



Teacher, Principal, and Superintendent Salaries and Positions

Trends in Kansas from 1997-98 to 2014-15

March 2016

Introduction

This report discusses the change in teacher, principal, and superintendent salaries and numbers of positions in Kansas public schools from the 1997-98 school year to the 2014-15 school year utilizing data on average annual salaries and total FTEs for teachers, principals, and superintendents as reported by KSDE¹.

Summary

From 1997-98 to 2014-15:

- The total dollars spent on teacher salaries increased by nearly 70 percent, while dollars spent on principal salaries increased 48 percent and on superintendents by 43 percent.
- Total dollars spent on teachers increased by \$783 million, with spending on principals increasing \$35 million and on superintendents \$7 million.
- Principals had an average cumulative salary increase of 58 percent, followed by superintendents with 57.5 percent and teachers with 50.1 percent.
- The number of teachers increased by 3,999, or 13 percent, while the number of principals decreased by 76 (6 percent) and the number of superintendents decreased by 27, or almost 7 percent. (Based on full-time equivalent positions).
- The average number of teachers each principal supervises has increased by approximately five teachers per principal. The average number of teachers per superintendent has increased by more than 25 teachers.
- The number of students per teacher has decreased by about one student per teacher, but the number of students per principal has increased about 35 students and per superintendent has increased about 225 students.

¹ www.ksde.org/Default.aspx?tabid=415#Salaries, www.ksde.org/Default.aspx?tabid=415#Personnel

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Information on the Data Used

The Kansas State Department of Education provides both contracted and actual average salary amounts. The files usually come out in April, at which point the actual amount is available for the previous year, but only the contracted amount is available for the current year. Based on this, KASB used the actual amounts for all years available (1997-98 through 2013-14) and the contracted amounts for 2014-15.

Amounts provided include the salary schedule amounts plus any supplementals and board-paid fringe benefits.

Many superintendents have contracts for less than 1 FTE. According to KSDE regarding its superintendent report: “It should be noted that there are several districts with shared superintendents, or with retired superintendents serving on a part-time basis. In addition, there is a wide disparity in years’ experience, college hours of personnel, and budget per pupil, which would account for disparities in salaries between school districts.”

To address this, the superintendent salaries were adjusted based on the FTEs reported for superintendents. For example, if a salary was reported as \$80,000, and the FTE reported was 0.8, the salary was adjusted to \$100,000 to represent a full-time position. Because of this, the numbers in this report will not match the numbers on KSDE’s site.

Change in Total Dollars for Salaries

Since the 1997-98 school year, total dollars spent on teacher salaries has increased almost 70 percent, total salaries for principals has increased 48 percent, and superintendent salaries 43 percent.

Table One shows the total amount spent on salaries and percent increases by year. The shading for the increase columns indicate which spending category increased the most (green), second most (yellow), and least (red) for each year.

Table One: Total Spent on Salaries

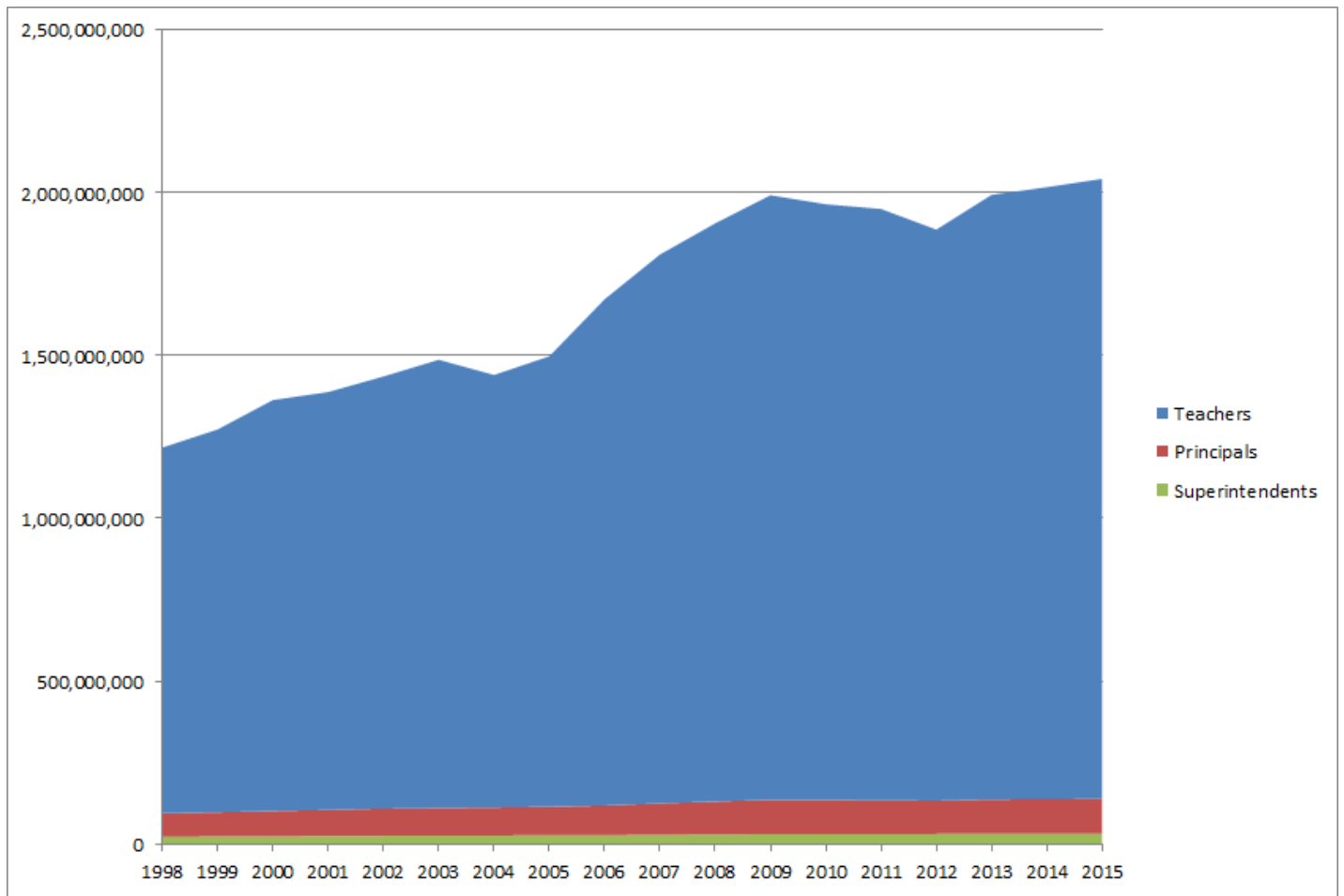
Year	Total Spent on Salaries			Percent Increase		
	Teacher	Principal	Superintendent	Teacher	Principal	Superintendent
1998	\$1,123,288,075	\$72,120,829	\$21,991,563			
1999	\$1,176,005,204	\$74,609,295	\$22,684,017	4.69%	3.45%	3.15%
2000	\$1,262,628,994	\$77,590,332	\$23,439,594	7.37%	4.00%	3.33%
2001	\$1,284,077,962	\$80,304,137	\$23,913,217	1.70%	3.50%	2.02%
2002	\$1,327,748,493	\$83,406,524	\$24,845,359	3.40%	3.86%	3.90%
2003	\$1,377,105,977	\$84,756,243	\$25,350,067	3.72%	1.62%	2.03%
2004	\$1,328,457,044	\$86,228,215	\$25,816,422	-3.53%	1.74%	1.84%
2005	\$1,383,669,611	\$87,615,535	\$26,571,297	4.16%	1.61%	2.92%
2006	\$1,555,076,836	\$91,367,754	\$26,626,871	12.39%	4.28%	0.21%
2007	\$1,685,536,710	\$96,697,677	\$28,280,927	8.39%	5.83%	6.21%
2008	\$1,776,071,986	\$101,314,431	\$28,904,013	5.37%	4.77%	2.20%
2009	\$1,857,523,845	\$104,976,673	\$30,247,215	4.59%	3.61%	4.65%
2010	\$1,830,602,969	\$104,274,393	\$30,229,872	-1.45%	-0.67%	-0.06%
2011	\$1,817,125,886	\$103,552,923	\$29,826,579	-0.74%	-0.69%	-1.33%
2012	\$1,754,841,732	\$101,701,459	\$30,827,673	-3.43%	-1.79%	3.36%
2013	\$1,857,994,736	\$104,503,692	\$31,539,240	5.88%	2.76%	2.31%
2014	\$1,880,574,124	\$105,682,841	\$31,332,336	1.22%	1.13%	-0.66%
2015	\$1,904,606,434	\$107,050,861	\$31,359,674	1.28%	1.29%	0.09%
Total Change	\$781,318,359	\$34,930,032	\$9,368,111	69.56%	48.43%	42.60%

For the changes in the 17 years included in the table above:

- Dollars spent on teachers
 - had the highest percent increase in 10 of the 17 years (59 percent)
 - had an average annual increase of 3.23 percent
 - had a cumulative increase of 69.56 percent
- Dollars spent on principals
 - had the highest percent increase in three of the 17 years (18 percent)
 - had an average annual increase of 2.37 percent
 - had a cumulative increase of 48.43 percent
- Dollars spent on superintendents
 - had the highest percent increase in three of the 17 years (18 percent)
 - had an average annual increase of 2.13 percent
 - had a cumulative increase of 42.6 percent

Figure One shows the total amount spent across years.

Figure One: Total Dollars Spent on Teacher, Principal, and Superintendent Salaries



The total dollars spent on teachers has gone up much more than the dollars spent on administrators. Since 1988, total spending on teacher salaries has increased from \$1.12 billion to \$1.90 billion, which is an increase of \$783 million. Principal salaries have increased from \$72 to 107 million (\$35 million), and superintendents from \$22 to \$29 million (\$7 million). In other words, the increase in the total dollars spent on principal and superintendent salaries combined has been just 5 percent of the increase in the total amount spent on teacher salaries.

Looking at a shorter range, since 2009, dollars spent on teacher salaries have increased \$47 million, on principal salaries \$2 million and on superintendent salaries \$1 million.

If all of the increase in superintendent salaries since 1998 (\$7 million) had gone to teachers, the average teacher would have been paid \$201 more per year, (\$7 million divided by teacher FTE of 34,774) an increase of just 0.4 percent (\$201 divided by \$54,771).

On the other hand, if school districts employed the same number of teachers in 2015 as in 1998 and spent the same amount on teacher salaries, the average teacher would be making \$61,888 rather than \$54,771.

Change in Average Salaries

During this same time period, individual superintendent salaries have grown more than teacher salaries. Comparing the change each year since 1998, superintendents have had the largest percentage increase nine of 17 years (although the lowest increase in the past two years). Teachers have had the lowest increase in individual salaries for nine of the 17 years. Principals were in the middle most years, but were higher compared to 1998, 2001, and the last two years.

Table Two shows the average salaries and percent increases by year. The shading for the increase columns indicates which salary increased the most (green), second most (yellow), and least (red) for each year.

Table Two: Average Salaries

Year	Average Salary			Percent Increase		
	Teacher	Principal	Superintendent	Teacher	Principal	Superintendent
1998	\$36,500	\$56,788	\$78,908			
1999	\$37,373	\$59,073	\$80,985	2.39%	4.02%	2.63%
2000	\$38,546	\$60,903	\$83,296	3.14%	3.10%	2.85%
2001	\$39,366	\$63,232	\$85,864	2.13%	3.82%	3.08%
2002	\$41,149	\$65,778	\$89,468	4.53%	4.03%	4.20%
2003	\$42,527	\$67,968	\$92,755	3.35%	3.33%	3.67%
2004	\$43,414	\$69,708	\$95,546	2.09%	2.56%	3.01%
2005	\$44,246	\$71,698	\$98,925	1.92%	2.86%	3.54%
2006	\$46,890	\$75,076	\$100,252	5.98%	4.71%	1.34%
2007	\$49,100	\$78,136	\$105,881	4.71%	4.08%	5.62%
2008	\$51,025	\$80,882	\$109,113	3.92%	3.51%	3.05%
2009	\$52,764	\$83,767	\$114,443	3.41%	3.57%	4.88%
2010	\$52,933	\$84,705	\$116,808	0.32%	1.12%	2.07%
2011	\$53,179	\$85,192	\$117,520	0.47%	0.57%	0.61%
2012	\$53,147	\$85,716	\$121,752	-0.06%	0.62%	3.60%
2013	\$54,013	\$87,147	\$124,170	1.63%	1.67%	1.99%
2014	\$54,144	\$88,407	\$123,453	0.24%	1.45%	-0.58%
2015	\$54,771	\$89,733	\$124,295	1.16%	1.50%	0.68%
Total Change	\$18,271	\$32,945	\$45,387	50.06%	58.01%	57.52%

For the changes in the 17 years included in the table above:

- Teachers:
 - had the highest average salary increase in four of the 17 years (24 percent)
 - had an average annual increase of 2.43 percent
 - had a cumulative increase of 50.06 percent
- Principals
 - had the highest average salary increase in four of the 17 years (24 percent)
 - had an average annual increase of 2.74 percent
 - had a cumulative increase of 58.01 percent
- Superintendents
 - had the highest average salary increase in nine of the 17 years (52 percent)
 - had an average annual increase of 2.72 percent
 - had a cumulative increase of 57.52 percent

Figure Two shows the percent increases for each position by year.

Figure Two: Percent Increases in Average Salaries



There are several possible reasons why individual administrator salaries have increased more than teacher salaries. First, the number of administrator positions has been reduced, while the number of teacher positions and student enrollment have increased. Local boards may increase the salary of administrators that have taken on more duties as other positions have been reduced.

Second, the increase in teacher positions means more beginning teachers, who typically earn lower salaries, have been added to the total. This would lower the average salary for the year, but does not reflect the change in returning teacher salaries.

In addition, the recent [AASA Superintendents Salary and Benefits Study](#) tells us the national average superintendent salary for 2015 was \$140,021; compared to \$124,295 in Kansas. Similarly, KASB's recent report "[Comparing Kansas: Teacher Salary, Education, and Experience](#)" shows the average teacher salary in Kansas in 2014 was \$48,413, compared to the national average of \$56,689. So it is important to note both teachers and superintendents in Kansas are paid below the national average.

Staffing Ratios

For the past 20 years, school districts have been adding teachers while reducing principals and superintendents. Since 1998, districts have reduced principal positions from 1,270 to 1,194 (6 percent) and reduced superintendents from 270 to 252 (6.5 percent). These are full time equivalents (FTEs). With 286

school districts, it means many superintendents have other duties in addition to being superintendent. During the same period, the number of teaching positions has increased from 30,775 to 34,774 (13 percent). This suggests that perhaps one reason administrators' salaries have increased: They are supervising many more people.

Table Three shows the student, teacher, principal, and superintendent FTEs and the ratios for superintendents and principals to teachers and superintendents, principals, and teachers to students.

Table Three: Staffing Ratios

Year	FTEs				To Teacher Ratio		To Student Ratio		
	Student	Teacher	Principal	Superintendent	Principal	Superintendent	Teacher	Principal	Superintendent
1998	448,609	30,775	1,270	279	24.23	110.42	14.58	353.24	1,609.65
1999	448,325	31,467	1,263	280	24.91	112.34	14.25	354.97	1,600.59
2000	454,322	32,757	1,274	281	25.71	116.41	13.87	356.61	1,614.50
2001	452,722	32,619	1,270	279	25.68	117.12	13.88	356.47	1,625.57
2002	445,377	32,267	1,268	278	25.45	116.19	13.80	351.24	1,603.80
2003	444,542	32,382	1,247	273	25.97	118.49	13.73	356.49	1,626.57
2004	443,302	30,600	1,237	270	24.74	113.25	14.49	358.37	1,640.64
2005	441,896	31,272	1,222	269	25.59	116.43	14.13	361.62	1,645.18
2006	441,787	33,164	1,217	266	27.25	124.87	13.32	363.01	1,663.35
2007	444,879	34,329	1,243	267	27.62	128.52	12.96	357.91	1,665.59
2008	446,874	34,808	1,249	265	27.87	131.40	12.84	357.79	1,686.95
2009	447,706	35,204	1,249	264	28.19	133.20	12.72	358.45	1,693.93
2010	453,362	34,584	1,242	259	27.85	133.63	13.11	365.03	1,751.79
2011	454,864	34,170	1,213	254	28.17	134.63	13.31	374.99	1,792.21
2012	456,001	33,019	1,185	253	27.86	130.41	13.81	384.81	1,800.95
2013	457,897	34,399	1,197	254	28.74	135.43	13.31	382.54	1,802.74
2014	461,854	34,733	1,193	254	29.11	136.85	13.30	387.14	1,819.76
2015	463,266	34,774	1,194	252	29.12	137.83	13.32	388.00	1,836.17
Total	14,657	3,999	(76)	(26)	4.89	27.40	(1.25)	34.76	226.52
Change									

Since 1998, the average number of teachers each principal supervises has increased from 24.23 to 29.12. The average number of teachers per superintendent has increased from 110.42 to 137.83.

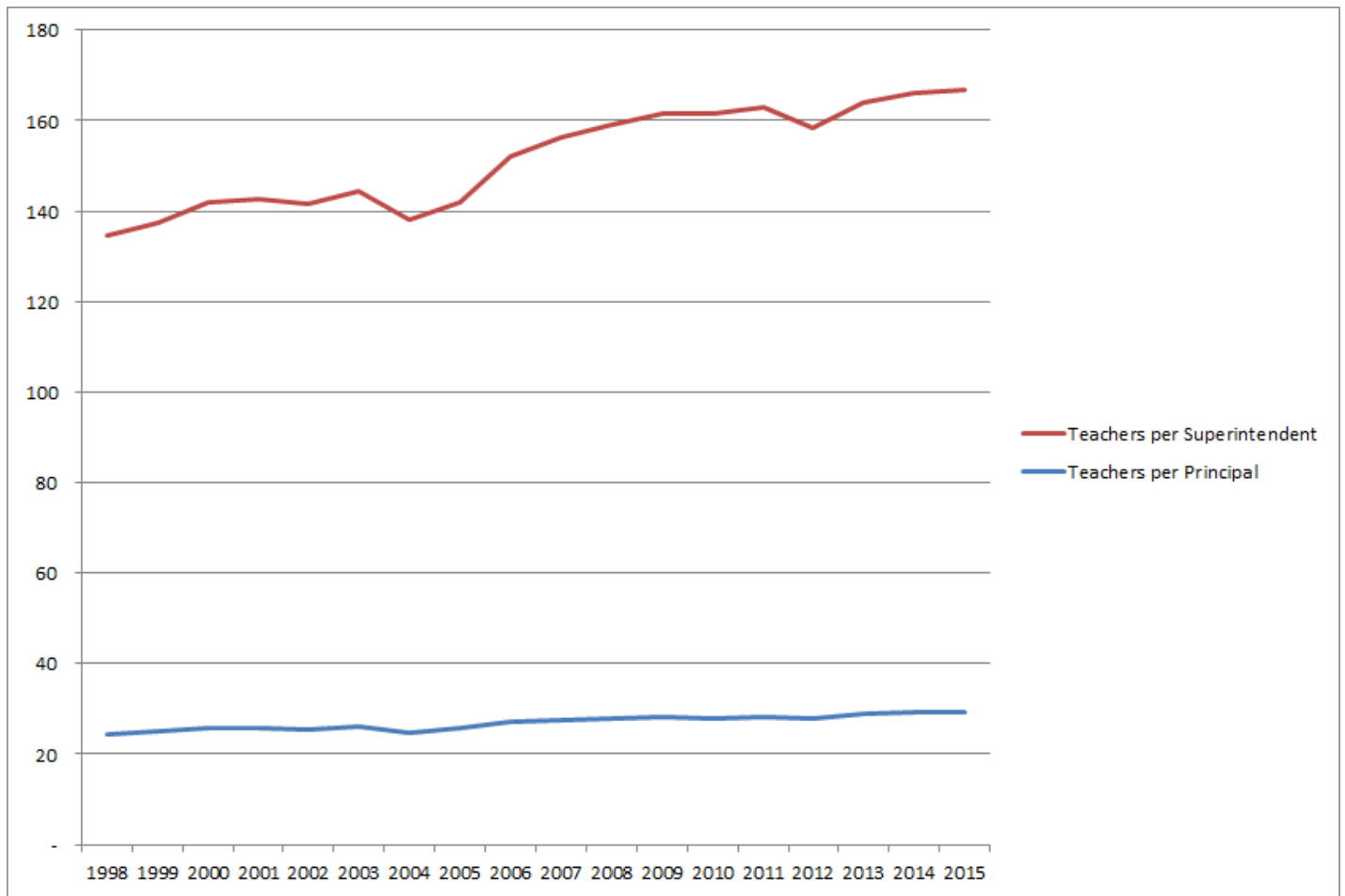
In addition, as noted in KASB's report "[Long-Term Growth in Instructional and Support Employees](#)," the total number of employees has increased from 59,536 in 1998 to 69,170 in 2015. That means the average number of employees per superintendent has increased from 212.39 to 273.48.

Many more teachers have been added to reduce class sizes, meet the demands of special education, and expand early childhood and other programs. The number of principals and superintendents has been reduced, while the number of people they supervise has increased.

However, the report cited above also indicates that the total number of assistant principals has increased from 430 in 1997-98 to 579 in 2014-15, so it is also possible that the reduced number of principals and superintendents have been offset by an increase in assistant principals, who typically are paid less than principals and also frequently have other non-administrative duties.

Figure Three shows the ratios of teachers to principal and teachers to superintendents.

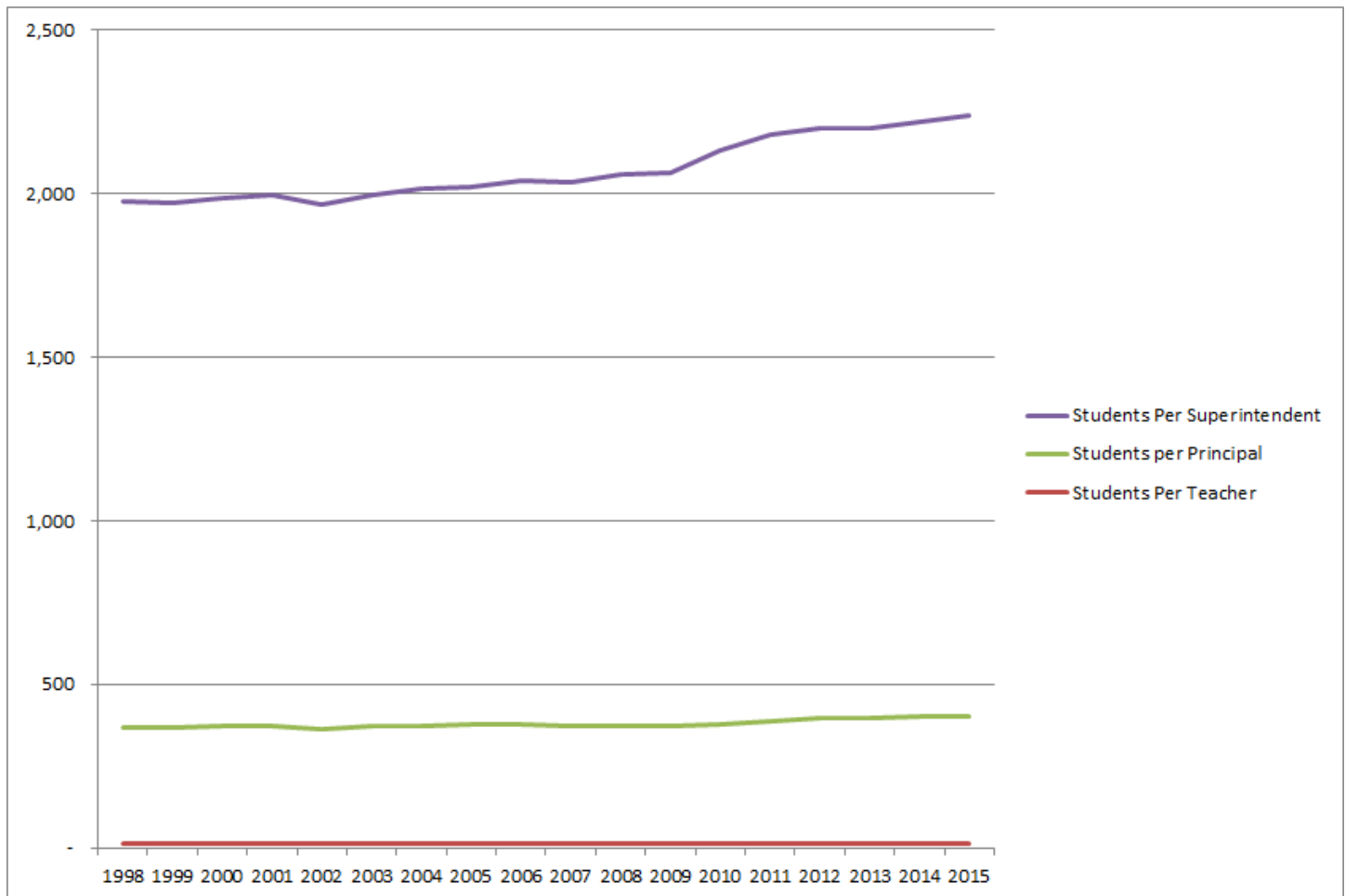
Figure Three: Teachers to Principals and Superintendents



From 1998 to 2015, the number of students per teacher has decreased from 14.58 to 13.22, but the number of students per principal has increased from 353.24 to 388.00 and students per superintendent has increased from 1,609.65 to 1,836.17. This means that while classrooms are getting smaller, principals and superintendents are responsible for larger numbers of students.

Figure Four shows the ratios of students to teachers, principals, and superintendents.

Figure Four: Students to Teachers, Principals, and Superintendents



Correlation and Regression

The data on staffing ratios suggests the number of teachers and students per principal and superintendent have an impact on the average salary amounts. Though we cannot prove this using statistical means, we can determine to what extent these things tend to move together (correlation), and to what extent a change in one can predict a change in the other (regression).

Table Four shows the correlation coefficients for the salary amounts and the ratios. In addition, the cells highlighted in yellow indicate significant linear regressions; with an increase in the number of teachers or students per consistently predicting an increase in salary.

So, for teachers average salary, we can say it has a positive correlation of 0.95 with the teacher to principal ratio and a positive correlation of 0.97 with the teacher to superintendent ratio, and the teacher to superintendent ratio is a significant predictor of teacher average salary. This means higher teacher salaries are associated with higher teacher to principal and teacher to superintendent ratios, and higher teacher to superintendent ratios consistently predict higher teacher salaries.

Table Four: Correlation and Regression

	Teacher to Principal	Teacher to Superintendent	Student to Teacher	Student to Principal	Student to Superintendent
Teacher Average Salary	0.95	0.97	-0.76	0.77	0.90
Teacher Total Salary	0.97	0.99	-0.83	0.73	0.88
Principal Average Salary	0.95	0.96	-0.74	0.79	0.92
Principal Total Salary	0.95	0.97	-0.79	0.73	0.88
Superintendent Average Salary	0.94	0.95	-0.68	0.84	0.94
Superintendent Total Salary	0.94	0.95	-0.72	0.79	0.91

This data indicates:

- Teacher to principal and teacher to superintendent ratios are positively correlated with average and total salary amounts for teachers, principals, and superintendents.
- Student to teacher ratios are negatively correlated with average and total salary amounts.
- Student to principal and student to superintendent ratios are positively correlated with average and total salary amounts.
- Teacher to superintendent ratios are significant predictors of teacher average and total salaries as well as superintendent average and total salaries.
- Teacher to principal ratios are significant predictors of principal average and total salaries.
- The only student ratio that is a significant predictor of salaries is the student to superintendent ratio; which is a significant predictor of the average superintendent salaries.

These results lend support to the idea that the increase in principal and superintendent salaries can be attributed, at least in part, to increases in the number of teachers supervised by each.