

Salary & Benefits Schedule and Teacher Tenure Study

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UAA Center for Alaska
Education Policy Research
UNIVERSITY *of* ALASKA ANCHORAGE

Acknowledgements

Thank you

- Stakeholders
- Professional organizations
- Superintendents
- School Business Officers, Superintendents, & HR staff who provided data
- CAEPR & ISER staff
- Teachers & school personnel

Funding

Contract to the Alaska Department of Administration, per Alaska State Statute Chapter No. 15, SLA 2014, known as House Bill 278 from the 28th Alaska Legislature, 2013-2014

Legislative mandate

HB278 Section 52

No later than June 15, 2015, the Department of Administration shall present to the legislature a written proposal for a **salary and benefits schedule** for school districts, including an **evaluation of, and recommendations for, teacher tenure.**



Contract Deliverables

- Geographic cost differentials for **teacher salaries**
- Base salary & benefit schedules
 - Teachers
 - Principals
- Description of superintendent
 - Duties
 - Compensation
 - Responsibilities
- Employee benefits and costs
- Recommendations for teacher tenure policy
- Description of certified & classified labor markets



Context: Not optimal

- Decline in revenue = reduced resources
- Alternative compensation & tenure structures use longitudinal data:
 - AMP creates new baseline assessments
 - New curricular standards & expectations
 - Implementation dip expected
- New teacher evaluation system



Methods

- Literature Review
- Interviews & focus groups
- Survey of stakeholders
- Statistical analysis:
 - School district & community characteristics
 - District compensation terms
 - Employment records for certified staff



Deliverable #1

Salary cost differentials

Model

- Accounts for factors affecting teacher recruitment & retention:
 - Community demographics
 - Geographic characteristics
 - Cost of living indicators
 - Student demographics
- Number indicates how much teachers prefer the community to Anchorage
- Three calculations
 - Highly qualified
 - Turnover
 - Moves



Example:

Select KPBSD communities

Place	Turnover	Move	HQ	Average
Kenai	0.92	0.93	0.92	0.93
Seward	1.02	0.91	0.96	0.96
Homer	1.12	0.92	0.98	1.01
Port Graham	1.06	1.44	1.32	1.27
Nanwalek	1.21	1.47	1.30	1.32
Nikolaevsk	1.61	1.11	1.45	1.40



District name	Pay relative to proposed Anchorage pay schedule		Proposed pay relative to current pay	
	Same differential across district	Community differentials varying across district		Percent change from current salary
		Lowest	Highest	
Alaska Gateway		1.28	1.68	55%
Aleutian Region		1.54	2.01	60%
Aleutians East		1.22	1.64	43%
Anchorage	1.00			10%
Annette Island	1.01			17%
Bering Strait		1.45	1.66	62%
Bristol Bay	1.27			42%
Chatham		1.13	1.33	42%
Chugach		1.16	1.40	60%
Copper River		1.26	1.70	61%
Cordova City	1.06			24%
Craig City	1.03			23%
Delta-Greely		1.14	1.24	37%
Denali		1.06	1.37	40%
Dillingham	1.28			44%
Fairbanks	0.85			-6%
Galena	1.26			20%
Haines	0.94			13%
Hoonah	1.22			47%
Hydaburg	1.14			45%
Iditarod		1.37	1.79	63%
Juneau	0.88			-3%
Kake	1.10			29%
Kashunamiut	1.43			66%
Kenai Peninsula		0.93	1.40	14%
Ketchikan	0.89			2%
Klawock	1.05			25%
Kodiak Island		1.11	1.86	33%
Kuspuk		1.35	1.93	53%
Lake and Peninsula		1.40	1.75	68%
Lower Kuskokwim		1.14	1.78	42%
Lower Yukon		1.42	1.55	60%
Mat-Su		0.88	1.20	1%
Mt Edgecumbe	0.91			12%
Nenana	1.28			50%
Nome	1.23			28%
North Slope		1.44	1.97	63%
Northwest Arctic		1.25	1.74	53%
Pelican	1.66			105%
Petersburg	1.07			26%
Pribilof		1.49	1.75	57%
Saint Mary's	1.43			66%
Sitka	0.91			-1%
Skagway	1.03			25%
Southeast Island		1.06	1.70	48%
Southwest Region		1.22	1.68	66%
Tanana	1.54			88%
Unalaska	1.41			53%
Valdez	1.00			17%
Wrangell	1.02			16%
Yakutat	1.12			26%
Yukon Flats		1.52	1.83	78%
Yukon-Koyukuk		1.41	1.71	39%
Yupit		1.43	1.56	66%

(See handout)

- Range = .85 to 2.01
- SD with multiple communities showed significant variation



Deliverable #2

Base salary & benefit schedules

No schedule for principals proposed

Positions are

- too few in number
- vary too much in scope and responsibility



Teacher schedule

- Step & lane
 - Familiar
 - Most preferred by stakeholders
 - SBOs notably different
 - No stronger evidence base for alternative models
- Base salary schedule
 - Calculated for ASD to attract & retain HQT without over-paying
 - Multiply by community differential for all other places
 - Calculated for 1st year teacher/Masters



Proposed schedule

STEP	B	B+15	B+30	M B+45	M+15 B+60	M+30	M+45	D
0	\$51,719	\$53,988	\$56,257	\$58,527	\$60,795	\$63,066	\$65,338	\$67,608
1	\$53,988	\$56,257	\$58,527	\$60,795	\$63,066	\$65,338	\$67,608	\$69,880
2	\$56,257	\$58,527	\$60,795	\$63,066	\$65,338	\$67,608	\$69,880	\$72,147
3	\$58,527	\$60,795	\$63,066	\$65,338	\$67,608	\$69,880	\$72,147	\$74,416
4	\$60,795	\$63,066	\$65,338	\$67,608	\$69,880	\$72,147	\$74,416	\$76,686
5	\$63,066	\$65,338	\$67,608	\$69,880	\$72,147	\$74,416	\$76,686	\$78,954
6	\$65,338	\$67,608	\$69,880	\$72,147	\$74,416	\$76,686	\$78,954	\$81,224
7	\$67,608	\$69,880	\$72,147	\$74,416	\$76,686	\$78,954	\$81,224	\$83,494
8		\$72,147	\$74,416	\$76,686	\$78,954	\$81,224	\$83,494	\$85,764
9			\$76,686	\$78,954	\$81,224	\$83,494	\$85,764	\$88,035
10				\$81,224	\$83,494	\$85,764	\$88,035	\$90,305
11					\$85,764	\$88,035	\$90,305	\$92,573
12						\$90,305	\$92,573	\$94,843
13						\$92,573	\$94,843	\$97,115



Stakeholders: what should factor


Top determinants

- Education
- Experience

Some support

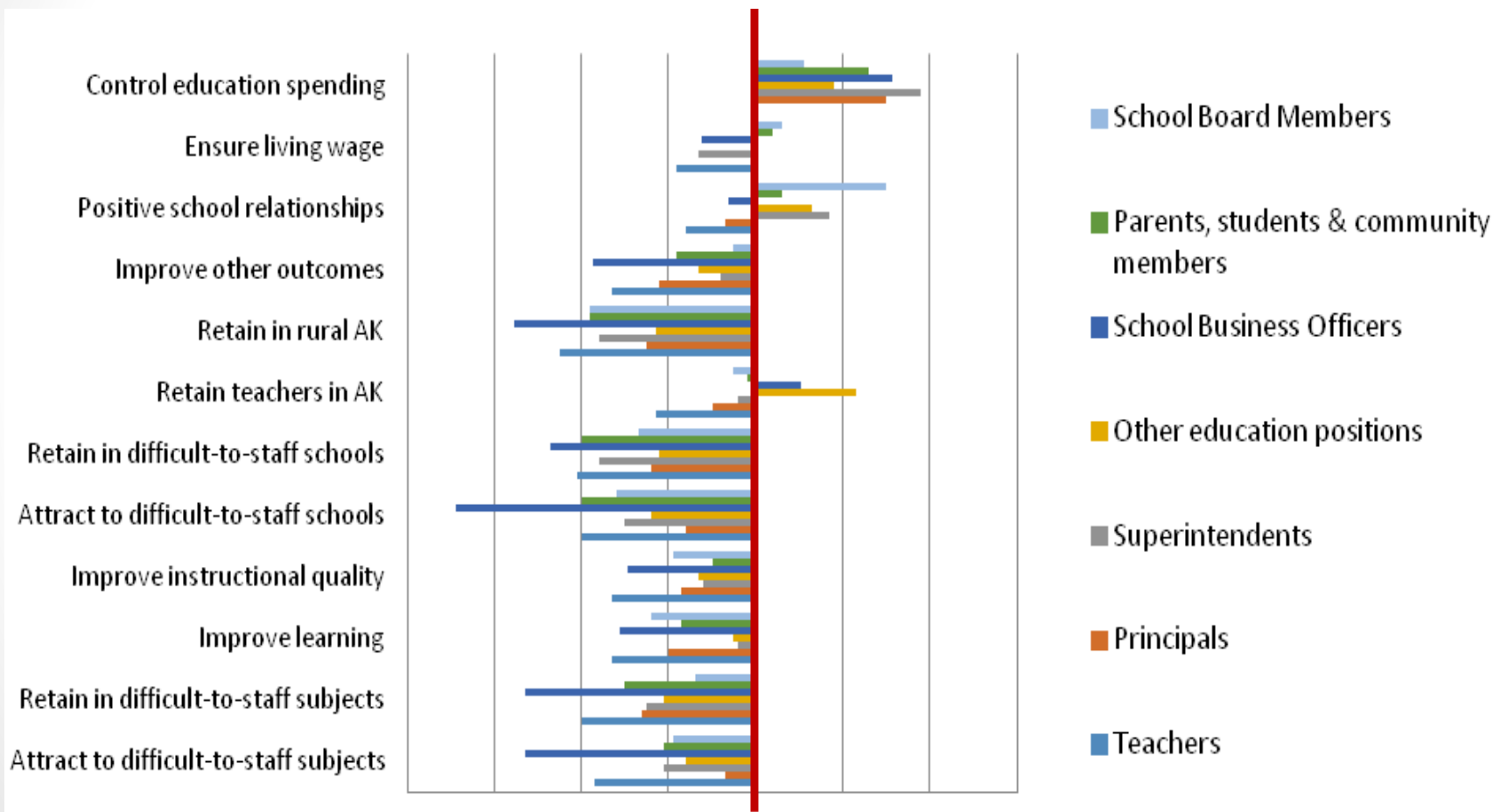
- DTS schools
- Administrator evaluations
- Growth in student learning
- DTS subjects
- Low-performing schools
- Multiple grades
- Additional duties
- Peer evaluations

Should not factor

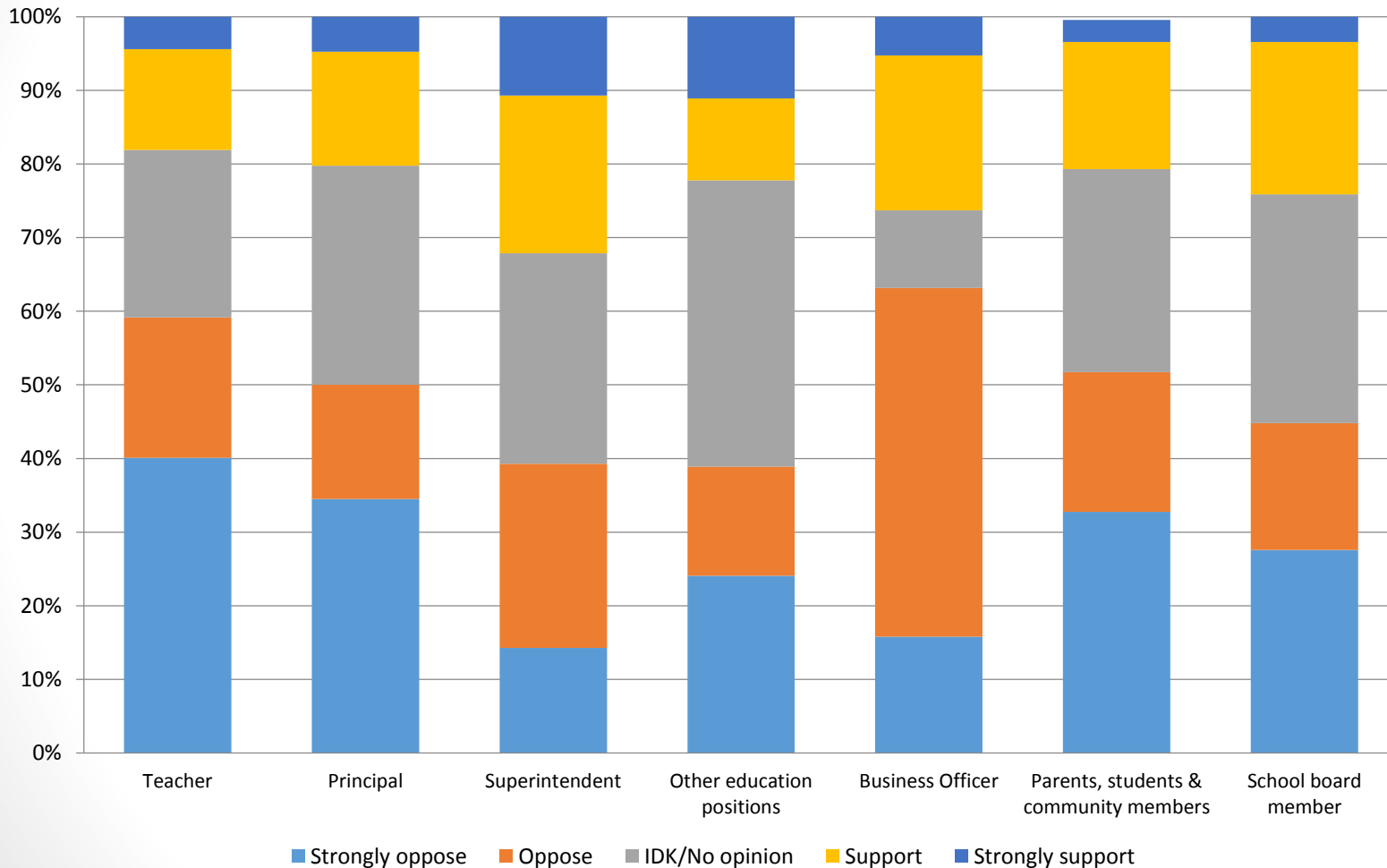
- Perception of teacher quality: 
 - Parent
 - Student
 - Community
- Test scores:
 - Class
 - School



Stakeholders: Won't promote outcomes



Stakeholders: Don't support



Implications & recommendation

- Proposed schedule with differentials would cost more than current salary levels
- Merit/performance pay for future consideration
- We do not recommend SW implementation
- Recommend districts use it:
 - Internal planning
 - Advocacy
 - Decision-making



Deliverable #3

Superintendent duties & compensation

Enormous variation

- Compensation not correlated to
 - magnitude of responsibilities
 - community differentials
- Statewide, salaries lower than national averages



Deliverable #4

Employee benefits & costs

Benefits vary widely

Available everywhere

Retirement

Universal & uniform/Set by state

Health insurance

Contributions & coverage vary

Personal leave

of days varies

Available in some places

Travel

Life insurance

Moving allowances

Housing

Tuition reimbursement



Deliverable #5

Recommendations for teacher tenure

Context

- High-profile lawsuits in lower 48
- Some changes to statewide tenure policy
- Some concerns based on inaccurate information



Stakeholder perception

Tenure DOES

- Retain teachers
- Allow teachers to disagree with administration
- Protect teachers' rights
- Protect academic freedom

Tenure DOES NOT

- Contribute to cost effectiveness
- Facilitate learning
- Retain good teachers
- Ensure district accountability
- Ensure administrator accountability

Stakeholders: what should factor

Modest support

- Districts set probationary period
- Peer evaluations

Opposition

- Use public employee probationary period
- Standardize evaluations
- Perception:
 - Parent
 - Student
 - Community

Split vote

- Test scores
- Eliminate



Opinions & (mis)understandings



Impacts

- Teachers value tenure
- Per teacher cost to:
 - Eliminate tenure: **\$34,000/year**
 - Award tenure after 5 years: **\$16,000/year**



Changes not recommended

- Offering tenure allows districts to pay lower salaries
- New evaluation system needs time



Deliverable #6

**Describe certified & classified labor
markets**

They're different

Certified

- State & national market
- SDs compete with SDs

Classified

- Local labor pools
- SDs compete with community employers

Related services

- Difficult to recruit & retain
- Many contracted → National market
- Some provided via distance



Recommendations & final thoughts

Recommendations

- Statewide salary schedule not recommended at this time
- Further research around how to reward high-performing teachers
- Do not alter tenure policy



Final Thoughts

- Interest in improving teacher compensation & tenure structures
- Significant issues in rural/remote communities
- Context is changing
 - More hiring in the lower 48
 - Fewer students pursuing teacher education
- Is teacher compensation the only way we resolve challenges?
- Is it time to do something different?



More information & full report

Department of Administration website:

<http://doa.alaska.gov/dop/HB278SchoolStudy/>

CAEPR website: www.iser.uaa.alaska.edu/CAEPR/

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