

**REPORT OF THE  
DEPARTMENT OF PERSONNEL AND TRAINING ON**

# **Public School Teacher Compensation**

**TO THE GOVERNOR AND  
THE GENERAL ASSEMBLY OF VIRGINIA AND  
THE BOARD OF EDUCATION**



## **HOUSE DOCUMENT NO. 4**

**COMMONWEALTH OF VIRGINIA  
RICHMOND  
1990**

## BACKGROUND

The 1987 Virginia General Assembly amended the Code of Virginia by adding section 22.1-289.1 to Article 1 of Chapter 15 of Title 22.1, which required the Department of Personnel and Training to conduct a review of the compensation of teachers and other occupations requiring similar education and training. The review is to be conducted biennially, with results reported by June 1, 1989. A preliminary report was prepared December 15, 1987. The legislation specified that ... "It is a goal of the Commonwealth that its public school teachers be compensated at a rate that is competitive in order to attract and keep competent teachers." This is the June 1, 1989 report.

Three major elements are needed to conduct a review of teacher compensation to meet the requirements of the legislation:

- . Determining competitiveness
- . Identifying occupations requiring similar education and training and examining salary data for these occupations
- . Examining turnover and recruitment

Each of these elements are discussed in more detail in following sections of this report. The first section of this report presents a summary of the survey results.

Private and other government sector salary data and classified state employee salary data are based on the salaries of employees working approximately 234 days a year whereas teacher salaries represent approximately 200 work days. Therefore, for comparison purposes, the private and state employee salary averages could be adjusted according to this ratio. (See page 7)

Alternately, teachers are not in the position of setting the school year. Individuals deciding between teaching and other occupations may be attracted to the shorter work year, yet also by income potential.

- o The 1988-89 average entry level salary of bachelor's degree teachers in the southeastern states is \$17,842 which is 9.1% less than the average entry level salary of Virginia's school teachers (\$19,626). (See Appendix 4 for further details.)
- o The 1988-89 average salary of all Virginia public school teachers, as reported by the Department of Education, is \$29,056.
- o Average salary for the southeastern states is \$25,161 which is 13.4% behind Virginia's average salary. (See Appendix 4 for further details.)
- o The average salary for teachers in the Northern Virginia localities where the state recognizes a more competitive labor market is \$36,228. This is 24.7% higher than the state average. Salary differentials for state employees working in the Northern Virginia area range from 9.1% to approximately 23.0% depending upon the type of occupation.
- o The 1988-89 national mean salary of all teachers as reported by the NEA, is \$29,576. This figure exceeds Virginia's average salary of \$29,056 by \$520 or 1.8%.
- o In the 85-86 school year Virginia was ranked 26th nationally in average salary for teachers. For 88-89 Virginia is ranked 21st in the nation. (See Appendix 5 for further details.)
- o Average salary for Virginia teachers increased approximately 8.6% each year from the 85-86 to 88-89 school year (6th highest percentage increase nationally). The average salary increased by \$5,963 during the same period (8th highest dollar increase nationally). (See Appendix 5 and 6 for further details)

According to the Executive Compensation Services survey on Professional and Scientific Personnel, market movement for private sector salaries from 85-86 to 88-89 was approximately 5.4% each year.

## II. DETERMINING COMPETITIVENESS

In assessing compensation issues, compensation professionals utilize a set of general principles, guidelines, and processes that are consistent and well accepted among its practitioners. Salary surveys are conducted of the marketplace matching jobs of similar duties, responsibilities, skills, and abilities. Analysis of the data provides a position relative to the market and an informed decision can be made on the need for adjustment in salary. In determining the level of competitiveness, the turnover rate and ease of recruitment should also be considered.

While the market position or relative standing of teacher salaries may be shown versus the private sector, other localities, and teachers in other states, the standard of competitiveness to be achieved must be determined by policy makers. Competitiveness in the marketplace is a relative term. It implies comparison to a standard used in the policy making process.

Competitiveness, then, does not necessarily mean parity with the labor market; indeed most public sector organizations recognize and accept the fact that they lag the market. There are several reasons for this:

- o A number of public sector jobs are unique and have no counterpart in the private sector, making market comparisons difficult. The salary ranges for such jobs are determined primarily through internal alignment to similar positions within the organization and turnover/recruitment analysis.
- o Public sector organizations cannot react as quickly as private firms to market changes. The process of adjusting for increased compensation costs in the public sector is more complicated than in private sector where costs can be passed on immediately to the consumer.
- o Public sectors generally have a compensation policy goal to maintain salaries at rates that will allow recruitment and retention of well qualified people.
- o Maintaining equity across all classes of employees is an important compensation goal in the public sector. In instances where maintaining equity leads to recruiting difficulty, the public sector can react by paying a differential for specific positions or in specific geographical regions.

Salaries were weighted by the number of teachers in each category listed on the previous page to represent the degrees held by teachers in the Commonwealth. The weighted average entry level salary of jobs in the private and other government sectors which require similar education and experience as that of teachers is \$20,829. (See Appendix 1 and 2 for further details.)

The average entry level salary for Virginia's public school teachers' holding a bachelor's degree with no experience is \$19,626. (See Appendix 7 for more detailed salary information of Virginia's school teachers.) The weighted average entry level salary of the private sector (\$20,829) is 6.1% above Virginia's public school teacher average entry level salary.

The average entry level salary of classified state employees who are in positions requiring similar education and training as a bachelor's degree teacher is \$19,088. The average entry level teacher salary (\$19,626) is 2.8% above the state employee average. (See Appendix 3 for further details concerning the state employee average.)

Private and other government sector and state classified employee salary data are based on the salaries of employees working approximately 234 days a year whereas teacher salaries represent approximately 200 work days. This represents 17% more work days. Therefore, for comparison purposes, the salary data could be adjusted according to this ratio.

The equivalent, 200 day, weighted average entry level salary of comparable occupations in the private and other government sectors is \$17,802. The average entry level salary for Virginia's public school teachers (\$19,626) is 9.3% above the adjusted average entry level salary of the private and government sectors.

The equivalent, 200 day, average entry level salary of comparable state classified employees is \$16,315. Virginia's public school teacher average (\$19,626) exceeds this by 20.3%.

Alternately, teachers are not in the position of setting the school year. Individuals deciding between teaching and other occupations may be attracted to the shorter work year, yet also by income potential.

Salary levels in the Northern Virginia area are known to be generally higher and thus the General Assembly has authorized a salary differential for state classified employees in order to attract and retain a qualified workforce in that area. The Commonwealth policy is to survey Northern Virginia separately from other statewide regions to lessen distortions caused by these higher salaries. As an example of how such distortions can become evident, the average teacher salary for all districts reported by the Department of Education for 1988-89 is \$29,056. The eight localities in Northern Virginia have an average salary of \$36,228 which is 24.7% higher than the statewide average. The issue of regional pay differences should be considered in reviewing this report's findings.

- o Math, Physical Science, and Special Education areas are experiencing the most difficulties in recruiting qualified teachers.
- o Approximately 45% of teachers hired annually in Virginia earn their degrees in other states.

A teacher shortage survey report published by the Department of Education in September of 1987 also provides some useful information. The report tends to support Virginia Polytechnic Institute and State University's February 1987 report concerning the areas of most difficulty in recruiting.

The Department of Education's report also included some other significant findings. It indicates that the most frequently given reason by teachers for leaving is "to accept another teaching position". The next most common reasons are retirement and spousal transfer.

"Job offers other than teaching" is the fourth most common reason cited in the report. However, according to the report, this was not considered to be a major source of teacher turnover.

The 1987-88 report, "Survey of Teacher Contract Terminations", published by the Department of Education indicates a gross turnover rate of 2.5%. The 86-87 report indicates a 3.2% turnover rate.

## APPENDIX 2

### SALARY AVERAGE BY TYPE OF TEACHER

#### I. Elementary Teachers

A representative entry level salary for elementary teachers is obtained by calculating the entry level salary average of different types of professions in private industry and government which relate to various established groups of teachers. The groups are Business, Social Sciences, Life Sciences, Humanities, and Physical Science. Because elementary teachers curriculum covers all the groups mentioned above, a simple average of the group entry level salaries is most appropriate.

The overall group entry level salary average is \$20,933. It should be noted this figure represents 12 month professions. This figure is derived from data in Appendix 1. There were approximately 36,141 elementary teachers for the 88-89 school year.

#### II. Secondary Teachers

Because secondary teachers are involved in more narrowly defined academic areas, it is easier to ascertain differences in average salary for various types of secondary teachers when compared to related professions in private industry and government. In computing the average entry level salary for secondary teachers, the number of teachers in each major academic group can be taken into account. To illustrate, the average entry level salary for professions in the Physical Sciences group is higher than the average for Social Sciences. To come up with an overall average for secondary teachers, it may not be as accurate to take the simple average of these two groups. This would be especially true if there happened to be 1000 social science teachers but only 2 physical science teachers.

Therefore, the salary average of each group is weighted according to how many teachers are in each group. The more teachers there are in a particular group, the more influence the salary average for that group will have on the overall average. When using such a technique, the overall average is called a weighted average.

On the following page is a breakdown of secondary teachers by major academic group, the average entry level salary for each group, and the overall weighted average. Please note that the group salary averages are obtained from the salary data displayed in Appendix 1.



APPENDIX 3

COMMONWEALTH OF VIRGINIA OCCUPATIONAL CLASSES WHICH COLLEGE  
GRADUATES WITH NO EXPERIENCE COULD ENTER FOR THE 88-89 FISCAL YEAR

| BUSINESS         | MATCHING STATE CLASS             | FY 88-89<br>MINIMUM<br>SALARY | FY 88-89<br>AVG. MIN.<br>SALARY |
|------------------|----------------------------------|-------------------------------|---------------------------------|
| -----            | -----                            | -----                         | -----                           |
| Accounting       | Accountant                       | 21666                         | 21,666                          |
| Bus. Admin.      | Business Manager A               | 21666                         | 21,666                          |
| Economics        | State Planner A                  | 16586                         | 16,586                          |
| Marketing        | Agricultural Marketing Agent     | 21666                         | 21,666                          |
| Agri. Business   | Extension Agent Trainee          | 19817                         | 19,817                          |
| <br>             |                                  |                               |                                 |
| SOCIAL SCIENCES  |                                  |                               |                                 |
| -----            |                                  |                               |                                 |
| History          | Historian A                      | 18134                         | 18,134                          |
| Geography        | No Match                         |                               |                                 |
| Sociology        | Probation Counselor              | 19817                         | 19,817                          |
| Psychology       | Psychology Test Technician       | 15168                         | 15,168                          |
| <br>             |                                  |                               |                                 |
| LIFE SCIENCES    |                                  |                               |                                 |
| -----            |                                  |                               |                                 |
| Health/Phys. Ed. | Sanitarian                       | 19817                         | 18,976                          |
|                  | Health Educator A                | 18134                         |                                 |
| Biology          | Microbiologist                   | 19817                         | 18,976                          |
|                  | Fish Biologist Assistant         | 18134                         |                                 |
| Nursing          | Registered Nurse                 | 19817                         | 19,817                          |
| Environ. Science | Pollution Control Special. A     | 19817                         | 19,817                          |
|                  | Highway Environ. Special. A      | 19817                         |                                 |
| <br>             |                                  |                               |                                 |
| HUMANITIES       |                                  |                               |                                 |
| -----            |                                  |                               |                                 |
| Art              | Graphic Artist Illustrator A     | 18134                         | 18,134                          |
| Fine Arts        | Fine Arts Museum Educ. Asst.     | 16586                         | 16,586                          |
|                  | Fine Arts Museum Asst. Registrar | 16586                         |                                 |
| English          | Information Officer A            | 18134                         | 18,134                          |

APPENDIX 4

88/89 AVERAGE ENTRY LEVEL SALARY FOR BACHELOR DEGREE TEACHERS WITH NO EXPERIENCE AND AVERAGE SALARY FOR ALL TEACHERS LISTED BY SOUTHEASTERN STATE  
(Sources of data are the National Education Association and the Department of Personnel and Training)

| SOUTHEAST STATES   | BACHELOR'S DEGREE | ALL TEACHERS | ESTIMATED |
|--------------------|-------------------|--------------|-----------|
|                    | TEACHERS          |              |           |
|                    | AVERAGE           |              | 88/89     |
|                    | 88/89 ENTRY       | NUMBER OF    | AVERAGE   |
|                    | SALARY            | TEACHERS     | SALARY    |
| -----              | -----             | -----        | -----     |
| ALABAMA            | \$20,000          | 38,079       | \$25,190  |
| ARKANSAS           | 16,444            | 25,462       | 21,692    |
| FLORIDA            | 19,891            | 100,304      | 26,648    |
| GEORGIA            | 17,823            | 60,380       | 28,038    |
| KENTUCKY           | 16,739            | 35,736       | 24,920    |
| LOUISIANA          | 16,377            | 43,720       | 22,470    |
| MARYLAND           | 20,755            | 40,551       | 33,700    |
| MISSISSIPPI        | 17,314            | 27,500       | 22,036    |
| MISSOURI           | 18,620            | 50,692       | 25,981    |
| NORTH CAROLINA     |                   | 61,790       | 25,650    |
| OKLAHOMA           | 16,926            | 34,400       | 22,000    |
| SOUTH CAROLINA     | 18,092            | 34,900       | 25,060    |
| TENNESSEE          | 17,910            | 43,330       | 25,619    |
| TEXAS              |                   | 191,737      | 26,513    |
| WEST VIRGINIA      | 15,055            | 22,051       | 21,904    |
| AVG SE STATES:     | 17,842            | 54,042       | 25,161    |
| VIRGINIA           | 19,626            | 61,535       | 29,056    |
| PERCENT DIFFERENCE | 9.1%              | 12.2%        | 13.4%     |

APPENDIX 6

PERCENTAGE CHANGE IN AVERAGE TEACHER SALARIES FOR ALL STATES FROM 1985-86 TO 1988-89  
 (Sources Of Data Are "Ranking of the States 1987 & 1988" And "Estimates of School Statistics 1988-89" By NEA)

| STATE       | 85/86<br>AVERAGE<br>SALARY | 86/87<br>AVERAGE<br>SALARY | 85/86 TO<br>86/87<br>INCREASE | 87/88<br>AVERAGE<br>SALARY | 86/87 TO<br>87/88<br>INCREASE | 88/89<br>ESTIMATED<br>AVG SAL | 87/88 TO<br>88/89<br>INCREASE | STATE     | 85/86 TO 88/89<br>PERCENTAGE<br>INCREASE | 85/86 TO<br>88/89 DOLLAR<br>INCREASE |
|-------------|----------------------------|----------------------------|-------------------------------|----------------------------|-------------------------------|-------------------------------|-------------------------------|-----------|--|--------------------------------------|
| ALABAMA     | \$23,040                   | \$23,200                   | 0.7%                          | \$23,320                   | 0.5%                          | \$25,190                      | 8.0%                          | ALABAMA   | 9.33%                                    | \$2,150                              |
| ALASKA      | 41,480                     | 39,769                     | -4.1%                         | 40,424                     | 1.6%                          | 41,693                        | 3.1%                          | ALASKA    | 0.51%                                    | 213                                  |
| ARIZONA     | 24,680                     | 25,972                     | 5.2%                          | 27,388                     | 5.5%                          | 28,684                        | 4.7%                          | ARIZONA   | 16.22%                                   | 4,004                                |
| ARKANSAS    | 19,519                     | 19,904                     | 2.0%                          | 20,340                     | 2.2%                          | 21,692                        | 6.6%                          | ARKANSAS  | 11.13%                                   | 2,173                                |
| CALIFORNIA  | 29,130                     | 31,219                     | 7.2%                          | 33,159                     | 6.2%                          | 35,285                        | 6.4%                          | CALIFORNI | 21.13%                                   | 6,155                                |
| COLORADO    | 25,892                     | 27,387                     | 5.8%                          | 28,651                     | 4.6%                          | 29,558                        | 3.2%                          | COLORADO  | 14.16%                                   | 3,666                                |
| CONNECTICUT | 26,610                     | 28,902                     | 8.6%                          | 33,487                     | 15.9%                         | 37,339                        | 11.5%                         | CONNECTIC | 40.32%                                   | 10,729                               |
| DELAWARE    | 24,624                     | 27,467                     | 11.5%                         | 29,573                     | 7.7%                          | 31,605                        | 6.9%                          | DELAWARE  | 28.35%                                   | 6,981                                |
| DIST COLUMB | 33,211                     | 33,797                     | 1.8%                          | 34,705                     | 2.7%                          | 37,504                        | 8.1%                          | DIST COLU | 12.93%                                   | 4,293                                |
| FLORIDA     | 22,250                     | 23,833                     | 7.1%                          | 25,198                     | 5.7%                          | 26,648                        | 5.8%                          | FLORIDA   | 19.77%                                   | 4,398                                |
| GEORGIA     | 23,046                     | 24,200                     | 5.0%                          | 26,190                     | 8.2%                          | 28,038                        | 7.1%                          | GEORGIA   | 21.66%                                   | 4,992                                |
| HAWAII      | 25,845                     | 26,815                     | 3.8%                          | 28,785                     | 7.3%                          | 30,778                        | 6.9%                          | HAWAII    | 19.09%                                   | 4,933                                |
| IDAHO       | 20,969                     | 21,480                     | 2.4%                          | 22,242                     | 3.5%                          | 22,860                        | 2.8%                          | IDAHO     | 9.02%                                    | 1,891                                |
| ILLINOIS    | 26,897                     | 28,238                     | 5.0%                          | 29,663                     | 5.0%                          | 31,195                        | 5.2%                          | ILLINOIS  | 15.98%                                   | 4,298                                |
| INDIANA     | 24,325                     | 25,581                     | 5.2%                          | 26,881                     | 5.1%                          | 28,664                        | 6.6%                          | INDIANA   | 17.84%                                   | 4,339                                |
| IOWA        | 21,690                     | 22,615                     | 4.3%                          | 24,847                     | 9.9%                          | 25,884                        | 4.2%                          | IOWA      | 19.34%                                   | 4,194                                |
| KANSAS      | 22,644                     | 23,459                     | 3.6%                          | 24,647                     | 5.1%                          | 27,401                        | 11.2%                         | KANSAS    | 21.01%                                   | 4,757                                |
| KENTUCKY    | 20,948                     | 22,476                     | 7.3%                          | 24,253                     | 7.9%                          | 24,920                        | 2.8%                          | KENTUCKY  | 18.96%                                   | 3,972                                |
| LOUISIANA   | 20,303                     | 21,196                     | 4.4%                          | 21,209                     | 0.1%                          | 22,470                        | 5.9%                          | LOUISIANA | 10.67%                                   | 2,167                                |
| MAINE       | 19,583                     | 21,257                     | 8.5%                          | 23,425                     | 10.2%                         | 24,933                        | 6.4%                          | MAINE     | 27.32%                                   | 5,350                                |
| MARYLAND    | 26,800                     | 28,893                     | 7.8%                          | 30,933                     | 7.1%                          | 33,700                        | 8.9%                          | MARYLAND  | 25.75%                                   | 6,900                                |
| MASSACHUSET | 26,800                     | 28,410                     | 6.0%                          | 30,295                     | 6.6%                          | 31,670                        | 4.5%                          | MASSACHUS | 18.17%                                   | 4,870                                |
| MICHIGAN    | 30,067                     | 31,500                     | 4.8%                          | 32,926                     | 4.5%                          | 34,419                        | 4.5%                          | MICHIGAN  | 14.47%                                   | 4,352                                |
| MINNESOTA   | 27,360                     | 28,340                     | 3.6%                          | 29,900                     | 5.5%                          | 31,500                        | 5.4%                          | MINNESOTA | 15.13%                                   | 4,140                                |
| MISSISSIPPI | 18,472                     | 19,447                     | 5.3%                          | 20,562                     | 5.7%                          | 22,036                        | 7.2%                          | MISSISSIP | 19.29%                                   | 3,564                                |
| MISSOURI    | 21,945                     | 23,435                     | 6.8%                          | 24,709                     | 5.4%                          | 25,981                        | 5.1%                          | MISSOURI  | 18.39%                                   | 4,036                                |
| MONTANA     | 22,482                     | 23,206                     | 3.2%                          | 23,798                     | 2.6%                          | 24,414                        | 2.6%                          | MONTANA   | 8.59%                                    | 1,932                                |
| NEBRASKA    | 20,939                     | 21,834                     | 4.3%                          | 22,683                     | 3.9%                          | 24,203                        | 6.7%                          | NEBRASKA  | 15.59%                                   | 3,264                                |
| NEVADA      | 25,610                     | 26,960                     | 5.3%                          | 27,600                     | 2.4%                          | 28,840                        | 4.5%                          | NEVADA    | 12.61%                                   | 3,230                                |
| NEW HAMPSHI | 20,263                     | 21,869                     | 7.9%                          | 24,019                     | 9.8%                          | 26,703                        | 11.2%                         | NEW HAMPS | 31.78%                                   | 6,440                                |
| NEW JERSEY  | 27,170                     | 28,718                     | 5.7%                          | 30,720                     | 7.0%                          | 32,923                        | 7.2%                          | NEW JERSE | 21.17%                                   | 5,753                                |
| NEW MEXICO  | 21,817                     | 23,850                     | 9.3%                          | 24,158                     | 1.3%                          | 25,205                        | 4.3%                          | NEW MEXIC | 15.53%                                   | 3,388                                |
| NEW YORK    | 30,490                     | 32,000                     | 5.0%                          | 34,500                     | 7.8%                          | 36,500                        | 5.8%                          | NEW YORK  | 19.71%                                   | 6,010                                |
| NORTH CAROL | 22,340                     | 23,879                     | 6.9%                          | 24,900                     | 4.3%                          | 25,650                        | 3.0%                          | NORTH CAR | 14.82%                                   | 3,310                                |
| NORTH DAKOT | 20,816                     | 21,284                     | 2.2%                          | 21,660                     | 1.8%                          | 22,249                        | 2.7%                          | NORTH DAK | 6.88%                                    | 1,433                                |
| OHIO        | 24,518                     | 26,288                     | 7.2%                          | 27,606                     | 5.0%                          | 29,152                        | 5.6%                          | OHIO      | 18.90%                                   | 4,634                                |
| OKLAHOMA    | 21,419                     | 21,468                     | 0.2%                          | 21,630                     | 0.8%                          | 22,000                        | 1.7%                          | OKLAHOMA  | 2.71%                                    | 581                                  |
| OREGON      | 25,660                     | 26,690                     | 4.0%                          | 28,060                     | 5.1%                          | 29,500                        | 5.1%                          | OREGON    | 14.96%                                   | 3,840                                |
| PENNSYLVANI | 25,853                     | 27,422                     | 6.1%                          | 29,177                     | 6.4%                          | 30,720                        | 5.3%                          | PENNSYLV  | 18.83%                                   | 4,867                                |
| RHODE ISLAN | 29,470                     | 31,079                     | 5.5%                          | 32,858                     | 5.7%                          | 34,233                        | 4.2%                          | RHODE ISL | 16.16%                                   | 4,763                                |
| SOUTH CAROL | 21,595                     | 23,201                     | 7.4%                          | 24,403                     | 5.2%                          | 25,060                        | 2.7%                          | SOUTH CAR | 16.05%                                   | 3,465                                |
| SOUTH DAKOT | 18,095                     | 18,781                     | 3.8%                          | 19,758                     | 5.2%                          | 20,480                        | 3.7%                          | SOUTH DAK | 13.18%                                   | 2,385                                |
| TENNESSEE   | 21,384                     | 22,627                     | 5.8%                          | 23,785                     | 5.1%                          | 25,619                        | 7.7%                          | TENNESSEE | 19.80%                                   | 4,235                                |
| TEXAS       | 24,463                     | 24,903                     | 1.8%                          | 25,558                     | 2.6%                          | 26,513                        | 3.7%                          | TEXAS     | 8.38%                                    | 2,050                                |
| UTAH        | 22,603                     | 23,035                     | 1.9%                          | 22,572                     | -2.0%                         | 23,023                        | 2.0%                          | UTAH      | 1.86%                                    | 420                                  |
| VERMONT     | 20,796                     | 21,835                     | 5.0%                          | 24,519                     | 12.3%                         | 26,861                        | 9.6%                          | VERMONT   | 29.16%                                   | 6,065                                |
| VIRGINIA    | 23,093                     | 25,039                     | 8.4%                          | 27,189 *                   | 8.6%                          | 29,056                        | 6.9%                          | VIRGINIA  | 25.82%                                   | 5,963                                |
| WASHINGTON  | 26,209                     | 27,285                     | 4.1%                          | 28,217                     | 3.4%                          | 29,176                        | 3.4%                          | WASHINGTO | 11.32%                                   | 2,967                                |
| WEST VIRGIN | 20,627                     | 21,446                     | 4.0%                          | 21,736                     | 1.4%                          | 21,904                        | 0.8%                          | WEST VIRG | 6.19%                                    | 1,277                                |
| WISCONSIN   | 26,347                     | 27,815                     | 5.6%                          | 29,122                     | 4.7%                          | 31,046                        | 6.6%                          | WISCONSIN | 17.84%                                   | 4,699                                |
| WYOMING     | 27,224                     | 28,103                     | 3.2%                          | 27,134                     | -3.4%                         | 27,685                        | 2.0%                          | WYOMING   | 1.69%                                    | 461                                  |

| SCHOOL SYSTEM<br>-----<br>COUNTY | BUDGETED<br>AVERAGE<br>SALARY<br>1988-89<br>----- | % Of<br>STATE<br>AVERAGE<br>----- | % Of<br>NATIONAL<br>AVERAGE<br>----- | BACHELOR'S DEGREE |         | MASTER'S DEGREE |         |
|----------------------------------|---|-----------------------------------|--------------------------------------|-------------------|---------|-----------------|---------|
|                                  |   |                                   |                                      | 1988              | 1989    | 1988            | 1989    |
|                                  |   |                                   |                                      | Minimum           | Maximum | Minimum         | Maximum |
| Isle of Wight                    | 25889   | 89.10%                            | 87.56%                               | 19200             | 29772   | 20600           | 31172   |
| King George                      | 29177   | 100.42%                           | 98.68%                               | 21600             | 36142   | 23250           | 37792   |
| King and Queen                   | 23309   | 80.22%                            | 78.83%                               | 18885             | 29485   | 20175           | 30775   |
| King William                     | 24471   | 84.22%                            | 82.76%                               | 18494             | 28813   | 20214           | 30533   |
| Lancaster                        | 24821   | 85.42%                            | 83.95%                               | 19261             | 29059   | 20461           | 30259   |
| Lee                              | 26303   | 90.53%                            | 88.96%                               | 19121             | 31450   | 20121           | 32450   |
| Loudoun                          | 32065   | 110.36%                           | 108.45%                              | 23172             | 28029   | 24343           | 38015   |
| Louisa                           | 24220   | 83.36%                            | 81.92%                               | 19593             | 28830   | 20793           | 30030   |
| Lunenburg                        | 23937   | 82.38%                            | 80.96%                               | 19000             | 27123   | 20200           | 28323   |
| Madison                          | 23510   | 80.91%                            | 79.51%                               | 18100             | 28460   | 18750           | 29760   |
| Mathews                          | 24291   | 83.60%                            | 82.16%                               | 18776             | 27937   | 20096           | 29257   |
| Mecklenburg                      | 24353   | 83.81%                            | 82.37%                               | 19800             | 28050   | 21150           | 29400   |
| Middlesex                        | 24033   | 82.71%                            | 81.28%                               | 18134             | 26565   | 19289           | 27720   |
| Montgomery                       | 26119   | 89.89%                            | 88.34%                               | 19750             | 31875   | 21179           | 33304   |
| Nelson                           | 23793   | 81.89%                            | 80.47%                               | 17756             | 27492   | 18956           | 28692   |
| New Kent                         | 24947   | 85.86%                            | 84.37%                               | 19100             | 28825   | 20528           | 30253   |
| Northampt/Cp Charls              | 25558   | 87.96%                            | 86.44%                               | 20100             | 25700   | 21300           | 26900   |
| Northumberland                   | 26429   | 90.96%                            | 89.39%                               | 18735             | 28700   | 19935           | 29900   |
| Nottoway                         | 26023   | 89.56%                            | 88.01%                               | 19300             | 31011   | 20869           | 32580   |
| Orange                           | 23971   | 82.50%                            | 81.07%                               | 19810             | 32695   | 20510           | 33395   |
| Page                             | 23926   | 82.34%                            | 80.92%                               | 18100             | 29745   | 19200           | 31610   |
| Patrick                          | 23783   | 81.85%                            | 80.44%                               | 17908             | 26279   | 19107           | 27533   |
| Pittsylvania                     | 26466   | 91.09%                            | 89.51%                               | 19500             | 28800   | 20500           | 29800   |
| Powhattan                        | 23225   | 79.93%                            | 78.55%                               | 18312             | 30343   | 19631           | 31662   |
| Prince Edward                    | 24272   | 83.54%                            | 82.09%                               | 19003             | 27416   | 20419           | 29754   |
| Prince George                    | 28042   | 96.51%                            | 94.84%                               | 21400             | 34980   | 22900           | 36480   |
| Prince William                   | 31748   | 109.26%                           | 107.38%                              | 22500             | 33631   | 22900           | 40455   |
| Pulaski                          | 27740   | 95.47%                            | 93.82%                               | 19500             | 32426   | 20900           | 33826   |
| Rappahannock                     | 22795   | 78.45%                            | 77.10%                               | 17667             | 28267   | 18897           | 29497   |
| Richmond                         | 24510   | 84.35%                            | 82.90%                               | 19730             | 29460   | 20834           | 30564   |
| Roanoke                          | 29776   | 102.48%                           | 100.71%                              | 21746             | 31808   | 22856           | 32918   |
| Rockbridge                       | 24406   | 84.00%                            | 82.54%                               | 19428             | 28327   | 20503           | 29402   |
| Rockingham                       | 28496   | 98.07%                            | 96.38%                               | 20680             | 33210   | 21980           | 34510   |
| Russell                          | 23422   | 80.61%                            | 79.22%                               | 18177             | 28091   | 19177           | 29091   |
| Scott                            | 25759   | 88.65%                            | 87.12%                               | 17005             | 28575   | 18075           | 29645   |
| Shenandoah                       | 24362   | 83.84%                            | 82.40%                               | 18063             | 27800   | 19138           | 29410   |
| Smyth                            | 26420   | 90.93%                            | 89.36%                               | 19768             | 29286   | 21068           | 30586   |
| Southampton                      | 23646   | 81.38%                            | 79.97%                               | 19000             | 28327   | 20200           | 29527   |
| Spotsylvania                     | 27114   | 93.32%                            | 91.70%                               | 21400             | 34565   | 23170           | 36335   |
| Stafford                         | 28539   | 98.22%                            | 96.52%                               | 21500             | 34980   | 22465           | 35945   |
| Surry                            | 27040   | 93.06%                            | 91.45%                               | 20453             | 34445   | 22203           | 36195   |
| Sussex                           | 27928   | 96.12%                            | 94.46%                               | 19120             | 29975   | 21828           | 32683   |
| Tazewell                         | 25889   | 89.10%                            | 87.56%                               | 19475             | 31335   | 20950           | 32810   |
| Warren                           | 25611   | 88.14%                            | 86.62%                               | 18885             | 32533   | 20567           | 34215   |
| Washington                       | 25058   | 86.24%                            | 84.75%                               | 17929             | 27390   | 18979           | 28440   |
| Westmoreland                     | 25820   | 88.86%                            | 87.33%                               | 20210             | 35099   | 21215           | 36104   |
| Wise                             | 28589   | 98.39%                            | 96.69%                               | 20450             | 35025   | 21450           | 36025   |
| Wythe                            | 25359   | 87.28%                            | 85.77%                               | 18958             | 29073   | 20138           | 30253   |
| York                             | 29537   | 101.66%                           | 99.90%                               | 21673             | 35381   | 22674           | 36382   |

County Total Is 94

APPENDIX 7 continued

| SCHOOL SYSTEM                 | BUDGETED<br>AVERAGE<br>SALARY<br>1988-89 | % Of<br>STATE<br>AVERAGE | % Of<br>NATIONAL<br>AVERAGE | BACHELOR'S DEGREE |                 | MASTER'S DEGREE |                 |
|-------------------------------|--|--------------------------|-----------------------------|-------------------|-----------------|-----------------|-----------------|
|                               |  |                          |                             | 1988<br>Minimum   | 1989<br>Maximum | 1988<br>Minimum | 1989<br>Maximum |
| <b>REGIONAL CTES</b>          |  |                          |                             |                   |                 |                 |                 |
| Amelia-Nottaway Vo-           | 27812                                    | 95.72%                   | 94.06%                      | 16000             | 26102           | 17320           | 29402           |
| Charlot-Albern                | 28460                                    | 97.95%                   | 96.26%                      | 19330             | 38844           | 21704           | 34529           |
| Dow J. Howard Vo-Ct           | 29136                                    | 100.28%                  | 98.54%                      | 17624             | 35093           | 24073           | 27814           |
| Jackson River                 | 25413                                    | 87.46%                   | 85.95%                      |                   |                 |                 |                 |
| Massanutten                   | 31538                                    | 108.54%                  | 106.67%                     |                   |                 |                 |                 |
| New Horiz Tech Ctr            | 30449                                    | 104.79%                  | 102.98%                     | 16894             | 39550           | 18094           | 40850           |
| Northern Neck Voc-C           | 25120                                    | 86.45%                   | 84.96%                      | 16621             | 25359           | 18283           | 27971           |
| P. D. Pruden                  | 29595                                    | 101.86%                  | 100.09%                     |                   |                 |                 |                 |
| Piedmont Tech Ed Ct           | 28654                                    | 98.62%                   | 96.91%                      | 17316             | 28239           |                 |                 |
| Rowanty Voc                   | 29944                                    | 103.06%                  | 101.28%                     | 16150             | 26499           | 17815           | 28164           |
| Valley                        | 30801                                    | 106.01%                  | 104.17%                     | 17261             | 27155           | 18656           | 28550           |
| <b>TOTAL REG. CTES. IS 11</b> |  |                          |                             |                   |                 |                 |                 |
| <b>SPECIAL ED CTES</b>        |  |                          |                             |                   |                 |                 |                 |
| Laurel                        | 26029                                    | 89.58%                   | 88.03%                      |                   |                 |                 |                 |
| Middle Peninsula Re           | 23549                                    | 81.05%                   | 79.65%                      |                   |                 |                 |                 |
| Northwestern Reg              | 22209                                    | 76.44%                   | 75.11%                      |                   |                 |                 |                 |
| Paces                         | 25914                                    | 89.19%                   | 87.65%                      |                   |                 |                 |                 |
| Piedmont Regional B           | 22056                                    | 75.91%                   | 74.60%                      |                   |                 |                 |                 |
| Roanoke Valley Reg            | 27507                                    | 94.67%                   | 93.03%                      |                   |                 |                 |                 |
| Southeastern Coop B           | 26982                                    | 92.86%                   | 91.26%                      |                   |                 |                 |                 |
| Southside Spec-Ed             | 19615                                    | 67.51%                   | 66.34%                      |                   |                 |                 |                 |
| <b>TOTAL SPEC. EDUC. IS 8</b> |  |                          |                             |                   |                 |                 |                 |
| <b>OTHER</b>                  |  |                          |                             |                   |                 |                 |                 |
| Halifax/South Bost            | 25720                                    | 88.52%                   | 86.99%                      |                   |                 |                 |                 |
| Lexington Jt Ctrl             | 23986                                    | 82.55%                   | 81.12%                      |                   |                 |                 |                 |
| New London Academy            | 24745                                    | 85.16%                   | 83.69%                      |                   |                 |                 |                 |
| <b>TOTAL OTHER IS 3</b>       |  |                          |                             |                   |                 |                 |                 |

