

Transylvania County Schools

Compensation Study Initial Report

November 21, 2013

Analysis of Local Teacher Salary Supplements

Transylvania	7.44% <i>(to all school-based certified staff)</i>
Districts in Region with no supplement	At least 5 LEAs in region 8
Highest in region at flat percentage for all	Henderson at 7.5% (to ALL certified staff including central office)
Highest supplement based on ranges for years of service	Asheville City 8.5% and increases by 0.5% after each 5 years of service <i>Note: Buncombe also uses a 'years of service' approach but starts at 6.3%</i>

- Focusing on Henderson, Buncombe and Asheville for a new teacher
 - Buncombe 6.3%
 - **Transylvania 7.44%**
 - Henderson 7.5%
 - Asheville 8.5%
- Essentially the range of supplements offered to a new teacher is from 0%(none) to 8.5% in our region
- Some districts contacted did not respond
 - Clay, Graham, McDowell, and Watauga

Supplements to School-Based Administrators

- Most districts with teacher salary supplements include school-based administrators in those payments
- In addition, several districts have additional supplemental pay to school-based administrators
 - Some are negotiated by individual cases
 - Several use a scale to provide an additional supplement to school administrators
 - **Ranging from small monthly amounts all the way up to 30% of an administrator's annual salary**
 - **Examples were differentiated by school level (elementary, middle, and high)**
- *Transylvania*
 - *School-based administrators receive the teacher salary supplement (7.44%) and some additional supplements in specific cases as appropriate or negotiated*

Central Office Administrator Pay Structures

- Out of 10 respondent districts, only 2 have a step and line salary schedule for central office administrators
- Other districts use the NCDPI recommended salary ranges and negotiate contracts within those ranges or bands
- Most districts have varied titles/classifications
 - e.g. Senior Director, Director, Coordinator
- Transylvania
 - Uses NCDPI ranges to negotiate contracts
 - Typical job title is “Director” in TCS

**CENTRAL OFFICE ADMINISTRATOR SALARY RANGES
ASSOCIATE SUPERINTENDENTS, ASSISTANT SUPERINTENDENTS,
DIRECTORS, SUPERVISORS, COORDINATORS, AND FINANCE OFFICERS**

Effective July 1, 2013

Classification	Minimum Monthly Salary	Maximum Monthly Salary
School Administrator I	\$3,349	\$6,281
School Administrator II	\$3,550	\$6,662
School Administrator III	\$3,769	\$7,068
School Administrator IV	\$3,920	\$7,349
School Administrator V	\$4,078	\$7,647
School Administrator VI	\$4,326	\$8,109
School Administrator VII	\$4,500	\$8,436

NOTES:

1. Salary determinations shall be made by the local board of education within the salary range which corresponds to the School Administrator assignment.
2. ADD \$126 per month for an appropriate advanced license.
3. ADD \$253 per month for an appropriate advanced license and an earned doctorate.
4. The range maximums do not include advanced (\$126) or doctoral (\$253) monthly supplements.

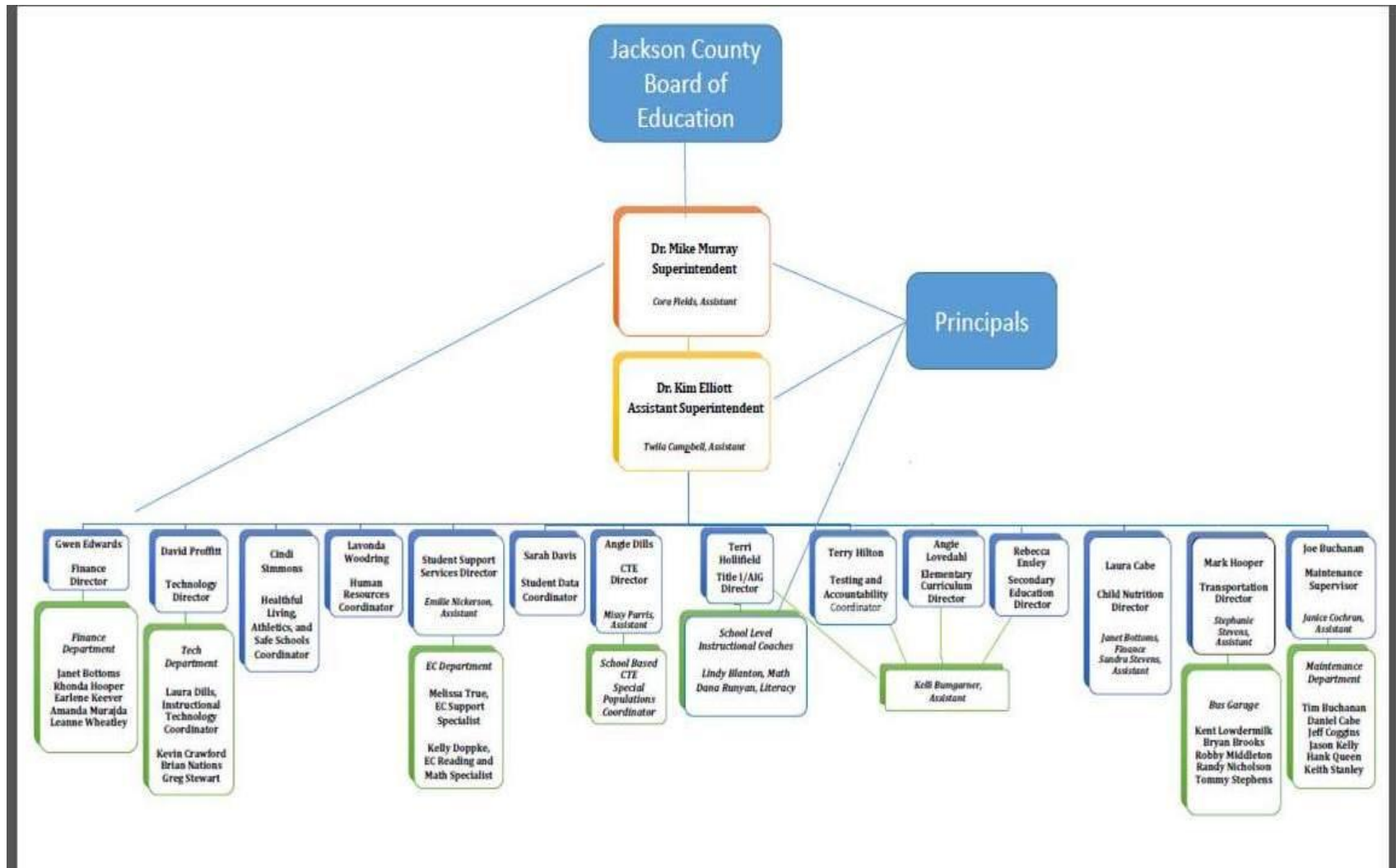
Central Office Administrator Supplement

- Local supplements vary widely for this category as some districts simply build this into the contract while others have a supplement payout
 - Some examples: Henderson receives 7.5% of salary (same as school-based staff) and Rutherford 6-14% of salary based on position
- Transylvania
 - \$1,500 annual local supplement for CO administrators
- *Note: State funds do not cover all central office positions so some local dollars are used anyway in staffing central services functions*

Central Office Structure

- Comparison with like-sized districts
 - Number of Central Office Administrators (including Superintendent)
 - *Combined responsibilities, organizational structures, and scope of responsibility differ naturally by LEA*
- Jackson: ADM: 3,580
 - 16 Administrative Positions
 - Superintendent, Asst. Superintendent, 9 Directors, 4 Coordinators, and 1 Maintenance Supervisor
- *Transylvania: ADM: 3,545*
 - *10 Administrative Positions*
 - *Superintendent, Asst. Superintendent, 7 Directors, and 1 Coordinator*
 - » *Note: Plant Ops Supervisor and Bus Garage Supervisor overseen by Directors (not included in count of 10 administrative positions)*
- Cherokee: ADM: 3,326
 - 16 Administrative Positions
 - Superintendent, Associate Super., Finance Officer, 2 Executive Directors, 5 Directors, and 6 Coordinators

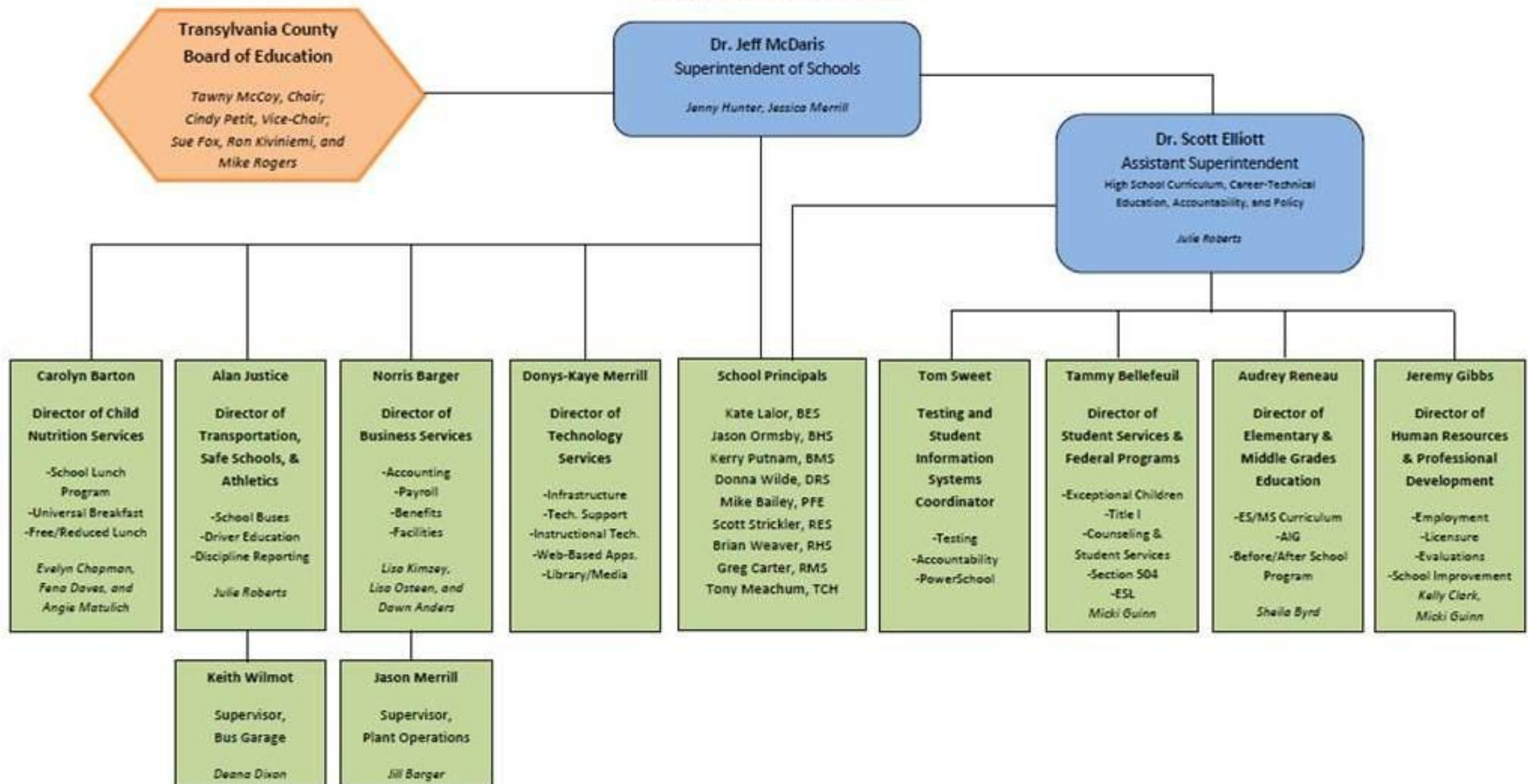
Jackson County Public Schools Organizational Chart



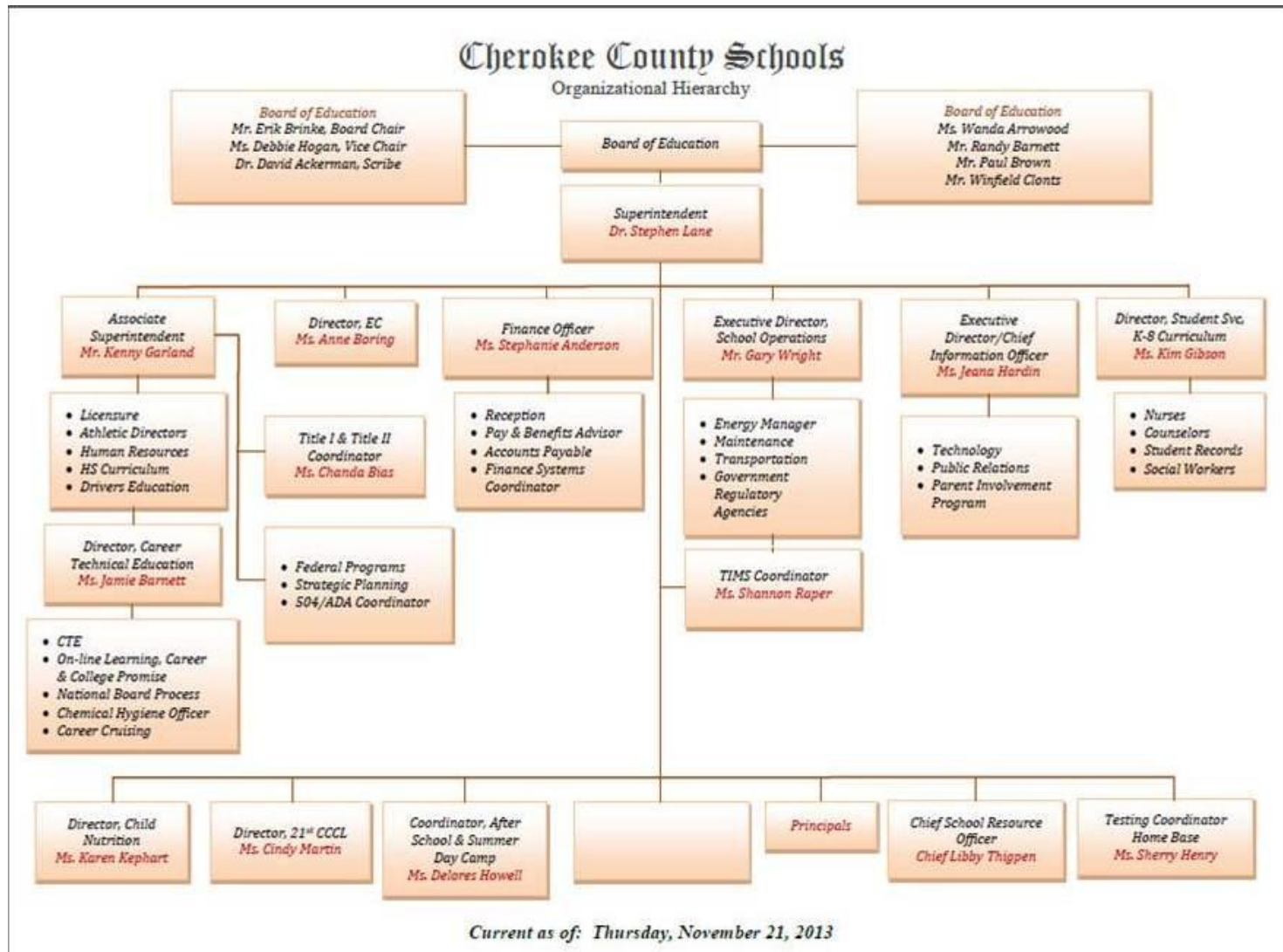
Transylvania County Schools Organizational Chart

Transylvania County Schools

Administrative Organizational Chart



Cherokee County Schools Organizational Chart



Teacher Assistants

- Employment
 - Most districts have reduced teacher assistant positions by attrition over the last several years
 - One district reported an actual Reduction in Force (RIF)
 - Several districts have reduced number of workdays and even work week hours as cost saving
- Supplement
 - Many districts did no supplement for teacher assistants
 - Where supplements are paid, the range is 2%-10.77%
 - Note: 10.77% is Buncombe who increased this amount rather than modernize their salary schedule so the number is inflated
 - Most districts fall within 2%-4.75% as a range

Teacher Assistants, cont.

- Transylvania
 - No reductions in teacher assistant positions, workdays, or hours
 - 2% annual local salary supplement
 - Salary range: \$1954 to \$2357 monthly salary (plus 2% supplement)
 - Starting TA Salary Comparisons:
 - Transylvania annual gross (includes supplement)=\$19,930.80
 - Henderson County: Starting salary is \$1,892.70 (plus 4.75% supplement)=\$19,826.03
 - Only about \$10 per month less than Buncombe for Step 0 TA
 - (Buncombe pays an hourly rate rather than salary AND varies hours from 36-37.5 along with various part-time roles)

Other Classified Positions

- Most districts have moved or indicate they wish to move to full salary schedule for all classified positions
- Supplements to other classified positions (other than teacher assistant) vary widely
 - Some districts supplement all classified just like TA
 - Some supplement certain classifications and not others
- Transylvania
 - 2% supplement for Office Support but no other areas
 - Salary schedules have been developed for TA, Office Support, and Technology Support

Extra-Duty Pay

- Most districts offer some sort of extra-duty pay for athletic coaching duties (only 1 did not)
- Most districts had some sort of extra-duty pay for HS band directors (marching band)
 - Some other positions that districts have paid: mentor, department chair, chorus, drama, lead teachers, tutors, and class sponsors
- Transylvania
 - Schedule for coaching extra-duty pay and an additional month of employment for HS band
 - Planning to pay mentors of beginning teachers this year (paid out in April check to mentors)
 - Cost: 25 mentors at \$500 each + retirement/SS/etc.=\$15,292.50

Initial Findings

- Local Education Agencies vary widely in approaches to compensation
 - Use of local funds to supplement salaries is entirely a local decision
 - State salary schedule dominates most classifications (teachers, counselors, media coordinators, and school-based administrators)
- A full salary schedule for all non-exempt/classified positions is an area of need
 - Logically designed salary schedules for some classified areas may negate the need for percentage supplements
- The comparisons used from outside the region did not dramatically differ from those within the region except, to an extent, Dare County.

Questions Going Forward

- How do we wish to fair within the region as we compete to recruit and retain employees?
 - What other factors, beyond compensation, are relevant?
 - What structures would best support employees in the development of classified salary schedules?
- What other priorities are to be addressed or investigated?
 - What other information do we need to gather?
- How do we fair with respect to internal parity and consistency? Are changes needed?
- What, if any, organizational or structural changes are needed to support schools more effectively by central services?