

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

**Public School  
Teacher  
Compensation**

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



**HOUSE DOCUMENT NO. 60**

**COMMONWEALTH OF VIRGINIA  
RICHMOND  
1991**



# COMMONWEALTH of VIRGINIA

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June 1, 1991

Dear Governor Wilder and Members of the  
General Assembly and the Board of Education:

Section 22.1-289.1 of the Code of Virginia requires the Department of Personnel and Training to conduct a biennial review of the compensation of teachers and other occupations requiring similar education and training.

Enclosed for your review and consideration is the 1991 report that has been prepared in response to this Code requirement.

Respectfully submitted,

*Dorthula H. Powell-Woodson*

Dorthula H. Powell-Woodson

Enclosure

cc: The Honorable Ruby G. Martin  
Secretary of Administration

## **PREFACE**

Section 22.1-289.1 of the Code of Virginia requires the Director of the Department of Personnel and Training to conduct a biennial review of the compensation of teachers and other occupations requiring similar education and training. This report is submitted in fulfillment of this requirement for 1991.

The study was conducted by the Office of Compensation Management of the Department of Personnel and Training. Assistance was provided by the Virginia Department of Education, the Virginia Education Association, and the National Education Association. In addition, selected local school boards and private firms throughout the Commonwealth provided information.



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## **EXECUTIVE SUMMARY**

The 1987 Session of the General Assembly amended Section 22.1-289.1 of the Code of Virginia to require a biennial review of the salaries paid to public school teachers in the Commonwealth. A preliminary report was prepared in December, 1987 and the first biennial report was published as House Document Number 4 in June, 1989.

The legislation states that the review of teachers' salaries shall be reported to the Governor, the General Assembly, and the Board of Education by June 1 of each odd-numbered year. The legislation specifies 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."

In order to comply with the legislative requirement, three indicators of competitiveness were reviewed:

- comparison of Virginia teachers' entry-level salaries with those of jobs in private industry and state government that have similar qualification requirements;
- comparison of the average Virginia teachers' salaries with the average teachers' salaries nationally; and
- turnover and recruitment of Virginia teachers.

In comparing Virginia public school teachers' entry-level salaries with entry-level salaries for other jobs with similar qualification requirements in Virginia state government and private industry, the 1991 data show that the competitive position of Virginia public school teachers' salaries has improved since the 1989 biennial report was published. In the 1990-91 school year, teachers' entry-level salaries are 0.5% below entry-level private salaries and exceed entry-level salaries of Virginia's state employees by 5.8%. The 1989 report revealed that, in the 1988-89 school year, teachers' entry-level salaries were below entry-level salaries in private industry by 6.1%, but above the entry-level salaries of Virginia state employees by 2.8%.

Virginia teachers' average salaries have maintained the same competitive position in comparison to teachers in other states. In the 1990-91 school year, and in 1988-89, the national average salary for teachers exceeded the Virginia average by 2.0%. In comparison to other states, Virginia's average teacher salary ranked nineteenth nationally in the 1990-91 school year. Virginia's average salary ranked twenty-second in the nation in 1988-89.

Turnover among Virginia teachers increased, from 2.5% in the 1988-89 school year, to 6.1% in 1989-90. Localities reported that most teachers were leaving because of relocation or retirement. The only significant turnover and recruitment problems noted by the localities were for special education teachers.

## **INTRODUCTION**

In reviewing the salary data in this report, the following should be considered:

- summary data in the report compare average *entry-level* salaries paid to Virginia teachers with entry-level salaries paid by private firms and the Commonwealth of Virginia; and
- Virginia *average* teachers' salaries are compared with average teachers' salaries nationally.

In comparing the average teacher salary in Virginia with salaries of teachers in other states or comparable occupations in private industry, the Virginia average summarizes salary data from 153 school systems. The school systems establish their teachers' salaries and, therefore, teachers in any one locality may be paid more or less than the average. Thus, the findings of this report may not apply to the competitive position of teachers in each specific school system.





## COMPARISON OF VIRGINIA TEACHERS' ENTRY LEVEL SALARIES WITH PRIVATE INDUSTRY AND STATE SALARIES

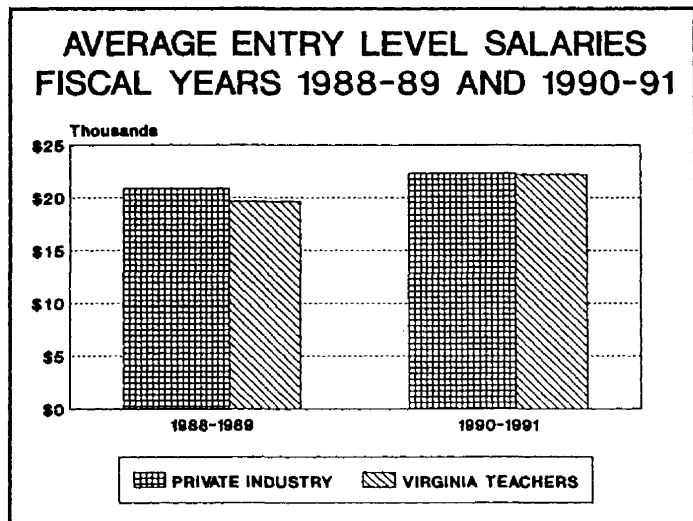
Entry-level salaries for public school teachers were compared to salaries for newly hired employees in private industry. Entry level salaries provide the best measure of the competitiveness of teachers' salaries because the duties of, and market for, experienced teachers and private employees may not be comparable. Additionally, school boards compete with private firms for new college graduates in many of the degree areas that prepare graduates for public school teaching.

A survey was sent to 74 businesses in Virginia requesting hiring, or entry-level, salary data for recent college graduates with specified educational degrees. The degrees selected were comparable to the various subject areas found in the teaching profession. Data also were obtained from several compensation consulting firms. The data were grouped into the following general categories to facilitate the comparison with teachers' salaries:

- BUSINESS
- SOCIAL SCIENCES
- LIFE SCIENCES
- HUMANITIES
- PHYSICAL SCIENCES

Salaries paid by private industry, other states, and Virginia state government were averaged, weighted by the number of teachers in each major subject area listed above. (See Appendix 1 and Appendix 2 for detailed information on the weighting procedure.)

The 1990-91 school year average entry-level salary for Virginia's public school teachers, with bachelor's degrees and no experience, is \$22,195. The weighted average, entry-level salary of private and state jobs requiring similar education and experience is \$22,313, or 0.5% above the Virginia teacher average entry-level salary. In 1988-89, the private and state average entry-level salary was 6.1% above the Virginia's public school teachers.



The 1990-91 average entry-level salary of Virginia state employees in positions requiring similar education and training as that required for teachers (e.g. bachelor's degree) is \$20,971. The average entry-level teacher salary is 5.8% above the state employee entry-level salary average. In 1988-89, the average entry-level teacher salary was 2.8% above the state employee average. (See Appendix 3 for detailed information.)

Private industry and 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 (approximately 14.5 % less than private and state employees). If the salary data are adjusted to reflect this difference, the average entry-level salary for Virginia's public school teachers (\$22,195) becomes 16.4% above the adjusted average entry-level salary of private industry (\$19,071), and 23.8% above the adjusted average for Virginia state jobs (\$17,924).

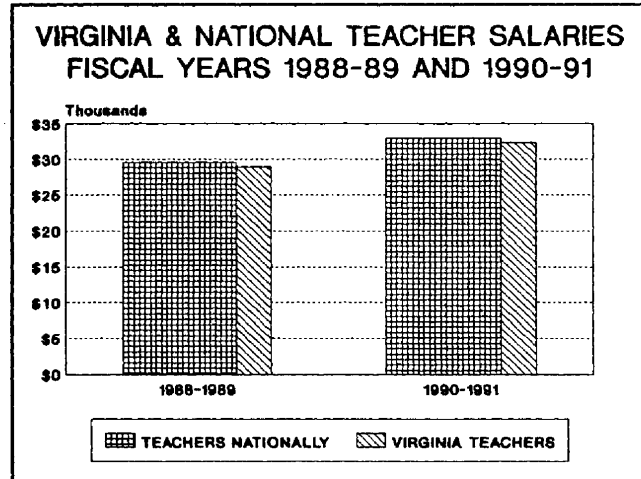
In considering whether to adjust the salary data to reflect the difference in the number of days worked, it should be noted that teachers do not determine the length of the school year. Individuals deciding between teaching and other occupations may be attracted to the shorter work year, in addition to the income potential of teaching. However, career advancement opportunities for teachers may be more limited than in many other occupations.

## COMPARISON OF VIRGINIA TEACHERS' AVERAGE SALARIES WITH AVERAGE TEACHERS' SALARIES NATIONALLY

Virginia teachers' average salaries were compared to national average teacher salary data. Teachers' salaries in northern Virginia also were reviewed.

### OVERALL AVERAGE SALARIES

The 1990-91 school year average salary of all Virginia public school teachers, as reported by the Virginia Department of Education, is \$32,382. The 1990-91 national average salary of all teachers, reported by the National Education Association, is \$33,015. This figure exceeds Virginia's average salary by \$633, or 2.0%. In 1988-89, the national average salary also exceeded Virginia's average by 2.0%.



### RANKING AMONG STATES

In 1990-91, Virginia ranked nineteenth in the nation in overall average salary for teachers. Virginia ranked twenty-second nationally in the 1988-89 school year, and twenty-fifth in 1986-87. (See Appendix 5 for average teacher salary rankings by state.)

The average salary of Virginia teachers increased 29.33% between the 1986-87 school year and the 1990-91 school year, the tenth highest percentage increase nationally. The average salary increased \$7,343 during the same period, the thirteenth highest dollar increase nationally. The Virginia percentage increase and dollar increase from 1988-89 to 1990-91 ranked nineteenth. \* (See Appendix 6 for salary increase rankings by state.)

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\* A random sample survey of school boards in Virginia revealed that over 55% of the localities do not plan to grant salary increases in the 1991-92 school year. Forty-two percent of the school boards have recommended increases which have not yet been approved by the local governing body, while one locality has approved an increase of approximately 1.5% for teachers.

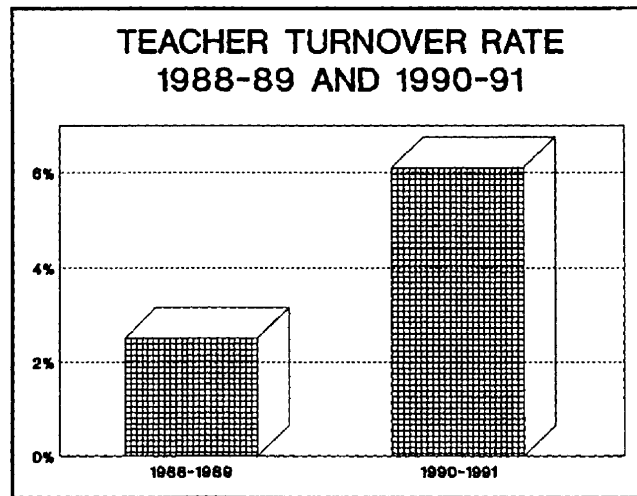
## TEACHER SALARIES IN NORTHERN VIRGINIA

In the Northern Virginia area, the 1990-91 average teacher salary is \$37,720. This is 16.5% higher than the state average. The Commonwealth recognizes a more competitive labor market in northern Virginia and surveys the area separately from the other regions of the state to determine salaries for state employees. The salaries of state employees working in northern Virginia exceed ranges in other areas of the state by 9.3% to 24.9%, depending on occupation. The ranges of the Commonwealth's professional jobs, including teaching jobs, are 9.3% higher in northern Virginia than in other areas of the state.

## TURNOVER AND RECRUITMENT OF VIRGINIA TEACHERS

Turnover and recruitment data are used as measures of competitiveness. It is helpful to separate the non-pay reasons for turnover (i.e., retirement, lay-off, dismissal, and death) and to determine at what point, in years of service, that turnover most frequently occurs. Only total turnover data is available for all Virginia public school teachers.

It is difficult to determine acceptable turnover rates for the teaching profession. For reference, the average turnover rate for state employees in fiscal year 1989-90 was 11.0%.



Turnover among teachers increased between the 1988-89 school year and 1989-90. The 1989-90 report, "Survey of Teacher Contract Terminations," published by the Virginia Department of Education, indicated an overall turnover rate of 6.1%. In the 1988-89 school year, a similar report indicated that overall turnover was 2.5%.

The Department of Personnel and Training conducted a turnover survey of a random sample of 33 local school districts in Virginia. The localities were asked to identify the most common reasons for turnover and any difficulties experienced in attracting and retaining teachers in various disciplines. Seventy percent of the localities cited relocation as a major cause of turnover. Spouse transfer was the most common reason for these relocations. Thirty-six percent indicated that retirement was a major cause of turnover. The third most common reason for turnover, reported by eighteen percent of the localities, was "transfer to a higher paying school district."

The most prevalent problem in attracting and retaining teachers was in special education, in which 64% of the localities reported such problems. Thirty-three percent of the localities mentioned math or foreign languages as problem areas. Twenty-one percent of the localities surveyed indicated no significant recruitment or retention problems.



## APPENDIX 1

### ENTRY LEVEL SALARIES FOR COLLEGE GRADUATES WITH BACHELOR DEGREE AND NO EXPERIENCE WORKING IN THE PUBLIC SECTOR AND PRIVATE INDUSTRY

	<u>DPT</u>	<u>STATE EMP</u>	<u>ENDI- COTT</u>	<u>CPC</u>	<u>COMP RSRCS</u>	<u>SE STATES CONF</u>	<u>ECS</u>	<u>OHIO STATE</u>	<u>DEGREE AVG</u>	<u>GROUP AVG</u>
<b>BUSINESS</b>										
Accounting	21,077	21,079	28,479	25,700	25,800	18,733	25,100		23,710	
Bus Administration	23,033	23,044	26,300	22,537	24,150	19,207	23,900		23,167	
Economics	22,947	25,191	27,757	24,325	25,600		22,300		24,687	
Marketing	24,401	23,044	27,058	22,966	25,300		24,100		24,478	
Agriculture Bus		21,079		21,750					21,415	23,491
<b>SOCIAL SCIENCES</b>										
History	24,273	19,283		21,470	23,500				22,132	
Sociology	23,084	23,044		19,213					21,780	
Psychology	22,813	17,639		18,706	25,700				21,215	21,709
<b>LIFE SCIENCES</b>										
Health/Phys Ed		20,181		19,618					19,900	
Biology	24,750	22,062		19,800	31,400	19,573	20,900		23,081	
Nursing		23,044		26,270		20,355			23,223	
Environmental Science		21,079							21,079	21,821
<b>HUMANITIES</b>										
Art		17,639							17,639	
Fine Arts		17,639							17,639	
English	22,298	19,283		21,653	23,500				21,684	
Foreign Language		18,461		22,432					20,447	
Communications		19,283		21,533	24,350	16,879		17,800	19,969	19,475
<b>PHYSICAL SCIENCE</b>										
Mathematics	29,193		30,021	24,203	28,800		28,100		28,063	
Statistics		21,079	30,021	24,203	27,600				25,726	
Chemistry	24,555	25,191	31,201	25,750	29,800	22,318	25,900		26,388	
Physics				27,200	31,000		26,500		28,233	
Geology		21,079		28,307		20,474			23,287	26,339
<b>OVERALL ENTRY-LEVEL PRIVATE SALARY AVERAGE, WEIGHTED BY THE NUMBER OF ELEMENTARY AND SECONDARY TEACHERS (Appendix 2 explains the methodology used)</b>							<b>\$22,313</b>			



## APPENDIX 2

### PRIVATE INDUSTRY SALARY AVERAGES WEIGHTED BY NUMBER OF TEACHERS

#### ELEMENTARY TEACHERS

A representative entry-level private salary average for comparison with elementary teachers is obtained by calculating the entry-level salary average for different types of professions in private industry and government which relate to various established groups of teachers. These groups are Business, Social Sciences, Life Sciences, Humanities, and Physical Science. Elementary teachers' curriculum covers all of these groups; therefore, a simple average of the Appendix 1 group averages is used; the 1990-91 average is \$22,567. (This figure represents 12-month professions.)

#### SECONDARY TEACHERS

Secondary teachers are involved in more narrowly-defined academic areas. Thus, the academic groups are used to compute differences in average salary for related professions in private industry and state government. To illustrate, the average entry-level salary for professions in the Physical Sciences group is higher than the average for Social Sciences. A representative entry-level private salary average for secondary teachers is not the simple average of these two groups, but the salary average of each group weighted according to the number of teachers in each group.

<u>ACADEMIC GROUP</u>	<u>PRIVATE INDUSTRY 12-MONTH ENTRY-LEVEL SALARY AVERAGE *</u>	<u>NUMBER OF SECONDARY TEACHERS</u>
Business	\$23,491	4,073
Social Sciences	\$21,709	3,952
Life Sciences	\$21,821	5,158
Humanities	\$19,475	12,718
Physical Science	\$26,339	6,978

Entry-Level Private Salary  
Average Weighted By The  
Number Of Secondary Teachers:      \$22,066

\* Group average data from Appendix 1

## APPENDIX 2 continued

### COMBINED ELEMENTARY AND SECONDARY TEACHERS

The overall entry-level private salary average weighted by all teachers is computed as follows:

- 1) Multiply the entry-level private salary average that is comparable to elementary teachers (\$22,567) by the number of elementary teachers (31,900) \*
- 2) Multiply the entry-level private salary average that is comparable to secondary teachers (\$22,066) by the number of secondary teachers (32,879) \*
- 3) Add the results of 1 and 2, and then divide by the total number of teachers.

<u>ACADEMIC GROUP</u>	<u>12 MONTH ENTRY-LEVEL SALARY AVERAGE</u>	<u>NUMBER OF TEACHERS</u>
Elementary	\$22,567	31,900
Secondary	\$22,066	32,879

OVERALL ENTRY-LEVEL PRIVATE SALARY AVERAGE, WEIGHTED BY THE NUMBER OF ELEMENTARY AND SECONDARY TEACHERS: = \$22,313

\* Source: Department of Education

**APPENDIX 3**  
**COMMONWEALTH CLASSES WHICH COLLEGE GRADUATES**  
**WITH NO EXPERIENCE COULD ENTER FOR THE 90-91 FISCAL YEAR**

<u>DEGREE</u>	<u>MATCHING STATE CLASS</u>	<u>FY 90-91 MINIMUM SALARY</u>	<u>DEGREE AVERAGE</u>
<u>BUSINESS</u>			
Accounting	Accountant	21,079	21,079
Bus. Admin.	Agency Management Analyst	23,044	23,044
Economics	Planner	25,191	25,191
Marketing	Agricultural Marketing Agent	23,044	23,044
Agri. Business	Extension Agent Trainee	21,079	21,079
<u>SOCIAL SCIENCES</u>			
History	Historian A	19,283	19,283
Geography	No Match		
Sociology	Probation Counselor	23,044	23,044
Psychology	Psychologist Assistant	17,639	17,639
<u>LIFE SCIENCES</u>			
Health/Phys. Ed.	Sanitarian	21,079	20,181
	Health Educator	19,283	N/A
Biology	Microbiologist	23,044	22,062
	Fisheries Management Specialist	21,079	N/A
Nursing	Registered Nurse	23,044	23,044
Environ. Science	Environmental Program Specialist	21,079	21,079
<u>HUMANITIES</u>			
Art	Graphic Artist	17,639	17,639
Fine Arts	Fine Arts Museum Educ. Asst.	17,639	17,639
	Fine Arts Museum Asst. Registrar	17,639	N/A
English	Information Officer A	19,283	19,283
Foreign Language	Research Specialist	17,639	18,461
	Archivist A	19,283	N/A
Communications	Information Officer A	19,283	19,283
<u>PHYSICAL SCIENCE</u>			
Math	No Match		
Statistics	Statistical Analyst	21,079	21,079
Chemistry	Analytical Chemist	25,191	25,191
Physics	No Match		
Geology	Geologist	21,079	21,079
Summary Average:			20,971

## APPENDIX 4 AVERAGE SALARY AND SALARY RANGE DATA BY LOCALITY

1990-91 Virginia Salary Average As Reported By The Department of Education: **\$32,382**  
1990-91 National Estimated Salary Average as Reported By The National Education Association: **\$33,015**

<u>School System</u>	1990-91 Bud Avg <u>Salary</u>	% Of State <u>Avg</u>	% Of National <u>Avg</u>	<u>Bachelor's Degree</u> 1990-1991		<u>Master's Degree</u> 1990-1991	
				<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
<u>County</u>							
Accomack	28,117	86.83%	85.16%	20,386	35,299	21,661	36,574
Albemarle	30,310	93.60%	91.81%	22,575	30,975	23,575	31,975
Alleghany	29,056	89.73%	88.01%	22,600	33,692	25,188	36,280
Amelia	27,543	85.06%	83.43%	21,829	33,399	23,129	34,699
Amherst	28,383	87.65%	85.97%	21,667	32,937	23,612	34,882
Appomattox	26,917	83.12%	81.53%	21,518	31,590	22,980	33,052
Arlington	41,829	129.17%	126.70%	25,757	39,207	27,271	55,267
Augusta	27,836	85.96%	84.31%	19,500	32,080	21,096	33,676
Bath	30,157	93.13%	91.34%	22,794	33,194	23,794	34,194
Bedford	26,622	82.21%	80.64%	23,002	32,773	24,427	34,198
Bland	23,351	72.11%	70.73%	20,273	26,513	21,712	37,952
Botetort	28,381	87.64%	85.96%	21,361	32,042	22,690	33,371
Brunswick	26,592	82.12%	80.55%	20,357	31,927	22,457	34,027
Buchanan	24,588	75.93%	74.48%	18,774	29,638	19,974	31,604
Buckingham	29,538	91.22%	89.47%	20,258	31,009	21,208	31,959
Campbell	29,690	91.69%	89.93%	22,229	33,678	23,729	35,178
Caroline	30,111	92.99%	91.20%	23,606	38,059	25,190	39,643
Carroll	28,027	86.55%	84.89%	20,424	30,542	21,638	31,756
Charles City	27,341	84.43%	82.81%	21,500	33,027	22,500	34,027
Charlotte	26,189	80.88%	79.32%	21,216	31,522	22,425	32,731
Chesterfield	30,767	95.01%	93.19%	24,063	41,365	25,512	42,814
Clarke	29,636	91.52%	89.77%	23,300	36,559	25,800	39,059
Craig	27,201	84.00%	82.39%	21,609	31,966	22,818	33,175
Culpepper	30,180	93.20%	91.41%	21,525	35,600	23,000	37,075
Cumberland	26,885	83.02%	81.43%	20,000	28,096	21,365	29,461
Dickenson	25,908	80.01%	78.47%	21,053	33,828	21,452	34,227
Dinwiddie	29,007	89.58%	87.86%	21,905	32,986	23,368	34,449
Essex	26,496	81.82%	80.25%	21,420	32,365	22,750	33,675
Fairfax	42,797	132.16%	129.63%	25,000	47,886	28,169	51,055
Fauquier	29,724	91.79%	90.03%	21,300	38,744	22,725	40,551
Floyd	26,044	80.43%	78.89%	19,280	31,180	20,610	32,510
Fluvanna	26,483	81.78%	80.22%	20,774	31,775	22,692	33,693
Franklin County	26,851	82.92%	81.33%	21,050	33,500	23,500	35,950
Frederick	27,499	84.92%	83.29%	21,769	35,469	23,415	37,115
Giles	30,681	94.75%	92.93%	19,971	33,071	21,336	34,436
Gloucester	28,176	87.01%	85.34%	23,700	35,409	24,900	36,606
Goochland	28,170	86.99%	85.32%	22,680	33,480	24,180	34,980
Grayson/Fries	28,546	88.15%	86.46%	21,060	34,020	22,068	35,100
Greene	26,997	83.37%	81.77%	20,000	30,614	21,445	32,080
Greensville	28,742	88.76%	87.06%	20,325	35,276	22,325	37,276
Halifax	26,731	82.55%	80.97%	21,439	33,500	22,909	34,970
Hanover	30,060	92.83%	91.05%	24,250	36,848	25,705	39,059
Henrico	34,001	105.00%	102.99%	22,697	38,014	23,787	39,839
Henry	27,698	85.54%	83.90%	21,733	32,320	23,265	33,852
Highland	22,255	68.73%	67.41%	20,553	24,564	21,918	35,929

<u>School System</u>	<u>1990-91 Bud Avg Salary</u>	<u>% Of State Avg</u>	<u>% Of National Avg</u>	<u>Bachelor's Degree 1990-1991</u>		<u>Master's Degree 1990-1991</u>	
				<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
<u>County (con't)</u>							
Isle of Wight	30,800	95.11%	93.29%	21,720	35,384	23,295	36,959
King and Queen	27,233	84.10%	82.49%	21,176	33,074	22,623	34,521
King George	31,546	97.42%	95.55%	23,604	40,086	25,604	42,086
King William	26,297	81.21%	79.65%	21,315	31,617	23,258	33,560
Lancaster	27,924	86.23%	84.58%	21,700	32,740	23,052	34,092
Lee	28,575	88.24%	86.55%	21,537	35,423	22,746	36,632
Loudoun	36,918	114.01%	111.82%	24,099	31,591	25,214	42,685
Louisa	27,048	83.53%	81.93%	22,074	33,314	23,474	34,714
Lunenburg	26,215	80.96%	79.40%	21,300	30,883	22,800	32,383
Madison	23,886	73.76%	72.35%	20,010	30,538	20,708	31,933
Mathews	26,482	81.78%	80.21%	21,578	32,099	23,094	33,615
Mecklenburg	27,645	85.37%	83.73%	22,300	31,750	23,950	33,400
Middlesex	25,917	80.04%	78.50%	20,872	31,041	22,201	32,371
Montgomery	29,021	89.62%	87.90%	22,260	35,910	23,875	37,525
Nelson	25,617	79.11%	77.59%	19,052	29,499	20,340	30,787
New Kent	29,569	91.31%	89.56%	21,525	32,500	23,134	34,109
Northampton/Cape Charles	28,714	88.67%	86.97%	23,500	30,900	24,700	32,100
Northumberland	29,113	89.90%	88.18%	21,225	32,550	22,485	33,810
Nottoway	29,425	90.87%	89.13%	21,500	33,750	23,173	35,423
Orange	29,310	90.51%	88.78%	22,320	36,836	23,020	37,536
Page	26,322	81.29%	79.73%	21,000	33,000	22,300	35,000
Patrick	26,820	82.82%	81.24%	20,229	29,887	21,494	31,152
Pittsylvania	29,928	92.42%	90.65%	21,700	31,400	22,900	32,600
Powhatan	26,875	82.99%	81.40%	22,500	34,462	24,000	35,962
Prince Edward	27,352	84.47%	82.85%	22,000	34,000	23,595	35,595
Prince George	31,818	98.26%	96.37%	24,533	39,882	26,350	41,699
Prince William	35,655	110.11%	108.00%	25,387	38,499	25,870	46,058
Pulaski	31,165	96.24%	94.40%	20,000	36,533	21,575	38,108
Rappahannock	26,469	81.74%	80.17%	21,837	32,054	23,337	33,554
Richmond County	27,938	86.28%	84.62%	22,229	33,192	23,473	34,436
Roanoke County	33,076	102.14%	100.18%	23,290	34,525	24,400	36,190
Rockbridge	26,785	82.72%	81.13%	21,875	31,915	23,135	33,175
Rockingham	29,987	92.60%	90.83%	23,290	37,410	24,760	38,880
Russell	26,204	80.92%	79.37%	20,479	33,843	21,606	34,970
Scott	27,474	84.84%	83.22%	20,240	31,990	21,445	33,195
Shenandoah	27,491	84.90%	83.27%	20,830	32,874	22,050	34,704
Smyth	29,555	91.27%	89.52%	22,107	32,995	23,577	34,465
Southampton	26,991	83.35%	81.75%	21,773	32,887	23,173	34,287
Spotsylvania	30,151	93.11%	91.33%	24,150	38,955	26,150	40,955
Stafford	32,546	100.51%	98.58%	24,500	39,895	25,605	26,710
Surry	31,083	95.99%	94.15%	23,043	38,807	24,793	40,557
Sussex	31,502	97.28%	95.42%	21,542	33,771	24,593	36,822
Tazewell	29,325	90.56%	88.82%	21,942	35,304	23,604	36,966
Warren	27,342	84.44%	82.82%	20,464	36,370	22,269	38,175
Washington	28,691	88.60%	86.90%	20,475	31,980	21,690	33,195
Westmoreland	29,437	90.91%	89.16%	23,055	38,065	24,189	39,199
Wise	31,575	97.51%	95.64%	23,075	39,525	24,075	40,525
Wythe	27,898	86.15%	84.50%	21,001	31,445	22,267	32,711
York	33,112	102.25%	100.29%	24,450	39,400	25,565	40,515

<u>School System</u>	1990-91 Bud Avg <u>Salary</u>	% Of State Avg	% Of National Avg	<u>Bachelor's Degree</u> 1990-1991		<u>Master's Degree</u> 1990-1991	
				<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
<u>City</u>							
Alexandria	41,910	129.42%	126.94%	26,300	38,244	29,700	51,916
Bristol	30,907	95.45%	93.62%	21,700	32,338	23,200	33,838
Buena Vista	30,407	93.90%	92.10%	19,888	28,838	21,877	31,722
Charlottesville	32,976	101.83%	99.88%	21,870	36,280	23,145	37,555
Chesapeake	32,338	99.86%	97.95%	24,077	37,795	26,377	40,095
Colonial Heights	32,013	98.86%	96.97%	24,179	37,462	25,579	38,862
Covington	29,123	89.94%	88.21%	22,151	34,428	24,367	36,644
Danville	31,237	96.46%	94.61%	22,561	34,969	23,712	36,120
Falls Church	42,650	131.71%	129.18%	25,345	32,188	30,414	53,225
Franklin City	29,958	92.51%	90.74%	23,844	35,838	25,314	37,308
Fredericksburg	33,104	102.23%	100.27%	23,000	38,555	24,000	39,555
Galax	29,862	92.22%	90.45%	22,632	36,191	24,627	38,186
Hampton	31,283	96.61%	94.75%	24,500	38,570	25,850	39,920
Harrisonburg	29,864	92.22%	90.46%	21,992	34,526	21,992	36,254
Hopewell	30,943	95.56%	93.72%	24,000	37,260	25,500	38,760
Lexington	27,461	84.80%	83.18%	21,817	32,693	23,911	34,787
Lynchburg	31,592	97.56%	95.69%	23,000	36,600	25,083	38,683
Manassas	31,339	96.78%	94.92%	24,000	39,840	26,400	45,840
Manassas Park	28,659	88.50%	86.81%	23,500	39,145	24,813	40,458
Martinsville	30,369	93.78%	91.99%	21,567	36,422	24,100	38,955
Newport News	32,033	98.92%	97.03%	24,050	40,431	24,965	43,172
Norfolk	33,124	102.29%	100.33%	24,650	36,845	26,725	38,920
Norton	30,083	92.90%	91.12%	24,225	39,549	25,560	40,884
Petersburg	28,654	88.49%	86.79%	20,787	35,611	21,787	36,611
Poquoson	29,906	92.35%	90.58%	24,875	40,170	26,480	41,775
Portsmouth	30,575	94.42%	92.61%	24,059	35,533	25,903	37,377
Radford	32,470	100.27%	98.35%	23,606	36,357	24,938	37,689
Richmond City	34,108	105.33%	103.31%	23,921	38,811	25,117	40,752
Roanoke City	32,290	99.72%	97.80%	22,155	34,620	23,455	35,920
Salem	32,864	101.49%	99.54%	23,220	35,425	24,420	36,625
South Boston	28,659	88.50%	86.81%	22,042	34,963	23,512	36,433
Staunton	28,787	88.90%	87.19%	20,258	33,021	21,651	35,326
Suffolk	30,410	93.91%	92.11%	24,178	34,998	25,813	36,633
Virginia Beach	32,435	100.16%	98.24%	24,030	39,820	25,850	41,640
Waynesboro	31,129	96.13%	94.29%	22,392	36,865	24,482	38,955
Williamsburg/James City	30,433	93.98%	92.18%	25,266	34,283	26,832	42,108
Winchester	32,192	99.41%	97.51%	22,130	38,220	24,638	40,728

<u>School System</u>	1990-91 Bud Avg <u>Salary</u>	% Of State Avg	% Of National Avg	<u>Bachelor's Degree</u> 1990-1991		<u>Master's Degree</u> 1990-1991	
				<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
<u>Town</u>							
Colonial Beach	25,972	80.21%	78.67%	21,470	32,515	22,935	33,980
West Point	30,626	94.58%	92.76%	21,000	36,610	22,400	38,010

<u>School System</u>	1990-91 Bud Avg Salary	% Of State Avg	% Of National Avg
<u>Regional Centers</u>			
Amelia-Nottoway	30,533	94.29%	92.48%
Charlottesville-Albemarle	—	—	—
D. J. Howard	32,268	99.65%	97.74%
Jackson River	27,562	85.12%	83.48%
Massanutten	31,555	97.45%	95.58%
New Horizons	33,183	102.47%	100.51%
Northern Neck	28,111	86.81%	85.15%
Piedmont	30,094	92.93%	91.15%
P. D. Pruden	33,355	103.00%	101.03%
Rowanty	32,842	101.42%	99.48%
Valley	33,024	101.98%	100.03%

<u>School System</u>	1990-91 Bud Avg Salary	% Of State Avg	% Of National Avg
<u>Special Education Centers</u>			
Laurel	32,041	98.95%	97.05%
Middle Peninsula Reg	23,795	73.48%	72.07%
Northwestern Reg	—	—	—
Paces	27,552	85.08%	83.45%
Piedmont Region	25,480	78.69%	77.18%
Roanoke Valley Reg	29,476	91.03%	89.28%
SECEP	26,682	82.40%	80.82%

<u>School System</u>	1990-91 Bud Avg Salary	% Of State Avg	% Of National Avg
<u>Other</u>			
Halifax Jt Ctrl	29,452	90.95%	89.21%
Lexington Jt Ctrl	28,888	89.21%	87.50%

## APPENDIX 5 AVERAGE SALARIES, RANKED BY STATE

<u>STATE</u>	<u>90/91 AVG SALARY</u>	<u>STATE</u>	<u>88/89 AVG SALARY</u>	<u>STATE</u>	<u>86/87 AVG SALARY</u>
Alaska	43,861	Alaska	41,754	Alaska	39,769
Connecticut	43,847	Connecticut	37,343	District Columbia	33,797
District Columbia	42,288	New York	36,654	New York	32,000
New York	41,600	District Columbia	36,290	Michigan	31,500
California	39,598	Michigan	34,823	California	31,219
Maryland	38,806	California	34,684	Rhode Island	31,079
New Jersey	38,790	Rhode Island	34,233	Connecticut	28,902
Michigan	37,682	Maryland	33,895	Maryland	28,893
Rhode Island	37,674	New Jersey	33,037	New Jersey	28,718
Massachusetts	36,090	Massachusetts	32,221	Massachusetts	28,410
Pennsylvania	35,471	Delaware	31,585	Minnesota	28,340
Delaware	35,200	Pennsylvania	31,248	Illinois	28,238
Illinois	34,729	Illinois	31,145	Wyoming	28,103
Minnesota	33,284	Wisconsin	30,779	Wisconsin	27,815
Wisconsin	33,100	Hawaii	30,778	Delaware	27,467
Washington	32,975	Minnesota	30,660	Pennsylvania	27,422
Ohio	32,615	Ohio	29,671	Colorado	27,387
Hawaii	32,541	Colorado	29,558	Washington	27,285
Virginia	32,382	Oregon	29,390	Nevada	26,960
Nevada	32,209	Indiana	29,331	Hawaii	26,815
Oregon	32,200	Washington	29,199	Oregon	26,690
Indiana	32,178	Virginia	28,967	Ohio	26,288
Colorado	32,020	Nevada	28,840	Arizona	25,972
New Hampshire	31,329	Arizona	28,499	Indiana	25,581
Vermont	30,986	Wyoming	27,685	Virginia	25,039
Arizona	30,780	Kansas	27,360	Texas	24,903
Florida	30,387	Vermont	27,092	Georgia	24,200
Kansas	29,923	Florida	26,974	North Carolina	23,879
Kentucky	29,089	Georgia	26,920	New Mexico	23,850
North Carolina	29,082	New Hampshire	26,702	Florida	23,833
Wyoming	28,988	Texas	26,527	Kansas	23,459
Georgia	28,855	Missouri	26,006	Missouri	23,435
Maine	28,700	Iowa	25,778	Montana	23,206
Missouri	28,607	North Carolina	25,738	South Carolina	23,201
Texas	28,321	South Carolina	25,623	Alabama	23,200
Tennessee	28,248	Tennessee	25,619	Utah	23,035
South Carolina	28,174	Alabama	25,190	Tennessee	22,627
Iowa	27,949	Maine	24,938	Iowa	22,615
Alabama	27,300	Kentucky	24,930	Kentucky	22,476
Nebraska	26,592	Montana	24,421	New Hampshire	21,869
Louisiana	26,240	New Mexico	23,897	Vermont	21,835
Montana	26,210	Nebraska	23,845	Nebraska	21,834
New Mexico	26,194	Utah	22,852	Idaho	21,480
West Virginia	25,958	Idaho	22,734	Oklahoma	21,468
Idaho	25,485	Mississippi	22,578	West Virginia	21,446
Utah	25,415	Louisiana	22,470	North Dakota	21,284
Oklahoma	24,649	Oklahoma	22,370	Maine	21,257
Mississippi	24,443	North Dakota	22,249	Louisiana	21,196
North Dakota	23,578	West Virginia	21,904	Arkansas	19,904
Arkansas	23,040	Arkansas	21,395	Mississippi	19,447
South Dakota	22,363	South Dakota	20,530	South Dakota	18,781



## APPENDIX 6

### SALARY INCREASES, RANKED BY STATE

DOLLAR INCREASE TO 90/91 FROM:				PERCENTAGE INCREASE TO 90/91 FROM:			
STATE	88/89	STATE	86/87	STATE	88/89	STATE	86/87
Connecticut	6,504	Connecticut	14,945	West Virginia	18.51%	Connecticut	51.71%
District Columbia	5,998	New Jersey	10,072	Connecticut	17.42%	New Hampshire	43.26%
New Jersey	5,753	Maryland	9,913	New Jersey	17.41%	Vermont	41.91%
New York	4,946	New York	9,600	New Hampshire	17.33%	New Jersey	35.07%
California	4,914	New Hampshire	9,460	Louisiana	16.78%	Maine	35.01%
Maryland	4,911	Vermont	9,151	Kentucky	16.68%	Maryland	34.31%
New Hampshire	4,627	District Columbia	8,491	District Columbia	16.53%	New York	30.00%
Pennsylvania	4,223	California	8,379	Maine	15.09%	Kentucky	29.42%
Kentucky	4,159	Pennsylvania	8,049	Maryland	14.49%	Pennsylvania	29.35%
West Virginia	4,054	Delaware	7,733	Vermont	14.37%	<b>Virginia</b>	<b>29.33%</b>
Vermont	3,894	Massachusetts	7,680	California	14.17%	Delaware	28.15%
Massachusetts	3,869	Maine	7,443	Pennsylvania	13.51%	Kansas	27.55%
Washington	3,776	<b>Virginia</b>	<b>7,343</b>	New York	13.49%	Florida	27.50%
Louisiana	3,770	Kentucky	6,613	North Carolina	12.99%	Massachusetts	27.03%
Maine	3,762	Indiana	6,597	Washington	12.93%	California	26.84%
Delaware	3,615	Rhode Island	6,595	Florida	12.65%	Indiana	25.79%
Illinois	3,584	Florida	6,554	Idaho	12.10%	Mississippi	25.69%
Rhode Island	3,441	Illinois	6,491	Massachusetts	12.01%	District Columbia	25.12%
<b>Virginia</b>	<b>3,415</b>	Kansas	6,464	<b>Virginia</b>	<b>11.79%</b>	Tennessee	24.84%
Florida	3,413	Ohio	6,327	Nevada	11.68%	Ohio	24.07%
Nevada	3,369	Michigan	6,182	Nebraska	11.52%	Louisiana	23.80%
North Carolina	3,344	Hawaii	5,726	Illinois	11.51%	Iowa	23.59%
Ohio	2,944	Washington	5,690	Delaware	11.45%	Illinois	22.99%
Michigan	2,859	Tennessee	5,621	Utah	11.22%	Missouri	22.07%
Indiana	2,847	Oregon	5,510	Tennessee	10.26%	Nebraska	21.79%
Oregon	2,810	Iowa	5,334	Oklahoma	10.19%	North Carolina	21.79%
Idaho	2,751	Wisconsin	5,285	Rhode Island	10.05%	South Carolina	21.43%
Nebraska	2,747	Nevada	5,249	Missouri	10.00%	Hawaii	21.35%
Tennessee	2,629	North Carolina	5,203	South Carolina	9.96%	Rhode Island	21.22%
Minnesota	2,624	Missouri	5,172	Ohio	9.92%	West Virginia	21.04%
Missouri	2,601	Louisiana	5,044	Indiana	9.71%	Washington	20.85%
Kansas	2,563	Mississippi	4,996	New Mexico	9.61%	Oregon	20.64%
Utah	2,563	South Carolina	4,973	Oregon	9.56%	Michigan	19.63%
South Carolina	2,551	Minnesota	4,944	Kansas	9.37%	Nevada	19.47%
Colorado	2,462	Arizona	4,808	South Dakota	8.93%	Georgia	19.24%
Wisconsin	2,321	Nebraska	4,758	Minnesota	8.56%	South Dakota	19.07%
New Mexico	2,297	Georgia	4,655	Iowa	8.42%	Wisconsin	19.00%
Arizona	2,281	Colorado	4,633	Alabama	8.38%	Idaho	18.65%
Oklahoma	2,279	West Virginia	4,512	Colorado	8.33%	Arizona	18.51%
Iowa	2,171	Alabama	4,100	Mississippi	8.26%	Alabama	17.67%
Alabama	2,110	Alaska	4,092	Michigan	8.21%	Minnesota	17.45%
Alaska	2,107	Idaho	4,005	Arizona	8.00%	Colorado	16.92%
Georgia	1,935	South Dakota	3,582	Arkansas	7.69%	Arkansas	15.76%
Mississippi	1,865	Texas	3,418	Wisconsin	7.54%	Oklahoma	14.82%
South Dakota	1,833	Oklahoma	3,181	Montana	7.33%	Texas	13.73%
Texas	1,794	Arkansas	3,136	Georgia	7.19%	Montana	12.94%
Montana	1,789	Montana	3,004	Texas	6.76%	North Dakota	10.78%
Hawaii	1,763	Utah	2,380	North Dakota	5.97%	Utah	10.33%
Arkansas	1,645	New Mexico	2,344	Hawaii	5.73%	Alaska	10.29%
North Dakota	1,329	North Dakota	2,294	Alaska	5.05%	New Mexico	9.83%
Wyoming	1,303	Wyoming	885	Wyoming	4.71%	Wyoming	3.15%

## APPENDIX 7

### CHAPTER 15.

## TEACHERS, OFFICERS AND EMPLOYEES

### ARTICLE 1.

#### *GENERAL PROVISIONS.*

**§ 22.1-289.1. Teacher compensation; biennial review required.**--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. The Director of Personnel and Training shall conduct a biennial review of the compensation of teachers and other occupations requiring similar education and training. The results of these reviews shall be reported to the Governor, the General Assembly and the Board of Education by June 1 of each odd-numbered year beginning with 1989. However, a preliminary report shall be submitted by the Director of Personnel and Training by December 15, 1987. (1987, c. 240.)