure A2: Grade Levels Taught (Grade Level Classifications) in Responding Schools, by Geographic Location

<i>GRADE LEVELS TAUGHT</i>	EAST NORTH CENTRAL (N = 29)	MIDDLE ATLANTIC (N = 37)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 31)	PACIFIC REGION (N = 44)	SOUTH ATLANTIC (N = 51)	SOUTH CENTRAL (N = 49)	WEST NORTH CENTRAL (N = 12)
Pre-School	0 0%	1 3%	0 0%	0 0%	0 0%	0 0%	1 2%	0 0%
Pre-School – Lower School	0 0%	0 0%	0 0%	3 10%	7 16%	9 18%	4 8%	0 0%
Pre-School – Middle School	15 52%	11 30%	1 11%	4 13%	10 23%	7 14%	9 18%	1 8%
Pre School – Upper School	6 21%	9 24%	1 11%	3 10%	8 18%	19 37%	20 41%	4 33%
Lower School	0 0%	0 0%	0 0%	0 0%	2 5%	0 0%	0 0%	0 0%
Lower School – Middle School	0 0%	2 5%	1 11%	1 3%	5 11%	5 10%	4 8%	0 0%
Lower School – Upper School	3 10%	6 16%	2 22%	1 3%	2 5%	6 12%	4 8%	4 33%
Middle School	0 0%	0 0%	0 0%	2 6%	2 5%	0 0%	0 0%	0 0%
Middle School – Upper School	1 3%	3 8%	1 11%	8 26%	3 7%	3 6%	3 6%	2 17%
Upper School	4 14%	5 13%	3 33%	9 29%	5 11%	2 4%	4 8%	1 8%

Figure A3: Total Student Enrollment at Responding Schools, by Geographic Location

<i>STUDENT ENROLLMENT</i>	EAST NORTH CENTRAL (N = 29)	MIDDLE ATLANTIC (N = 37)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 31)	PACIFIC REGION (N = 44)	SOUTH ATLANTIC (N = 51)	SOUTH CENTRAL (N = 49)	WEST NORTH CENTRAL (N = 12)
Fewer than 50	0 0%	0 0%	0 0%	2 6%	0 0%	2 4%	0 0%	2 17%
50 to 149	6 21%	8 22%	2 22%	5 16%	6 14%	7 14%	7 14%	2 17%
150 to 299	4 14%	9 24%	2 22%	12 39%	17 39%	9 18%	6 12%	1 8%
300 to 499	11 38%	8 22%	1 11%	9 29%	13 30%	9 18%	14 29%	3 25%
500 to 749	3 10%	7 19%	2 22%	1 3%	4 9%	13 25%	9 18%	2 17%
750 to 999	2 7%	4 11%	2 22%	1 3%	2 5%	2 4%	6 12%	1 8%
1,000 to 1,499	1 3%	1 3%	0 0%	1 3%	0 0%	7 14%	5 10%	1 8%
1,500 or More	2 7%	0 0%	0 0%	0 0%	2 5%	2 4%	2 4%	0 0%

Figure A4: Number of Full-Time Employees at Responding Schools, by Geographic Location

<i>FULL-TIME EMPLOYEES</i>	EAST NORTH CENTRAL (N = 28)	MIDDLE ATLANTIC (N = 35)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 30)	PACIFIC REGION (N = 41)	SOUTH ATLANTIC (N = 48)	SOUTH CENTRAL (N = 49)	WEST NORTH CENTRAL (N = 12)
0 to 25	8 29%	7 20%	2 22%	6 20%	6 15%	8 17%	8 16%	4 33%
26 to 50	5 18%	11 31%	0 0%	6 20%	15 37%	9 19%	8 16%	1 8%
51 to 75	7 25%	6 17%	1 11%	5 17%	8 20%	6 13%	10 20%	3 25%
76 to 100	2 7%	3 9%	2 22%	4 13%	7 17%	7 15%	8 16%	1 8%
101 to 125	2 7%	2 6%	2 22%	6 20%	2 5%	6 13%	5 10%	1 8%
126 to 150	1 4%	3 9%	2 22%	1 3%	1 2%	6 13%	4 8%	1 8%
151 or More	3 11%	3 9%	0 0%	2 7%	2 5%	6 13%	6 12%	1 8%

SCHOOL OPERATING BUDGET

Figure A5: Total Operating Budget (2013-2014), by Geographic Location

<i>TOTAL OPERATING BUDGET</i>	EAST NORTH CENTRAL (N = 29)	MIDDLE ATLANTIC (N = 37)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 31)	PACIFIC REGION (N = 44)	SOUTH ATLANTIC (N = 51)	SOUTH CENTRAL (N = 49)	WEST NORTH CENTRAL (N = 12)
Less than \$500,000	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	1 8%
\$500,001 - \$99,999	1 3%	1 3%	1 11%	3 10%	2 5%	4 8%	2 4%	1 8%
\$1,000,000 - \$1,999,999	6 21%	5 14%	1 11%	2 6%	3 7%	5 10%	6 12%	2 17%
\$2,000,000 - \$4,999,999	8 28%	11 30%	1 11%	3 10%	11 25%	9 18%	13 27%	1 8%
\$5,000,000 - \$7,999,999	5 17%	4 11%	0 0%	6 19%	10 23%	9 18%	8 16%	3 25%
\$8,000,000 - \$9,999,999	2 7%	2 5%	0 0%	4 13%	7 16%	2 4%	6 12%	2 17%
\$10,000,000 - \$14,999,999	2 7%	7 19%	5 56%	9 29%	7 16%	11 22%	8 16%	1 8%
\$15,000,000 - \$19,999,999	1 3%	1 3%	1 11%	3 10%	2 5%	4 8%	4 8%	1 8%
\$20,000,000 - \$25,000,000	2 7%	1 3%	0 0%	1 3%	0 0%	2 4%	1 2%	0 0%
More than \$25,000,000	2 7%	5 14%	0 0%	0 0%	2 5%	5 10%	1 2%	0 0%

Figure A6: Percent of Operating Budget Spent on Faculty Salaries (2013-2014), by Geographic Location

<i>PERCENT OF BUDGET SPENT ON FACULTY SALARIES</i>	EAST NORTH CENTRAL (N = 28)	MIDDLE ATLANTIC (N = 37)	MOUNTAIN / SOUTHWEST (N = 8)	NEW ENGLAND (N = 30)	PACIFIC REGION (N = 44)	SOUTH ATLANTIC (N = 49)	SOUTH CENTRAL (N = 49)	WEST NORTH CENTRAL (N = 12)
0% to 20%	2 7%	0 0%	1 13%	3 10%	2 5%	3 6%	0 0%	0 0%
21% to 30%	1 4%	8 22%	1 13%	6 20%	7 16%	10 20%	5 10%	1 8%
31% to 40%	7 25%	10 27%	2 25%	9 30%	15 34%	10 20%	10 20%	2 17%
41% to 50%	7 25%	9 24%	1 13%	6 20%	9 20%	4 8%	5 10%	3 25%
51% to 60%	6 21%	3 8%	1 13%	4 13%	5 11%	16 33%	12 24%	2 17%
61% to 70%	3 11%	4 11%	2 25%	2 7%	4 9%	4 8%	9 18%	3 25%
71% or More	2 7%	3 8%	0 0%	0 0%	2 5%	2 4%	8 16%	1 8%

Figure A7: Percent of Operating Budget Spent on Faculty Benefits (2013-2014), by Geographic Location

<i>PERCENT OF BUDGET SPENT ON FACULTY BENEFITS</i>	EAST NORTH CENTRAL (N = 26)	MIDDLE ATLANTIC (N = 36)	MOUNTAIN / SOUTHWEST (N = 8)	NEW ENGLAND (N = 30)	PACIFIC REGION (N = 43)	SOUTH ATLANTIC (N = 49)	SOUTH CENTRAL (N = 48)	WEST NORTH CENTRAL (N = 11)
0.0% - 4.0%	3 12%	5 14%	1 13%	4 13%	4 9%	9 19%	9 19%	1 9%
4.01% - 8.0%	13 50%	10 28%	1 13%	8 27%	22 51%	20 41%	18 38%	3 27%
8.01% - 12.0%	7 27%	13 36%	3 38%	10 33%	9 21%	16 33%	11 23%	2 18%
12.01% - 16.0%	3 12%	5 14%	3 38%	6 20%	5 12%	4 8%	9 19%	3 27%
16.01% or More	0 0%	3 8%	0 0%	2 7%	3 7%	0 0%	1 2%	2 18%

Figure A8: Percent of Operating Budget Spent on Faculty Professional Development (2013-2014), by Geographic Location

<i>PERCENT OF BUDGET SPENT ON FACULTY PROFESSIONAL DEVELOPMENT</i>	EAST NORTH CENTRAL (N = 26)	MIDDLE ATLANTIC (N = 37)	MOUNTAIN / SOUTHWEST (N = 8)	NEW ENGLAND (N = 29)	PACIFIC REGION (N = 44)	SOUTH ATLANTIC (N = 47)	SOUTH CENTRAL (N = 48)	WEST NORTH CENTRAL (N = 12)
0.0% - 0.40%	4 15%	11 30%	1 13%	7 24%	6 14%	11 23%	7 15%	0 0%
0.401% - 0.80%	6 23%	6 16%	3 38%	9 31%	11 25%	15 32%	12 25%	3 25%
0.801% - 1.0%	1 4%	1 3%	0 0%	2 7%	1 2%	1 2%	1 2%	0 0%
1.0% or More	15 58%	19 51%	4 50%	11 38%	26 59%	20 43%	28 58%	9 75%

ADMINISTRATOR SALARY

Figure A9, below, describes the average salaries of several administrative positions by each geographic location. Note that, for each position, the first row shows the total number of schools in each region who provided a salary for that particular job position. The second row for each position shows the average salary among those schools providing a salary for each geographic region. It is important to note that average salaries for each job position are often based on few responding schools.

Figure A9: Average Salaries of Full-Time Faculty Members in Each Administrative Position, by Geographic Location

<i>KEY ADMINISTRATORS</i>		EAST NORTH CENTRAL	MIDDLE ATLANTIC	MOUNTAIN / SOUTHWEST	NEW ENGLAND	PACIFIC	SOUTH ATLANTIC	SOUTH CENTRAL	WEST NORTH CENTRAL
Head of School	Count	29	36	9	31	44	50	48	12
	Average Salary	\$152,205	\$184,633	\$186,091	\$179,391	\$186,647	\$182,997	\$147,400	\$128,367
Assistant Head of School		8 \$107,147	16 \$116,176	3 \$120,667	16 \$96,688	19 \$107,093	19 \$96,583	13 \$106,534	5 \$63,886
Business Manager/CFO		23 \$99,832	35 \$103,229	8 \$101,877	29 \$112,009	42 \$113,786	49 \$101,142	46 \$82,464	8 \$81,380
Upper School Head		9 \$95,542	14 \$111,621	3 \$70,413	9 \$88,804	8 \$122,061	28 \$85,911	27 \$86,089	7 \$81,561
Middle School Head		14 \$83,328	15 \$108,343	3 \$58,567	8 \$92,233	15 \$113,039	33 \$84,725	21 \$82,984	5 \$71,250
Lower School Head		13 \$84,792	13 \$107,537	2 \$73,800	5 \$104,965	15 \$102,511	32 \$82,311	28 \$75,960	5 \$69,911
Dean of Academics		5 \$66,400	11 \$76,304	4 \$73,951	13 \$79,161	9 \$80,491	22 \$79,484	19 \$68,094	3 \$81,961
Dean of Faculty		2 \$98,563	7 \$89,250	2 \$60,000	6 \$85,235	8 \$87,804	2 \$99,800	8 \$56,057	2 \$71,000

<i>KEY ADMINISTRATORS</i>	EAST NORTH CENTRAL	MIDDLE ATLANTIC	MOUNTAIN / SOUTHWEST	NEW ENGLAND	PACIFIC	SOUTH ATLANTIC	SOUTH CENTRAL	WEST NORTH CENTRAL
Director of Human Relations	2 \$53,879	3 \$64,175	4 \$56,075	3 \$56,500	7 \$93,245	14 \$61,649	17 \$61,419	--- ---
Admissions Director	21 \$65,344	29 \$73,388	7 \$74,704	27 \$80,569	38 \$76,430	43 \$66,272	40 \$60,035	8 \$54,920
Advancement Director	22 \$80,760	26 \$91,369	6 \$102,333	24 \$97,531	36 \$93,980	39 \$89,390	39 \$76,307	9 \$76,208
Development Director	8 \$49,628	6 \$86,975	1 \$55,000	8 \$62,122	4 \$88,758	14 \$58,513	8 \$58,277	2 \$62,500
Marketing/Communications Director	12 \$54,547	18 \$66,754	4 \$73,809	20 \$66,465	22 \$80,100	29 \$60,241	28 \$51,936	7 \$45,853
Director of Parent Relations	3 \$58,028	4 \$68,818	--- ---	2 \$49,924	2 \$53,439	7 \$42,401	3 \$42,217	1 \$28,000
Athletic Director	15 \$69,283	25 \$70,367	4 \$74,875	21 \$65,602	19 \$77,886	38 \$69,584	38 \$63,528	8 \$52,839
Director of Tech – Academics	7 \$64,369	14 \$77,413	3 \$65,133	12 \$70,880	11 \$77,202	15 \$76,371	13 \$61,564	5 \$61,587
Director of Tech – Infrastructure	13 \$79,508	19 \$70,262	5 \$69,378	16 \$75,007	21 \$85,983	28 \$74,294	28 \$68,368	5 \$54,733
Facilities Manager	11 \$76,326	23 \$70,659	6 \$62,900	19 \$73,524	29 \$72,036	29 \$70,769	30 \$63,338	7 \$55,719
Head’s Assistant	14 \$46,584	28 \$47,733	6 \$50,493	22 \$53,451	27 \$59,153	35 \$48,143	37 \$43,276	7 \$38,720

Figure A10, below, describes the average years of service of key administrative positions by each geographic location. Note that, for each position, the first row shows the total number of schools providing a response in each region. The second row for each position shows the average years of service (e.g., years at institution) among those schools for each geographic region. It is important to note that average years of service for each job position are often based on few responding schools.

Figure A10: Key Administrators' Average Years at Institution (Years of Service), by Geographic Location

<i>KEY ADMINISTRATORS</i>		EAST NORTH CENTRAL	MIDDLE ATLANTIC	MOUNTAIN / SOUTHWEST	NEW ENGLAND	PACIFIC	SOUTH ATLANTIC	SOUTH CENTRAL	WEST NORTH CENTRAL
Head of School	<i>Count</i>	29	36	9	31	44	48	47	12
	<i>Average Years</i>	14.17	12.56	9.78	10.19	10.48	9.35	11.47	12.50
Assistant Head of School		8	16	3	15	19	17	12	5
		19.13	17.56	8.33	11.60	10.58	11.29	6.83	15.80
Business Manager/CFO		23	34	8	28	42	48	47	8
		9.35	9.91	4.63	8.55	8.88	8.45	7.93	7.25
Upper School Head		9	14	3	9	8	26	26	7
		7.89	8.00	7.00	9.00	7.00	11.42	9.58	5.86
Middle School Head		14	15	3	7	15	31	21	5
		7.71	14.00	4.67	8.71	8.40	11.65	7.48	7.10
Lower School Head		13	13	2	5	15	29	27	5
		10.08	9.46	13.00	9.00	8.27	12.34	11.59	18.00
Dean of Academics		5	11	4	12	9	21	19	3
		15.60	11.36	7.50	8.17	11.22	12.00	10.68	25.00
Dean of Faculty		2	7	2	6	8	1	8	2
		9.50	16.71	12.00	15.83	7.25	5.00	16.50	5.50
Director of Human Relations		2	3	4	3	7	12	17	---
		4.50	13.33	7.00	8.67	6.71	6.00	6.50	---

<i>KEY ADMINISTRATORS</i>	EAST NORTH CENTRAL	MIDDLE ATLANTIC	MOUNTAIN / SOUTHWEST	NEW ENGLAND	PACIFIC	SOUTH ATLANTIC	SOUTH CENTRAL	WEST NORTH CENTRAL
Admissions Director	21 7.00	29 8.76	7 7.43	25 7.60	38 8.55	41 9.44	39 9.69	8 10.75
Advancement Director	22 5.09	27 6.37	6 4.83	23 5.87	36 5.28	36 5.01	37 6.65	9 7.11
Development Director	8 3.75	6 6.17	1 1.00	8 6.63	4 2.25	12 5.50	8 2.75	2 1.00
Marketing/Communications Director	12 4.67	18 4.44	4 7.75	18 5.39	21 4.81	27 5.44	27 5.67	7 7.14
Director of Parent Relations	3 4.33	4 7.50	--- ---	2 4.00	1 1.00	6 4.00	3 2.58	1 7.00
Athletic Director	15 9.27	25 12.96	4 13.25	20 12.51	18 8.17	36 7.11	37 7.81	9 8.44
Director of Tech – Academics	7 5.29	14 10.71	3 5.33	11 9.00	11 8.18	13 7.15	13 8.46	4 15.25
Director of Tech – Infrastructure	13 10.92	19 8.84	5 5.00	16 8.31	21 7.19	26 9.23	27 9.67	5 6.20
Facilities Manager	11 15.00	22 9.82	6 6.83	17 12.76	29 9.14	27 9.00	29 8.21	7 8.43
Head's Assistant	13 8.46	27 10.52	6 14.17	22 10.77	27 7.63	32 10.83	37 9.68	7 8.00

Figure A11, below, describes the average total years of experience of key administrative positions by each geographic location. Note that, for each position, the first row shows the total number of schools providing a response in each region. The second row for each position shows the average years of experience among those schools for each geographic region. It is important to note that average years of experience for each job position are often based on few responding schools.

Figure A11: Key Administrators' Total Years of Experience, by Geographic Location

<i>KEY ADMINISTRATORS</i>		EAST NORTH CENTRAL	MIDDLE ATLANTIC	MOUNTAIN / SOUTHWEST	NEW ENGLAND	PACIFIC	SOUTH ATLANTIC	SOUTH CENTRAL	WEST NORTH CENTRAL
Head of School	<i>Count</i>	25	35	9	28	43	42	46	12
	<i>Average Years</i>	17.84	16.60	13.11	16.79	18.01	17.95	21.15	22.83
Assistant Head of School		7	16	3	14	18	15	11	5
		18.43	14.13	14.00	12.29	11.39	13.60	18.64	20.60
Business Manager/CFO		21	33	8	26	41	41	46	8
		18.05	16.85	15.75	17.65	17.76	15.78	16.88	7.63
Upper School Head		7	13	3	8	8	23	27	7
		7.43	12.92	9.00	18.13	10.88	16.91	11.31	19.14
Middle School Head		12	14	3	6	15	27	21	5
		8.00	16.00	5.33	7.50	10.07	17.56	12.95	13.80
Lower School Head		11	12	2	5	15	24	28	5
		9.64	14.25	15.50	11.00	10.47	17.79	16.14	20.50
Dean of Academics		5	10	4	11	9	19	18	3
		14.20	8.00	12.25	13.18	16.78	14.95	13.44	28.33
Dean of Faculty		2	6	2	6	8	---	8	2
		0.50	13.83	14.50	17.67	10.50	---	9.63	6.50
Director of Human Relations		2	2	4	2	7	10	17	---
		6.00	11.50	6.75	7.00	11.43	11.10	9.44	---

<i>KEY ADMINISTRATORS</i>	EAST NORTH CENTRAL	MIDDLE ATLANTIC	MOUNTAIN / SOUTHWEST	NEW ENGLAND	PACIFIC	SOUTH ATLANTIC	SOUTH CENTRAL	WEST NORTH CENTRAL
Admissions Director	18 7.89	28 10.36	7 9.86	23 10.43	36 10.53	34 10.44	39 10.79	8 12.19
Advancement Director	17 9.65	26 10.42	6 11.83	21 11.48	33 9.42	28 8.80	36 10.68	9 12.11
Development Director	7 6.71	6 5.50	1 4.00	6 15.50	4 7.50	9 5.67	8 5.63	2 13.50
Marketing/Communications Director	9 6.33	17 4.82	4 18.50	17 9.18	20 8.15	23 8.61	26 7.37	5 11.40
Director of Parent Relations	3 3.33	4 16.25	--- ---	2 4.00	1 1.00	5 4.80	3 4.00	1 35.00
Athletic Director	14 12.07	24 15.92	4 15.25	19 15.37	18 11.72	30 13.03	36 11.07	9 11.78
Director of Tech – Academics	6 8.00	13 16.77	3 11.00	9 12.89	11 14.36	10 14.40	12 11.17	4 13.00
Director of Tech – Infrastructure	13 13.69	19 13.00	5 10.80	14 13.71	21 10.38	21 13.67	26 12.69	5 9.60
Facilities Manager	10 13.80	21 15.62	6 14.33	15 18.87	28 15.21	22 13.86	26 16.27	7 11.14
Head’s Assistant	11 13.82	26 15.65	6 15.67	21 13.67	26 11.58	26 15.35	34 12.56	7 12.14

Figure A12: Determination of Salary Increases at Participating Schools, by Geographic Location

<i>DETERMINATION OF SALARY INCREASES</i>	EAST NORTH CENTRAL (N = 28)	MIDDLE ATLANTIC (N = 37)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 31)	PACIFIC REGION (N = 44)	SOUTH ATLANTIC (N = 50)	SOUTH CENTRAL (N = 49)	WEST NORTH CENTRAL (N = 11)
Ladder – Years of Experience	3 11%	5 14%	3 33%	7 23%	5 11%	5 10%	5 10%	0 0%
Ladder – Experience/Degrees Attained	14 50%	20 54%	6 67%	17 55%	19 43%	23 46%	23 47%	9 82%
Box System	1 4%	2 5%	1 11%	3 10%	7 16%	5 10%	8 16%	0 0%
Cost of Living	14 50%	13 35%	6 67%	16 52%	21 48%	23 46%	21 43%	5 45%
Merit	8 29%	13 35%	4 44%	9 29%	11 25%	18 36%	21 43%	2 18%
Collective Bargaining	1 4%	0 0%	0 0%	1 3%	1 2%	1 2%	0 0%	1 9%
Broad Banding	3 11%	5 14%	0 0%	3 10%	3 7%	5 10%	2 4%	0 0%
Other	2 7%	6 16%	0 0%	5 16%	9 20%	6 12%	7 14%	3 27%

Figure A13: Salary/Scale System Used at Participating Schools, by Geographic Location

<i>SALARY/SCALE SYSTEM</i>	EAST NORTH CENTRAL (N = 29)	MIDDLE ATLANTIC (N = 37)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 31)	PACIFIC REGION (N = 44)	SOUTH ATLANTIC (N = 49)	SOUTH CENTRAL (N = 49)	WEST NORTH CENTRAL (N = 11)
Formalized	7 24%	12 32%	2 22%	9 29%	19 43%	13 27%	14 29%	7 64%
Formalized, Kept by Head	11 38%	12 32%	3 33%	4 13%	6 14%	12 24%	12 24%	1 9%
No Formal Scale	10 34%	12 32%	4 44%	17 55%	16 36%	21 43%	18 37%	2 18%
Public	1 3%	4 11%	1 11%	2 6%	10 23%	5 10%	3 6%	1 9%
Non-Public	6 21%	6 16%	2 22%	8 26%	8 18%	6 12%	15 31%	0 0%
Other	2 7%	3 8%	0 0%	1 3%	1 2%	1 2%	3 6%	2 18%

EMPLOYEE BENEFITS PHILOSOPHY

Figure A14: Primary Factors Affecting Purchasing Decision of Employee Benefits, by Geographic Location

<i>FACTORS AFFECTING PURCHASING DECISIONS</i>	EAST NORTH CENTRAL (N = 28)	MIDDLE ATLANTIC (N = 36)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 30)	PACIFIC REGION (N = 43)	SOUTH ATLANTIC (N = 51)	SOUTH CENTRAL (N = 48)	WEST NORTH CENTRAL (N = 12)
Quality of Coverage	14 50%	18 50%	7 78%	14 47%	20 47%	26 51%	20 42%	6 50%
Cost	14 50%	18 50%	2 22%	14 47%	19 44%	24 47%	26 54%	5 42%
Agent’s Knowledge	0 0%	0 0%	0 0%	2 7%	4 9%	1 2%	1 2%	0 0%
Location of Agent	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	1 2%	1 8%

Figure A15: Primary Reasons for Offering Employee Benefits, by Geographic Location

<i>REASONS FOR OFFERING BENEFITS</i>	EAST NORTH CENTRAL (N = 29)	MIDDLE ATLANTIC (N = 36)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 30)	PACIFIC REGION (N = 44)	SOUTH ATLANTIC (N = 50)	SOUTH CENTRAL (N = 47)	WEST NORTH CENTRAL (N = 11)
Attract and Retain Faculty/Staff	21 72%	29 81%	5 56%	19 63%	28 64%	35 70%	34 72%	7 64%
It’s the “Right Thing to Do”	7 24%	6 17%	4 44%	7 23%	15 34%	14 28%	11 23%	4 36%
It’s Expected	1 3%	1 3%	0 0%	4 13%	1 2%	1 2%	2 4%	0 0%

Figure A16: Time Employees are Eligible for Benefits, by Geographic Location

<i>ELIGIBILITY FOR BENEFITS</i>	EAST NORTH CENTRAL (N = 29)	MIDDLE ATLANTIC (N = 36)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 30)	PACIFIC REGION (N = 44)	SOUTH ATLANTIC (N = 50)	SOUTH CENTRAL (N = 47)	WEST NORTH CENTRAL (N = 11)
19 Hours or Less per Week	1 3%	1 3%	0 0%	0 0%	1 2%	0 0%	6 13%	0 0%
20-29 Hours per Week	4 14%	16 44%	3 33%	13 43%	16 36%	9 18%	1 2%	6 55%
30-39 Hours per Week	19 66%	14 39%	5 56%	14 47%	23 52%	38 76%	33 70%	4 36%
40 Hours per Week	5 17%	5 14%	1 11%	3 10%	4 9%	3 6%	7 15%	1 9%

Figure A17: Overall School Benefits Philosophy, by Geographic Location

<i>BENEFITS PHILOSOPHY</i>	EAST NORTH CENTRAL (N = 29)	MIDDLE ATLANTIC (N = 36)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 30)	PACIFIC REGION (N = 44)	SOUTH ATLANTIC (N = 51)	SOUTH CENTRAL (N = 47)	WEST NORTH CENTRAL (N = 12)
All employees get the same package.	19 66%	21 58%	7 78%	22 73%	24 55%	22 43%	21 45%	6 50%
Except for Support Staff, everyone gets the same benefits package.	2 7%	2 6%	0 0%	0 0%	0 0%	1 2%	0 0%	0 0%
Except for Head and Administrators, everyone gets the same benefits package.	0 0%	4 11%	1 11%	2 7%	7 16%	12 24%	10 21%	2 17%
Except for Head, everyone gets the same benefits package.	6 21%	8 22%	1 11%	4 13%	11 25%	13 25%	11 23%	2 17%
Head, faculty, administrators, and support staff all get different packages.	1 3%	0 0%	0 0%	2 7%	0 0%	2 4%	1 2%	0 0%
Other	1 3%	1 3%	0 0%	0 0%	2 5%	1 2%	4 9%	2 17%

EMPLOYEE HEALTH PLANS

Figure A18: Health Insurance Plans Offered to Employees, by Geographic Location

<i>HEALTH PLANS OFFERED</i>	EAST NORTH CENTRAL	MIDDLE ATLANTIC	MOUNTAIN / SOUTHWEST	NEW ENGLAND	PACIFIC	SOUTH ATLANTIC	SOUTH CENTRAL	WEST NORTH CENTRAL
HMO	N = 25	N = 31	N = 9	N = 29	N = 43	N = 44	N = 40	N = 8
	15	17	3	24	29	20	3	3
	60%	55%	33%	83%	67%	45%	8%	38%
PPO	N = 28	N = 34	N = 9	N = 31	N = 40	N = 46	N = 48	N = 8
	19	23	7	16	34	35	37	7
	68%	68%	78%	52%	85%	76%	77%	88%
POS	N = 23	N = 28	N = 8	N = 28	N = 39	N = 43	N = 40	N = 7
	2	8	1	5	4	20	5	0
	9%	29%	13%	18%	10%	47%	13%	0%
HSA	N = 25	N = 29	N = 7	N = 29	N = 41	N = 44	N = 45	N = 7
	12	11	3	8	11	17	17	2
	48%	38%	43%	28%	27%	39%	38%	29%
HRA	N = 24	N = 27	N = 8	N = 30	N = 39	N = 40	N = 40	N = 8
	5	6	2	15	1	10	6	1
	21%	22%	25%	50%	3%	25%	15%	13%

Figure A19: Percent of HMO Health Insurance Plan Paid by School, by Geographic Location

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	EAST NORTH CENTRAL (N = 25)	MIDDLE ATLANTIC (N = 31)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 29)	PACIFIC REGION (N = 43)	SOUTH ATLANTIC (N = 44)	SOUTH CENTRAL (N = 40)	WEST NORTH CENTRAL (N = 8)
School Pays 100%	1 4%	5 16%	0 0%	3 10%	15 35%	3 7%	2 5%	1 13%
School Pays 99% - 76%	5 20%	5 16%	0 0%	10 34%	9 21%	9 20%	0 0%	1 13%
School Pays 75% - 50%	7 28%	6 19%	2 22%	11 38%	4 9%	8 18%	1 3%	1 13%
School Pays 49% - 1%	2 8%	3 10%	0 0%	0 0%	0 0%	1 2%	0 0%	0 0%
Employee 100%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
Cafeteria Style	0 0%	1 3%	1 11%	1 3%	1 2%	3 7%	0 0%	0 0%
Not Offered	10 40%	14 45%	6 67%	5 17%	14 33%	24 55%	37 93%	5 63%

Figure A20: Percent of PPO Health Insurance Plan Paid by School, by Geographic Location

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	EAST NORTH CENTRAL (N = 28)	MIDDLE ATLANTIC (N = 34)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 31)	PACIFIC REGION (N = 40)	SOUTH ATLANTIC (N = 46)	SOUTH CENTRAL (N = 48)	WEST NORTH CENTRAL (N = 8)
School Pays 100%	3 11%	4 12%	0 0%	1 3%	17 43%	2 4%	10 21%	2 25%
School Pays 99% - 76%	4 14%	14 41%	2 22%	7 23%	11 28%	15 33%	10 21%	2 25%
School Pays 75% - 50%	10 36%	4 12%	5 56%	9 29%	5 13%	15 33%	15 31%	3 38%
School Pays 49% - 1%	2 7%	0 0%	0 0%	0 0%	1 3%	3 7%	6 13%	0 0%
Employee 100%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
Cafeteria Style	0 0%	2 6%	0 0%	1 3%	1 3%	2 4%	3 6%	0 0%
Not Offered	9 32%	11 32%	2 22%	15 48%	6 15%	11 24%	11 23%	1 13%

Figure A21: Percent of POS Health Insurance Plan Paid by School, by Geographic Location

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	EAST NORTH CENTRAL (N = 23)	MIDDLE ATLANTIC (N = 28)	MOUNTAIN / SOUTHWEST (N = 8)	NEW ENGLAND (N = 28)	PACIFIC REGION (N = 39)	SOUTH ATLANTIC (N = 43)	SOUTH CENTRAL (N = 40)	WEST NORTH CENTRAL (N = 7)
School Pays 100%	0 0%	3 11%	0 0%	0 0%	0 0%	5 12%	1 3%	0 0%
School Pays 99% - 76%	1 4%	2 7%	1 13%	3 11%	3 8%	10 23%	3 8%	0 0%
School Pays 75% - 50%	0 0%	2 7%	0 0%	2 7%	1 3%	5 12%	1 3%	0 0%
School Pays 49% - 1%	1 4%	1 4%	0 0%	0 0%	0 0%	1 2%	0 0%	0 0%
Employee 100%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
Cafeteria Style	0 0%	0 0%	0 0%	0 0%	0 0%	2 5%	0 0%	0 0%
Not Offered	21 91%	20 71%	7 88%	23 82%	35 90%	23 53%	35 88%	7 100%

Figure A22: Percent of HSA Health Insurance Plan Paid by School, by Geographic Location

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	EAST NORTH CENTRAL (N = 25)	MIDDLE ATLANTIC (N = 29)	MOUNTAIN / SOUTHWEST (N = 7)	NEW ENGLAND (N = 29)	PACIFIC REGION (N = 41)	SOUTH ATLANTIC (N = 44)	SOUTH CENTRAL (N = 45)	WEST NORTH CENTRAL (N = 7)
School Pays 100%	1 4%	2 7%	2 29%	1 3%	7 17%	2 5%	3 7%	1 14%
School Pays 99% - 76%	3 12%	4 14%	1 14%	2 7%	0 0%	5 11%	4 9%	0 0%
School Pays 75% - 50%	4 16%	1 3%	0 0%	3 10%	0 0%	6 14%	4 9%	1 14%
School Pays 49% - 1%	1 4%	3 10%	0 0%	0 0%	1 2%	1 2%	2 4%	0 0%
Employee 100%	3 12%	1 3%	0 0%	2 7%	2 5%	2 5%	4 9%	0 0%
Cafeteria Style	0 0%	0 0%	0 0%	1 3%	2 5%	3 7%	1 2%	0 0%
Not Offered	13 52%	18 62%	4 57%	21 72%	30 73%	27 61%	28 62%	5 71%

Figure A23: Percent of HRA Health Insurance Plan Paid by School, by Geographic Location

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	EAST NORTH CENTRAL (N = 24)	MIDDLE ATLANTIC (N = 27)	MOUNTAIN / SOUTHWEST (N = 8)	NEW ENGLAND (N = 30)	PACIFIC REGION (N = 39)	SOUTH ATLANTIC (N = 40)	SOUTH CENTRAL (N = 40)	WEST NORTH CENTRAL (N = 8)
School Pays 100%	1 4%	3 11%	1 13%	3 10%	0 0%	5 13%	5 13%	1 13%
School Pays 99% - 76%	1 4%	3 11%	0 0%	4 13%	0 0%	1 3%	1 3%	0 0%
School Pays 75% - 50%	1 4%	0 0%	0 0%	7 23%	0 0%	3 8%	0 0%	0 0%
School Pays 49% - 1%	1 4%	0 0%	0 0%	0 0%	0 0%	1 3%	0 0%	0 0%
Employee 100%	1 4%	0 0%	1 13%	1 3%	0 0%	0 0%	0 0%	0 0%
Cafeteria Style	0 0%	0 0%	0 0%	0 0%	1 3%	0 0%	0 0%	0 0%
Not Offered	19 79%	21 78%	6 75%	15 50%	38 97%	30 75%	34 85%	7 88%

Figure A24: Amount of Deductible Payments – Schools with High Deductibles, by Geographic Location

<i>DEDUCTIBLE PAYMENTS</i>	EAST NORTH CENTRAL	MIDDLE ATLANTIC	MOUNTAIN / SOUTHWEST	NEW ENGLAND	PACIFIC	SOUTH ATLANTIC	SOUTH CENTRAL	WEST NORTH CENTRAL
AMOUNT OF DEDUCTIBLE	N = 11	N = 17	N = 4	N = 20	N = 8	N = 26	N = 25	N = 4
Less than \$1,000	0 0%	1 6%	0 0%	1 5%	0 0%	0 0%	1 4%	0 0%
\$1,000 - \$1,999	3 27%	4 24%	0 0%	5 25%	3 38%	7 27%	1 4%	2 50%
\$2,000 - \$2,999	5 45%	8 47%	2 50%	3 15%	3 38%	11 42%	5 20%	1 25%
\$3,000 - \$3,999	2 18%	3 18%	1 25%	3 15%	2 25%	4 15%	8 32%	1 25%
\$4,000 or More	1 9%	1 6%	1 25%	8 40%	0 0%	4 15%	10 40%	0 0%
AMOUNT OF DEDUCTIBLE PAID BY EMPLOYEE	N = 10	N = 15	N = 3	N = 19	N = 6	N = 26	N = 24	N = 3
Less than \$1,000	3 30%	3 20%	0 0%	3 16%	2 33%	3 12%	3 13%	1 33%
\$1,000 - \$1,999	4 40%	4 27%	0 0%	8 42%	3 50%	10 38%	4 17%	0 0%
\$2,000 - \$2,999	2 20%	7 47%	1 33%	5 26%	1 17%	9 35%	5 21%	1 33%
\$3,000 - \$3,999	1 10%	0 0%	1 33%	3 16%	0 0%	3 12%	8 33%	1 33%
\$4,000 or More	0 0%	1 7%	1 33%	0 0%	0 0%	1 4%	4 17%	0 0%

Figure A25: Health Care Flexible Spending Account (FSA) Benefits, by Geographic Location

<i>FSA BENEFITS</i>	EAST NORTH CENTRAL	MIDDLE ATLANTIC	MOUNTAIN / SOUTHWEST	NEW ENGLAND	PACIFIC	SOUTH ATLANTIC	SOUTH CENTRAL	WEST NORTH CENTRAL
<i>FSA ACCOUNT OFFERED AT SCHOOL</i>	N = 28	N = 36	N = 9	N = 31	N = 41	N = 49	N = 46	N = 11
Yes	18 64%	25 69%	8 89%	23 74%	26 63%	34 69%	28 61%	8 73%
No	9 32%	10 28%	1 11%	8 26%	15 37%	14 29%	17 37%	3 27%
Under Consideration	1 4%	1 3%	0 0%	0 0%	0 0%	1 2%	1 2%	0 0%
<i>SCHOOL CONTRIBUTION TO FSA ACCOUNT</i>	N = 27	N = 35	N = 8	N = 27	N = 40	N = 44	N = 46	N = 11
Yes	2 7%	3 9%	1 13%	0 0%	1 3%	3 7%	0 0%	1 9%
No	25 93%	32 91%	6 75%	27 100%	39 98%	39 89%	46 100%	10 91%
Under Consideration	0 0%	0 0%	1 13%	0 0%	0 0%	2 5%	0 0%	0 0%

EMPLOYEE INSURANCE PLANS

Figure A26: Additional Insurance Plans Offered to Employees, by Geographic Location

<i>INSURANCE PLANS OFFERED</i>	EAST NORTH CENTRAL	MIDDLE ATLANTIC	MOUNTAIN / SOUTHWEST	NEW ENGLAND	PACIFIC	SOUTH ATLANTIC	SOUTH CENTRAL	WEST NORTH CENTRAL
Life	N = 29	N = 35	N = 9	N = 30	N = 43	N = 49	N = 49	N = 11
	26	30	9	28	36	48	41	9
	90%	86%	100%	93%	84%	98%	84%	100%
Dental	N = 29	N = 35	N = 8	N = 31	N = 43	N = 51	N = 49	N = 9
	26	31	7	26	41	50	43	7
	90%	89%	88%	84%	95%	98%	88%	78%
Vision	N = 29	N = 34	N = 9	N = 30	N = 42	N = 50	N = 49	N = 8
	21	20	7	15	33	41	37	6
	72%	59%	78%	50%	79%	82%	76%	75%
Short-Term Disability	N = 29	N = 35	N = 8	N = 31	N = 41	N = 48	N = 48	N = 7
	21	25	6	26	22	38	34	3
	72%	71%	75%	84%	54%	79%	71%	43%
Long-Term Disability	N = 28	N = 36	N = 9	N = 31	N = 44	N = 49	N = 47	N = 8
	24	30	8	29	38	46	38	8
	86%	83%	89%	94%	86%	94%	81%	100%
Long-Term Care	N = 28	N = 34	N = 8	N = 29	N = 40	N = 47	N = 48	N = 7
	4	3	2	1	9	19	15	1
	14%	9%	25%	3%	23%	40%	31%	14%

Figure A27: Percent of Life Insurance Plan Paid by School, by Geographic Location

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	EAST NORTH CENTRAL (N = 29)	MIDDLE ATLANTIC (N = 35)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 30)	PACIFIC REGION (N = 43)	SOUTH ATLANTIC (N = 49)	SOUTH CENTRAL (N = 49)	WEST NORTH CENTRAL (N = 9)
School Pays 100%	23 79%	27 77%	8 89%	27 90%	28 65%	35 71%	31 63%	9 100%
School Pays 99% - 76%	1 3%	0 0%	0 0%	0 0%	1 2%	1 2%	2 4%	0 0%
School Pays 75% - 50%	1 3%	0 0%	0 0%	0 0%	0 0%	2 4%	2 4%	0 0%
School Pays 49% - 1%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
Employee 100%	1 3%	2 6%	0 0%	1 3%	5 12%	10 20%	7 14%	0 0%
Cafeteria Style	0 0%	1 3%	1 11%	0 0%	2 5%	2 4%	3 6%	0 0%
Not Offered	3 10%	5 14%	0 0%	2 7%	7 16%	1 2%	8 16%	0 0%

Figure A28: Percent of Dental Insurance Plan Paid by School, by Geographic Location

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	EAST NORTH CENTRAL (N = 29)	MIDDLE ATLANTIC (N = 35)	MOUNTAIN / SOUTHWEST (N = 8)	NEW ENGLAND (N = 31)	PACIFIC REGION (N = 43)	SOUTH ATLANTIC (N = 51)	SOUTH CENTRAL (N = 49)	WEST NORTH CENTRAL (N = 9)
School Pays 100%	6 21%	9 26%	3 38%	1 3%	25 58%	10 20%	7 14%	2 22%
School Pays 99% - 76%	3 10%	6 17%	0 0%	7 23%	7 16%	6 12%	3 6%	1 11%
School Pays 75% - 50%	10 34%	3 9%	2 25%	9 29%	2 5%	8 16%	9 18%	2 22%
School Pays 49% - 1%	0 0%	0 0%	0 0%	3 10%	0 0%	1 2%	2 4%	1 11%
Employee 100%	7 24%	11 31%	1 13%	5 16%	6 14%	26 51%	21 43%	1 11%
Cafeteria Style	1 3%	2 6%	1 13%	2 6%	1 2%	3 6%	5 10%	1 11%
Not Offered	3 10%	4 11%	1 13%	5 16%	2 5%	1 2%	6 12%	2 22%

Figure A29: Percent of Vision Insurance Plan Paid by School, by Geographic Location

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	EAST NORTH CENTRAL (N = 29)	MIDDLE ATLANTIC (N = 34)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 30)	PACIFIC REGION (N = 42)	SOUTH ATLANTIC (N = 50)	SOUTH CENTRAL (N = 49)	WEST NORTH CENTRAL (N = 8)
School Pays 100%	3 10%	5 15%	1 11%	0 0%	22 52%	3 6%	4 8%	1 13%
School Pays 99% - 76%	1 3%	5 15%	0 0%	4 13%	3 7%	3 6%	2 4%	2 25%
School Pays 75% - 50%	6 21%	2 6%	1 11%	4 13%	1 2%	7 14%	2 4%	1 13%
School Pays 49% - 1%	1 3%	2 6%	0 0%	0 0%	0 0%	1 2%	2 4%	1 13%
Employee 100%	10 34%	8 24%	4 44%	7 23%	6 14%	27 54%	26 53%	1 13%
Cafeteria Style	1 3%	0 0%	1 11%	0 0%	1 2%	2 4%	4 8%	1 13%
Not Offered	8 28%	14 41%	2 22%	15 50%	9 21%	9 18%	12 24%	2 25%

Figure A30: Percent of Short-Term Disability Insurance Plan Paid by School, by Geographic Location

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	EAST NORTH CENTRAL (N = 29)	MIDDLE ATLANTIC (N = 35)	MOUNTAIN / SOUTHWEST (N = 8)	NEW ENGLAND (N = 31)	PACIFIC REGION (N = 41)	SOUTH ATLANTIC (N = 48)	SOUTH CENTRAL (N = 48)	WEST NORTH CENTRAL (N = 7)
School Pays 100%	13 45%	22 63%	4 50%	21 68%	15 37%	20 42%	16 33%	2 29%
School Pays 99% - 76%	1 3%	1 3%	0 0%	1 3%	0 0%	0 0%	2 4%	0 0%
School Pays 75% - 50%	2 7%	0 0%	0 0%	0 0%	0 0%	1 2%	0 0%	0 0%
School Pays 49% - 1%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	1 2%	0 0%
Employee 100%	4 14%	1 3%	2 25%	4 13%	6 15%	17 35%	14 29%	1 14%
Cafeteria Style	1 3%	1 3%	0 0%	0 0%	1 2%	1 2%	3 6%	1 14%
Not Offered	8 28%	10 29%	2 25%	5 16%	19 46%	10 21%	14 29%	4 57%

Figure A31: Percent of Long-Term Disability Insurance Plan Paid by School, by Geographic Location

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	EAST NORTH CENTRAL (N = 28)	MIDDLE ATLANTIC (N = 36)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 31)	PACIFIC REGION (N = 44)	SOUTH ATLANTIC (N = 49)	SOUTH CENTRAL (N = 47)	WEST NORTH CENTRAL (N = 8)
School Pays 100%	16 57%	27 75%	6 67%	26 84%	28 64%	35 71%	22 47%	7 88%
School Pays 99% - 76%	1 4%	1 3%	0 0%	0 0%	0 0%	0 0%	1 2%	0 0%
School Pays 75% - 50%	0 0%	1 3%	0 0%	0 0%	0 0%	0 0%	1 2%	0 0%
School Pays 49% - 1%	0 0%	0 0%	0 0%	0 0%	0 0%	1 2%	0 0%	0 0%
Employee 100%	7 25%	1 3%	2 22%	3 10%	8 18%	10 20%	13 28%	1 13%
Cafeteria Style	0 0%	0 0%	0 0%	0 0%	2 5%	0 0%	3 6%	1 13%
Not Offered	4 14%	6 17%	1 11%	2 6%	6 14%	3 6%	9 19%	0 0%

Figure A32: Percent of Long-Term Care Insurance Plan Paid by School, by Geographic Location

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	EAST NORTH CENTRAL (N = 28)	MIDDLE ATLANTIC (N = 34)	MOUNTAIN / SOUTHWEST (N = 8)	NEW ENGLAND (N = 29)	PACIFIC REGION (N = 40)	SOUTH ATLANTIC (N = 47)	SOUTH CENTRAL (N = 48)	WEST NORTH CENTRAL (N = 7)
School Pays 100%	1 4%	2 6%	1 13%	0 0%	3 8%	2 4%	1 2%	0 0%
School Pays 99% - 76%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
School Pays 75% - 50%	0 0%	0 0%	0 0%	0 0%	0 0%	1 2%	1 2%	0 0%
School Pays 49% - 1%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
Employee 100%	3 11%	1 3%	1 13%	1 3%	5 13%	15 32%	10 21%	1 14%
Cafeteria Style	0 0%	0 0%	0 0%	0 0%	1 3%	1 2%	5 10%	0 0%
Not Offered	24 86%	31 91%	6 75%	28 97%	31 78%	28 60%	33 69%	6 86%

EMPLOYEE RETIREMENT PLANS

Figure A33: Retirement Plans Offered to Employees, by Geographic Location

<i>RETIREMENT PLANS OFFERED</i>	EAST NORTH CENTRAL (N = 28)	MIDDLE ATLANTIC (N = 35)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 30)	PACIFIC REGION (N = 44)	SOUTH ATLANTIC (N = 49)	SOUTH CENTRAL (N = 46)	WEST NORTH CENTRAL (N = 10)
403(b)	20 71%	31 89%	8 89%	27 90%	36 82%	42 86%	34 74%	8 80%
401(k)	5 18%	4 11%	1 11%	0 0%	5 11%	4 8%	7 15%	2 20%
Neither	3 11%	2 6%	0 0%	3 10%	3 7%	3 6%	5 11%	0 0%

Figure A34: Variation of Retirement Plans by Position, by Geographic Location

<i>SCHOOL POSITION</i>	EAST NORTH CENTRAL (N = 25)	MIDDLE ATLANTIC (N = 32)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 27)	PACIFIC REGION (N = 41)	SOUTH ATLANTIC (N = 44)	SOUTH CENTRAL (N = 37)	WEST NORTH CENTRAL (N = 9)
Administrator's Plan Vary	3 12%	10 31%	1 11%	4 15%	12 29%	10 23%	6 16%	2 22%
Faculty's Plan Vary	3 12%	11 34%	1 11%	5 19%	12 29%	11 25%	7 19%	2 22%
Support Staff's Plan Vary	3 12%	11 34%	1 11%	4 15%	11 27%	10 23%	6 16%	1 11%
None of Them Vary	22 88%	21 66%	8 89%	22 81%	28 68%	33 75%	29 78%	7 78%

Figure A35: 403(b) Retirement Plan Contributions for Each School Position, by Geographic Location

<i>CONTRIBUTION TYPE</i>	EAST NORTH CENTRAL	MIDDLE ATLANTIC	MOUNTAIN / SOUTHWEST	NEW ENGLAND	PACIFIC REGION	SOUTH ATLANTIC	SOUTH CENTRAL	WEST NORTH CENTRAL
<i>SCHOOL HEADS</i>	N = 17	N = 26	N = 8	N = 25	N = 31	N = 34	N = 26	N = 7
Matched Contribution	7 41%	15 58%	6 75%	16 64%	11 35%	14 41%	13 50%	3 43%
Fixed Contribution	8 47%	8 31%	2 25%	5 20%	13 42%	14 41%	7 27%	4 57%
Both Matched and Fixed Contribution	2 12%	3 12%	0 0%	4 16%	7 23%	6 18%	6 23%	0 0%
<i>ADMINISTRATORS</i>	N = 17	N = 25	N = 7	N = 24	N = 30	N = 33	N = 27	N = 7
Matched Contribution	7 41%	15 60%	6 86%	16 67%	11 37%	14 42%	14 52%	3 43%
Fixed Contribution	8 47%	8 32%	1 14%	5 21%	12 40%	12 36%	7 26%	4 57%
Both Matched and Fixed Contribution	2 12%	2 8%	0 0%	3 13%	7 23%	7 21%	6 22%	0 0%
<i>FACULTY</i>	N = 17	N = 26	N = 7	N = 25	N = 30	N = 33	N = 27	N = 7
Matched Contribution	7 41%	16 62%	6 86%	16 64%	11 37%	14 42%	14 52%	3 43%
Fixed Contribution	8 47%	8 31%	1 14%	6 24%	12 40%	12 36%	7 26%	4 57%
Both Matched and Fixed Contribution	2 12%	2 8%	0 0%	3 12%	7 23%	7 21%	6 22%	0 0%
<i>SUPPORT STAFF</i>	N = 17	N = 25	N = 7	N = 25	N = 29	N = 32	N = 27	N = 7
Matched Contribution	7 41%	15 60%	6 86%	17 68%	11 38%	14 44%	14 52%	3 43%
Fixed Contribution	8 47%	8 32%	1 14%	5 20%	12 41%	12 38%	7 26%	4 57%
Both Matched and Fixed Contribution	2 12%	2 8%	0 0%	3 12%	6 21%	6 19%	6 22%	0 0%

Figure A36: 401(k) Retirement Plan Contributions for Each School Position, by Geographic Location

<i>CONTRIBUTION TYPE</i>	EAST NORTH CENTRAL	MIDDLE ATLANTIC	MOUNTAIN / SOUTHWEST	NEW ENGLAND	PACIFIC REGION	SOUTH ATLANTIC	SOUTH CENTRAL	WEST NORTH CENTRAL
<i>SCHOOL HEADS</i>	N = 2	N = 3	N = 1	N = 0	N = 4	N = 2	N = 6	N = 2
Matched Contribution	2 100%	1 33%	1 100%	--- ---	1 25%	2 100%	4 67%	2 100%
Fixed Contribution	0 0%	1 33%	0 0%	--- ---	3 75%	0 0%	2 33%	0 0%
Both Matched and Fixed Contribution	0 0%	1 33%	0 0%	--- ---	0 0%	0 0%	0 0%	0 0%
<i>ADMINISTRATORS</i>	N = 2	N = 3	N = 1	N = 0	N = 4	N = 2	N = 6	N = 2
Matched Contribution	2 100%	1 33%	1 100%	--- ---	1 25%	2 100%	4 67%	2 100%
Fixed Contribution	0 0%	1 33%	0 0%	--- ---	3 75%	0 0%	2 33%	0 0%
Both Matched and Fixed Contribution	0 0%	1 33%	0 0%	--- ---	0 0%	0 0%	0 0%	0 0%
<i>FACULTY</i>	N = 2	N = 3	N = 1	N = 0	N = 4	N = 2	N = 6	N = 2
Matched Contribution	2 100%	1 33%	1 100%	--- ---	1 25%	2 100%	4 67%	2 100%
Fixed Contribution	0 0%	1 33%	0 0%	--- ---	3 75%	0 0%	2 33%	0 0%
Both Matched and Fixed Contribution	0 0%	1 33%	0 0%	--- ---	0 0%	0 0%	0 0%	0 0%
<i>SUPPORT STAFF</i>	N = 2	N = 3	N = 1	N = 0	N = 4	N = 2	N = 6	N = 2
Matched Contribution	2 100%	1 33%	1 100%	--- ---	1 25%	2 100%	4 67%	2 100%
Fixed Contribution	0 0%	1 33%	0 0%	--- ---	3 75%	0 0%	2 33%	0 0%
Both Matched and Fixed Contribution	0 0%	1 33%	0 0%	--- ---	0 0%	0 0%	0 0%	0 0%

Figure A37: Average Percent of Each School Position Salary Contributed by School to Retirement Plan, by Geographic Location

<i>SCHOOL POSITION</i>	EAST NORTH CENTRAL	MIDDLE ATLANTIC	MOUNTAIN / SOUTHWEST	NEW ENGLAND	PACIFIC	SOUTH ATLANTIC	SOUTH CENTRAL	WEST NORTH CENTRAL
403(B) RETIREMENT PLAN CONTRIBUTIONS								
School Heads	17 4.94	26 6.20	7 5.43	26 6.04	33 5.59	35 5.24	27 5.11	7 4.86
Administrators	17 4.53	24 5.83	6 5.33	25 6.08	33 5.50	34 5.38	27 5.07	7 4.86
Faculty	17 4.53	25 5.76	6 5.33	26 5.88	33 5.67	34 5.28	27 5.01	7 4.86
Support Staff	17 4.53	24 5.58	6 5.33	26 6.00	32 5.58	34 5.38	27 5.07	7 4.86
401(K) RETIREMENT PLAN CONTRIBUTIONS								
School Heads	2 5.00	2 5.25	1 3.00	--- ---	3 5.33	2 5.50	6 3.92	2 3.50
Administrators	2 5.00	2 5.25	1 3.00	--- ---	3 5.33	2 5.50	6 3.92	2 3.50
Faculty	2 5.00	2 5.25	1 3.00	--- ---	3 5.33	2 5.50	6 3.92	2 3.50
Support Staff	2 5.00	2 5.25	1 3.00	--- ---	3 5.33	2 5.50	6 3.92	2 3.50

Figure A38: Other Retirement Plans Offered to Employees and Retirees, by Geographic Location

<i>OTHER RETIREMENT BENEFITS</i>	EAST NORTH CENTRAL	MIDDLE ATLANTIC	MOUNTAIN / SOUTHWEST	NEW ENGLAND	PACIFIC	SOUTH ATLANTIC	SOUTH CENTRAL	WEST NORTH CENTRAL
<i>OTHER RETIREMENT PLANS OFFERED</i>	N = 15	N = 21	N = 5	N = 20	N = 27	N = 32	N = 26	N = 8
Yes	4 27%	4 19%	2 40%	4 20%	5 19%	6 19%	2 8%	3 38%
No	11 73%	17 81%	3 60%	16 80%	22 81%	26 81%	24 92%	5 63%
<i>HEALTH INSURANCE OFFERED TO RETIREES</i>	N = 28	N = 35	N = 8	N = 28	N = 41	N = 50	N = 44	N = 10
Yes	4 14%	6 17%	1 13%	4 14%	2 5%	3 6%	4 9%	3 30%
No	24 86%	29 83%	7 88%	24 86%	39 95%	47 94%	40 91%	7 70%

DEPENDENTS' BENEFITS

Figure A39: Definition of Dependent When Considering Employee Benefits, by Geographic Location

<i>ELIGIBLE DEPENDENTS</i>	EAST NORTH CENTRAL (N = 28)	MIDDLE ATLANTIC (N = 35)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 29)	PACIFIC REGION (N = 43)	SOUTH ATLANTIC (N = 46)	SOUTH CENTRAL (N = 45)	WEST NORTH CENTRAL (N = 10)
Spouse	27 96%	31 89%	9 100%	28 97%	39 91%	43 93%	41 91%	10 100%
Domestic Partner (Opposite Sex)	11 39%	15 43%	5 56%	20 69%	27 63%	14 30%	6 13%	0 0%
Domestic Partner (Same Sex)	13 46%	16 46%	4 44%	21 72%	29 67%	14 30%	4 9%	1 10%
Children Under 21 (Living with Employee)	15 54%	23 66%	8 89%	20 69%	36 84%	33 72%	32 71%	6 60%
Children Under 21 (Not Living with Employee)	12 43%	18 51%	7 78%	16 55%	24 56%	29 63%	25 56%	5 50%
Children Under 21 (Student)	28 100%	33 94%	7 78%	29 100%	33 77%	44 96%	39 87%	8 80%
Dependent Grandchildren	2 7%	3 9%	1 11%	5 17%	7 16%	7 15%	8 18%	3 30%

Figure A40: Health Insurance Plans Offered to Dependents of Employees, by Geographic Location

<i>HEALTH PLANS OFFERED</i>	EAST NORTH CENTRAL	MIDDLE ATLANTIC	MOUNTAIN / SOUTHWEST	NEW ENGLAND	PACIFIC	SOUTH ATLANTIC	SOUTH CENTRAL	WEST NORTH CENTRAL
HMO	N = 25	N = 30	N = 9	N = 29	N = 42	N = 44	N = 39	N = 8
	15	17	4	24	27	18	3	3
	60%	57%	44%	83%	64%	41%	8%	38%
PPO	N = 28	N = 33	N = 9	N = 30	N = 41	N = 47	N = 47	N = 8
	19	23	7	16	35	33	37	7
	68%	70%	78%	53%	85%	70%	79%	88%
POS	N = 23	N = 27	N = 8	N = 27	N = 38	N = 44	N = 39	N = 7
	2	8	1	6	3	17	4	0
	9%	30%	13%	22%	8%	39%	10%	0%
HSA	N = 25	N = 28	N = 8	N = 29	N = 40	N = 46	N = 42	N = 7
	10	11	4	8	9	16	15	2
	40%	39%	50%	28%	23%	35%	36%	29%
HRA	N = 23	N = 28	N = 8	N = 30	N = 39	N = 44	N = 40	N = 8
	5	5	1	15	1	11	5	1
	22%	18%	13%	50%	3%	25%	13%	13%
Health FSA	N = 25	N = 28	N = 9	N = 30	N = 39	N = 47	N = 44	N = 8
	16	16	5	20	24	25	24	6
	64%	57%	56%	67%	62%	53%	55%	75%
Dependent Care FSA	N = 25	N = 28	N = 9	N = 29	N = 39	N = 47	N = 42	N = 8
	15	15	5	18	19	27	22	6
	60%	54%	56%	62%	49%	57%	52%	75%
Wellness Program	N = 25	N = 29	N = 7	N = 29	N = 39	N = 47	N = 40	N = 7
	6	8	0	11	3	10	9	2
	24%	28%	0%	38%	8%	21%	23%	29%

Figure A41: Additional Insurance Plans Offered to Dependents of Employees, by Geographic Location

<i>INSURANCE PLANS OFFERED</i>	EAST NORTH CENTRAL	MIDDLE ATLANTIC	MOUNTAIN / SOUTHWEST	NEW ENGLAND	PACIFIC	SOUTH ATLANTIC	SOUTH CENTRAL	WEST NORTH CENTRAL
Life	N = 27	N = 31	N = 9	N = 30	N = 40	N = 47	N = 44	N = 6
	13	12	5	9	14	33	24	2
	48%	39%	56%	30%	35%	70%	55%	33%
Dental	N = 29	N = 34	N = 9	N = 29	N = 42	N = 47	N = 46	N = 8
	23	29	7	20	38	44	40	7
	79%	85%	78%	69%	90%	94%	87%	88%
Vision	N = 27	N = 33	N = 9	N = 30	N = 42	N = 47	N = 46	N = 7
	19	18	6	13	31	37	33	5
	70%	55%	67%	43%	74%	79%	72%	71%
Long-Term Care	N = 26	N = 30	N = 9	N = 30	N = 40	N = 46	N = 43	N = 6
	4	1	2	2	9	13	11	1
	15%	3%	22%	7%	23%	28%	26%	17%

Figure A42: Percent of Dependent HMO Plan Paid by School, by Geographic Location

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	EAST NORTH CENTRAL (N = 25)	MIDDLE ATLANTIC (N = 30)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 29)	PACIFIC REGION (N = 42)	SOUTH ATLANTIC (N = 44)	SOUTH CENTRAL (N = 39)	WEST NORTH CENTRAL (N = 8)
50% or More	9 36%	6 20%	1 11%	19 66%	8 19%	8 18%	1 3%	2 25%
49% or Less	1 4%	3 10%	0 0%	1 3%	1 2%	3 7%	1 3%	0 0%
Employee 100%	5 20%	9 30%	2 22%	4 14%	18 43%	8 18%	1 3%	1 13%
Cafeteria Style	0 0%	0 0%	1 11%	1 3%	1 2%	2 5%	0 0%	1 13%
Not Offered	10 40%	13 43%	5 56%	5 17%	15 36%	26 59%	36 92%	5 63%

Figure A43: Percent of Dependent PPO Plan Paid by School, by Geographic Location

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	EAST NORTH CENTRAL (N = 28)	MIDDLE ATLANTIC (N = 33)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 30)	PACIFIC REGION (N = 41)	SOUTH ATLANTIC (N = 47)	SOUTH CENTRAL (N = 47)	WEST NORTH CENTRAL (N = 8)
50% or More	12 43%	9 27%	5 56%	13 43%	5 12%	10 21%	4 9%	2 25%
49% or Less	2 7%	5 15%	0 0%	1 3%	4 10%	6 13%	9 19%	0 0%
Employee 100%	4 14%	9 27%	2 22%	2 7%	25 61%	17 36%	23 49%	5 63%
Cafeteria Style	1 4%	0 0%	0 0%	1 3%	1 2%	2 4%	3 6%	1 13%
Not Offered	9 32%	10 30%	2 22%	14 47%	6 15%	14 30%	10 21%	1 13%

Figure A44: Percent of Dependent POS Plan Paid by School, by Geographic Location

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	EAST NORTH CENTRAL (N = 23)	MIDDLE ATLANTIC (N = 27)	MOUNTAIN / SOUTHWEST (N = 8)	NEW ENGLAND (N = 27)	PACIFIC REGION (N = 38)	SOUTH ATLANTIC (N = 44)	SOUTH CENTRAL (N = 39)	WEST NORTH CENTRAL (N = 7)
50% or More	1 4%	4 15%	1 13%	5 19%	1 3%	6 14%	2 5%	0 0%
49% or Less	0 0%	0 0%	0 0%	0 0%	0 0%	4 9%	0 0%	0 0%
Employee 100%	1 4%	4 15%	0 0%	1 4%	2 5%	7 16%	2 5%	0 0%
Cafeteria Style	0 0%	0 0%	0 0%	0 0%	0 0%	2 5%	0 0%	0 0%
Not Offered	21 91%	19 70%	7 88%	21 78%	35 92%	27 61%	35 90%	7 100%

Figure A45: Percent of Dependent HSA Plan Paid by School, by Geographic Location

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	EAST NORTH CENTRAL (N = 25)	MIDDLE ATLANTIC (N = 28)	MOUNTAIN / SOUTHWEST (N = 8)	NEW ENGLAND (N = 29)	PACIFIC REGION (N = 40)	SOUTH ATLANTIC (N = 46)	SOUTH CENTRAL (N = 42)	WEST NORTH CENTRAL (N = 7)
50% or More	5 20%	4 14%	4 50%	5 17%	0 0%	6 13%	4 10%	1 14%
49% or Less	1 4%	1 4%	0 0%	0 0%	1 3%	0 0%	2 5%	0 0%
Employee 100%	4 16%	6 21%	0 0%	3 10%	8 20%	10 22%	10 24%	1 14%
Cafeteria Style	0 0%	0 0%	0 0%	0 0%	1 3%	2 4%	2 5%	0 0%
Not Offered	15 60%	17 61%	4 50%	21 72%	31 78%	30 65%	27 64%	5 71%

Figure A46: Percent of Dependent HRA Plan Paid by School, by Geographic Location

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	EAST NORTH CENTRAL (N = 23)	MIDDLE ATLANTIC (N = 28)	MOUNTAIN / SOUTHWEST (N = 8)	NEW ENGLAND (N = 30)	PACIFIC REGION (N = 39)	SOUTH ATLANTIC (N = 44)	SOUTH CENTRAL (N = 40)	WEST NORTH CENTRAL (N = 8)
50% or More	2 9%	4 14%	1 13%	12 40%	0 0%	9 20%	4 10%	1 13%
49% or Less	0 0%	1 4%	0 0%	0 0%	0 0%	1 2%	1 3%	0 0%
Employee 100%	3 13%	0 0%	0 0%	3 10%	0 0%	1 2%	0 0%	0 0%
Cafeteria Style	0 0%	0 0%	0 0%	0 0%	1 3%	0 0%	0 0%	0 0%
Not Offered	18 78%	23 82%	7 88%	15 50%	38 97%	33 75%	35 88%	7 88%

Figure A47: Percent of Dependent Health FSA Plan Paid by School, by Geographic Location

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	EAST NORTH CENTRAL (N = 25)	MIDDLE ATLANTIC (N = 28)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 30)	PACIFIC REGION (N = 39)	SOUTH ATLANTIC (N = 47)	SOUTH CENTRAL (N = 44)	WEST NORTH CENTRAL (N = 8)
50% or More	1 4%	0 0%	0 0%	0 0%	0 0%	0 0%	1 2%	1 13%
49% or Less	1 4%	3 11%	0 0%	0 0%	0 0%	0 0%	1 2%	0 0%
Employee 100%	14 56%	11 39%	4 44%	19 63%	20 51%	25 53%	21 48%	5 63%
Cafeteria Style	0 0%	3 11%	1 11%	1 3%	4 10%	0 0%	2 5%	1 13%
Not Offered	9 36%	12 43%	4 44%	10 33%	15 38%	22 47%	20 45%	2 25%

Figure A48: Percent of Dependent Care FSA Plan Paid by School, by Geographic Location

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	EAST NORTH CENTRAL (N = 25)	MIDDLE ATLANTIC (N = 28)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 29)	PACIFIC REGION (N = 39)	SOUTH ATLANTIC (N = 47)	SOUTH CENTRAL (N = 42)	WEST NORTH CENTRAL (N = 8)
50% or More	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	1 2%	1 13%
49% or Less	0 0%	2 7%	0 0%	0 0%	0 0%	0 0%	1 2%	0 0%
Employee 100%	15 60%	11 39%	4 44%	17 59%	16 41%	27 57%	19 45%	5 63%
Cafeteria Style	0 0%	3 11%	1 11%	1 3%	3 8%	0 0%	2 5%	1 13%
Not Offered	10 40%	13 46%	4 44%	11 38%	20 51%	20 43%	20 48%	2 25%

Figure A49: Percent of Dependent Wellness Plan Paid by School, by Geographic Location

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	EAST NORTH CENTRAL (N = 25)	MIDDLE ATLANTIC (N = 29)	MOUNTAIN / SOUTHWEST (N = 7)	NEW ENGLAND (N = 29)	PACIFIC REGION (N = 39)	SOUTH ATLANTIC (N = 47)	SOUTH CENTRAL (N = 40)	WEST NORTH CENTRAL (N = 7)
50% or More	3 12%	5 17%	0 0%	8 28%	1 3%	5 11%	7 18%	1 14%
49% or Less	1 4%	1 3%	0 0%	0 0%	0 0%	1 2%	0 0%	0 0%
Employee 100%	2 8%	2 7%	0 0%	3 10%	1 3%	4 9%	2 5%	1 14%
Cafeteria Style	0 0%	0 0%	0 0%	0 0%	1 3%	0 0%	0 0%	0 0%
Not Offered	19 76%	21 72%	7 100%	18 62%	36 92%	37 79%	31 78%	5 71%

Figure A50: Percent of Dependent Life Insurance Plan Paid by School, by Geographic Location

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	EAST NORTH CENTRAL (N = 27)	MIDDLE ATLANTIC (N = 31)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 30)	PACIFIC REGION (N = 40)	SOUTH ATLANTIC (N = 47)	SOUTH CENTRAL (N = 44)	WEST NORTH CENTRAL (N = 6)
50% or More	1 4%	2 6%	1 11%	5 17%	2 5%	4 9%	3 7%	0 0%
49% or Less	0 0%	0 0%	0 0%	0 0%	0 0%	1 2%	0 0%	0 0%
Employee 100%	12 44%	10 32%	4 44%	4 13%	11 28%	26 55%	18 41%	2 33%
Cafeteria Style	0 0%	0 0%	0 0%	0 0%	1 3%	2 4%	4 9%	0 0%
Not Offered	14 52%	19 61%	4 44%	21 70%	26 65%	14 30%	20 45%	4 67%

Figure A51: Percent of Dependent Dental Insurance Plan Paid by School, by Geographic Location

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	EAST NORTH CENTRAL (N = 29)	MIDDLE ATLANTIC (N = 34)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 29)	PACIFIC REGION (N = 42)	SOUTH ATLANTIC (N = 47)	SOUTH CENTRAL (N = 46)	WEST NORTH CENTRAL (N = 8)
50% or More	10 34%	7 21%	2 22%	12 41%	9 21%	9 19%	1 2%	1 13%
49% or Less	1 3%	2 6%	0 0%	1 3%	2 5%	6 13%	5 11%	0 0%
Employee 100%	11 38%	19 56%	5 56%	7 24%	25 60%	28 60%	32 70%	6 75%
Cafeteria Style	2 7%	1 3%	0 0%	1 3%	2 5%	4 9%	4 9%	1 13%
Not Offered	6 21%	5 15%	2 22%	9 31%	4 10%	3 6%	6 13%	1 13%

Figure A52: Percent of Dependent Vision Insurance Plan Paid by School, by Geographic Location

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	EAST NORTH CENTRAL (N = 27)	MIDDLE ATLANTIC (N = 33)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 30)	PACIFIC REGION (N = 42)	SOUTH ATLANTIC (N = 47)	SOUTH CENTRAL (N = 46)	WEST NORTH CENTRAL (N = 7)
50% or More	7 26%	5 15%	1 11%	7 23%	5 12%	6 13%	0 0%	2 29%
49% or Less	2 7%	2 6%	0 0%	0 0%	3 7%	3 6%	3 7%	0 0%
Employee 100%	10 37%	12 36%	5 56%	6 20%	21 50%	26 55%	28 61%	3 43%
Cafeteria Style	1 4%	0 0%	0 0%	0 0%	2 5%	3 6%	4 9%	1 14%
Not Offered	8 30%	15 45%	3 33%	17 57%	11 26%	10 21%	13 28%	2 29%

Figure A53: Percent of Dependent Long-Term Care Insurance Plan Paid by School, by Geographic Location

<i>PERCENT OF BENEFITS PAID BY SCHOOL</i>	EAST NORTH CENTRAL (N = 26)	MIDDLE ATLANTIC (N = 30)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 30)	PACIFIC REGION (N = 40)	SOUTH ATLANTIC (N = 46)	SOUTH CENTRAL (N = 43)	WEST NORTH CENTRAL (N = 6)
50% or More	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
49% or Less	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
Employee 100%	4 15%	1 3%	2 22%	2 7%	8 20%	12 26%	8 19%	1 17%
Cafeteria Style	0 0%	0 0%	0 0%	0 0%	1 3%	1 2%	3 7%	0 0%
Not Offered	22 85%	29 97%	7 78%	28 93%	31 78%	33 72%	32 74%	5 83%

ADDITIONAL EMPLOYEE BENEFITS

Figure A54: Additional Benefits Offered to Employees at Participating Schools, by Geographic Location

<i>SCHOOL TYPE</i>	EAST NORTH CENTRAL	MIDDLE ATLANTIC	MOUNTAIN / SOUTHWEST	NEW ENGLAND	PACIFIC	SOUTH ATLANTIC	SOUTH CENTRAL	WEST NORTH CENTRAL
Flextime	6 21%	5 15%	3 33%	9 30%	7 16%	10 21%	8 17%	2 20%
Compressed Work Week	4 14%	2 6%	1 13%	2 7%	2 5%	4 9%	2 4%	0 0%
Sabbatical Leave	6 21%	5 15%	1 13%	11 37%	8 19%	9 19%	2 4%	2 20%
Family Leave (beyond federal)	9 31%	11 31%	4 44%	5 17%	13 31%	5 11%	8 17%	2 20%
Family Leave (beyond state)	8 28%	10 28%	4 44%	4 13%	8 20%	4 9%	7 15%	2 20%
Parental Leave (beyond federal)	6 21%	9 26%	4 44%	4 13%	11 27%	5 11%	8 17%	2 20%
Parental Leave (beyond state)	6 21%	8 24%	4 44%	4 13%	9 22%	4 9%	7 15%	2 20%
Elder Care Leave (beyond federal)	4 14%	5 15%	3 33%	3 10%	7 17%	2 4%	7 15%	2 20%
Elder Care Leave (beyond State)	4 14%	5 15%	3 33%	3 10%	6 15%	2 4%	7 15%	2 20%
Financial Planning Counsel	11 38%	9 25%	2 22%	9 29%	11 25%	17 37%	11 23%	3 30%
Full Tuition Remission	5 18%	10 29%	3 33%	12 40%	7 16%	12 26%	10 21%	3 27%

<i>SCHOOL TYPE</i>	EAST NORTH CENTRAL	MIDDLE ATLANTIC	MOUNTAIN / SOUTHWEST	NEW ENGLAND	PACIFIC	SOUTH ATLANTIC	SOUTH CENTRAL	WEST NORTH CENTRAL
Partial Tuition Remission	24 86%	24 67%	3 33%	14 47%	33 77%	37 77%	35 73%	4 40%
Tuition Remission at Another School	1 3%	3 9%	0 0%	2 7%	0 0%	1 2%	4 9%	1 10%
Guaranteed Financial Aid	5 17%	5 15%	2 22%	4 13%	6 14%	9 19%	9 20%	0 0%
Child Care On-Site	10 34%	6 18%	3 33%	4 13%	16 36%	18 38%	12 26%	1 10%
Child Care Referral Service	1 3%	1 3%	0 0%	0 0%	1 2%	1 2%	1 2%	0 0%
Lunch Provided	8 28%	16 46%	5 56%	19 63%	6 14%	16 34%	11 23%	2 20%
Other Meals Provided	4 14%	5 14%	5 56%	14 47%	5 11%	4 9%	2 4%	1 11%
Free Housing	2 7%	4 11%	2 22%	9 30%	1 2%	3 6%	1 2%	1 11%
Housing Allowance/Mortgage Assistance	1 3%	2 6%	1 11%	5 17%	1 2%	1 2%	1 2%	0 0%
Housing (Employee-Paid)	2 7%	2 6%	1 11%	2 7%	0 0%	2 4%	0 0%	0 0%
Professional Development	28 97%	35 97%	9 100%	30 97%	40 93%	49 98%	45 96%	9 90%
Reimbursement of Tuition	11 38%	26 72%	4 44%	18 58%	19 44%	32 65%	25 54%	5 50%
Adoption Assistance	1 3%	1 3%	0 0%	1 3%	1 2%	0 0%	1 2%	0 0%

<i>SCHOOL TYPE</i>	EAST NORTH CENTRAL	MIDDLE ATLANTIC	MOUNTAIN / SOUTHWEST	NEW ENGLAND	PACIFIC	SOUTH ATLANTIC	SOUTH CENTRAL	WEST NORTH CENTRAL
Legal Consultation	3 10%	1 3%	0 0%	2 7%	4 9%	10 21%	6 13%	0 0%
Employee Assistance Program	11 38%	13 37%	6 67%	15 50%	19 45%	21 45%	11 23%	4 40%
Wellness Program	5 17%	13 37%	5 56%	12 40%	6 14%	15 32%	14 30%	1 10%
Health Club	4 14%	5 14%	2 22%	4 13%	1 2%	3 6%	5 11%	1 10%

Figure A55: School Offers Subsidized Cost of On-Site Child Care, by Geographic Location

<i>SUBSIDIZED CHILD CARE</i>	EAST NORTH CENTRAL (N = 10)	MIDDLE ATLANTIC (N = 8)	MOUNTAIN / SOUTHWEST (N = 3)	NEW ENGLAND (N = 8)	PACIFIC REGION (N = 17)	SOUTH ATLANTIC (N = 17)	SOUTH CENTRAL (N = 15)	WEST NORTH CENTRAL (N = 2)
Yes	9 90%	5 63%	2 67%	3 38%	10 59%	12 71%	9 60%	2 100%
No	1 10%	3 38%	1 33%	5 63%	7 41%	5 29%	6 40%	0 0%

Figure A56: Percent of Tuition Remitted at School and Other Schools for Employees, by Geographic Location

<i>PERCENT OF TUITION REMITTED</i>	EAST NORTH CENTRAL	MIDDLE ATLANTIC	MOUNTAIN / SOUTHWEST	NEW ENGLAND	PACIFIC	SOUTH ATLANTIC	SOUTH CENTRAL	WEST NORTH CENTRAL
PERCENT OF TUITION REMITTED AT SCHOOL	N = 25	N = 25	N = 5	N = 23	N = 34	N = 40	N = 37	N = 7
0% to 20%	2 8%	3 12%	0 0%	1 4%	2 6%	2 5%	3 8%	0 0%
21% to 40%	3 12%	2 8%	0 0%	1 4%	5 15%	10 25%	4 11%	2 29%
41% to 60%	9 36%	10 40%	0 0%	4 17%	18 53%	17 43%	19 51%	2 29%
61% to 80%	1 4%	1 4%	0 0%	2 9%	3 9%	3 8%	6 16%	0 0%
81% or More	10 40%	9 36%	5 100%	15 65%	6 18%	8 20%	5 14%	3 43%
PERCENT OF TUITION REMITTED AT ANOTHER SCHOOL	N = 1	N = 4	N = 1	N = 3	N = 2	N = 3	N = 5	N = 1
0% to 20%	1 100%	1 25%	1 100%	1 33%	2 100%	3 100%	1 20%	0 0%
21% to 40%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	2 40%	0 0%
41% to 60%	0 0%	1 25%	0 0%	0 0%	0 0%	0 0%	2 40%	1 100%
61% to 80%	0 0%	1 25%	0 0%	1 33%	0 0%	0 0%	0 0%	0 0%
81% or More	0 0%	1 25%	0 0%	1 33%	0 0%	0 0%	0 0%	0 0%

Figure A57: Percent Total Operating Budget Spent on Tuition Remission at School and Other Schools, by Geographic Location

<i>PERCENT OF BUDGET SPENT ON REMISSION</i>	EAST NORTH CENTRAL	MIDDLE ATLANTIC	MOUNTAIN / SOUTHWEST	NEW ENGLAND	PACIFIC	SOUTH ATLANTIC	SOUTH CENTRAL	WEST NORTH CENTRAL
TUITION REMISSION AT YOUR SCHOOL	N = 22	N = 22	N = 5	N = 21	N = 27	N = 36	N = 34	N = 5
0.00% to 1.00%	7 32%	8 36%	1 20%	6 29%	13 48%	7 19%	11 32%	1 20%
1.01% to 3.00%	4 18%	5 23%	0 0%	3 14%	9 33%	9 25%	10 29%	4 80%
3.01% to 5.00%	7 32%	2 9%	1 20%	9 43%	1 4%	14 39%	5 15%	0 0%
5.01% to 7.00%	3 14%	3 14%	1 20%	1 5%	1 4%	3 8%	1 3%	0 0%
7.01% or More	1 5%	4 18%	2 40%	2 10%	3 11%	3 8%	7 21%	0 0%
TUITION REMISSION AT ANOTHER SCHOOL	N = 0	N = 3	N = 0	N = 1	N = 0	N = 0	N = 3	N = 1
0.00% to 0.20%	0 0%	0 0%	0 0%	1 100%	0 0%	0 0%	1 33%	0 0%
0.201% to 0.400%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	1 100%
0.401% to 0.800%	0 0%	1 33%	0 0%	0 0%	0 0%	0 0%	1 33%	0 0%
0.801% or More	0 0%	2 67%	0 0%	0 0%	0 0%	0 0%	1 33%	0 0%

HIRING AND RECRUITMENT BENEFITS

Figure A58: Percent of Total Operating Budget Allocated for Faculty Recruitment, by Geographic Location

<i>PERCENT OF BUDGET SPENT ON RECRUITMENT</i>	EAST NORTH CENTRAL (N = 24)	MIDDLE ATLANTIC (N = 33)	MOUNTAIN / SOUTHWEST (N = 8)	NEW ENGLAND (N = 30)	PACIFIC REGION (N = 39)	SOUTH ATLANTIC (N = 43)	SOUTH CENTRAL (N = 45)	WEST NORTH CENTRAL (N = 11)
0.00% to 0.200%	21 88%	25 76%	6 75%	19 63%	27 69%	28 65%	37 82%	10 91%
0.201% to 0.400%	1 4%	0 0%	0 0%	4 13%	2 5%	3 7%	2 4%	0 0%
0.401% to 0.600%	0 0%	2 6%	1 13%	3 10%	2 5%	3 7%	1 2%	0 0%
0.601% to 0.800%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
0.801% or More	2 8%	6 18%	1 13%	4 13%	8 21%	9 21%	5 11%	1 9%

Figure A59: Teacher Shortage/Shortage of Qualified Applicants at School, by Geographic Location

<i>TEACHER SHORTAGE</i>	EAST NORTH CENTRAL (N = 27)	MIDDLE ATLANTIC (N = 34)	MOUNTAIN / SOUTHWEST (N = 9)	NEW ENGLAND (N = 31)	PACIFIC REGION (N = 43)	SOUTH ATLANTIC (N = 48)	SOUTH CENTRAL (N = 48)	WEST NORTH CENTRAL (N = 11)
Yes	2 7%	3 9%	0 0%	3 10%	6 14%	5 10%	7 15%	2 18%
No	25 93%	31 91%	9 100%	28 90%	37 86%	43 90%	41 85%	9 82%

Figure A60: Incentives Provided for New Teacher Hires during Teacher Shortage, by Geographic Location

<i>INCENTIVES FOR NEW HIRES</i>	EAST NORTH CENTRAL (N = 6)	MIDDLE ATLANTIC (N = 4)	MOUNTAIN / SOUTHWEST (N = 0)	NEW ENGLAND (N = 2)	PACIFIC REGION (N = 8)	SOUTH ATLANTIC (N = 4)	SOUTH CENTRAL (N = 11)	WEST NORTH CENTRAL (N = 1)
Moving Expenses	5 83%	1 25%	--- ---	1 50%	7 88%	4 100%	9 82%	1 100%
Temporary Housing	0 0%	0 0%	--- ---	0 0%	1 13%	0 0%	0 0%	0 0%
Housing Rental from School	0 0%	0 0%	--- ---	0 0%	1 13%	1 25%	0 0%	0 0%
Hiring/Signing Bonus	1 17%	2 50%	--- ---	0 0%	2 25%	0 0%	1 9%	0 0%
Assistance with Student College Loans	1 17%	1 25%	--- ---	0 0%	0 0%	0 0%	0 0%	0 0%
Other	1 17%	2 50%	--- ---	1 50%	3 38%	0 0%	1 9%	0 0%

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